



*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 11

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

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

December 2010

## PROGRESS REPORT 11

### REPORT COVER PAGE

**Recipient UN Organization:**

UNIDO

**Report Number:**

11

**Project Number:**

FB/LEB/09/002

**Project Title:**

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

**Reporting Period:**

October to December 2010

**Project Budget:**

USD 1,500,000

**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:**

- The on-going Phase II was launched in April 2009 and is expected to end up in October 2010. A 3 months time extension has been approved by the LRF.

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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*

<b>Category</b>	<b>Budget Phase I</b>	<b>Funds Phase II</b>
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
<b>Sub-total</b>	<b>2.803.738</b>	<b>1.401.869</b>
Agency support	196.262	98.131
<b>Total (USD)</b>	<b>3.000.000</b>	<b>1.500.000</b>

### **Human Resources:**

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

## **III. IMPLEMENTATION AND MONITORING ARRANGEMENTS**

### **a) Implementation:**

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

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

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

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

**b) Monitoring:**

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

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

**c) Procurement:**

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

**IV. RESULTS**

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

**Table 2: Results**

<b>Performance indicator*</b>	<b>Results</b>
<p>➤ <b>Restored economic activities and diversification of economic/income generating activities</b></p>	<p>➤ The project has supported 85 enterprises all of which have had their operations restored or enhanced. The target for Phase I + II is 135 enterprises to be restored.</p>
<p>➤ <b>Increased food security in MSMEs.</b></p>	<p>➤ 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.</p>
<p>➤ <b>Project is implemented efficiently and in accordance with the plan and timing</b></p>	<p>➤ Implementation of Phase I was on time and schedule. This Phase has been declared operationally completed and the unutilized funds will be returned to the LRF as soon as all financial transaction is finalized.</p> <p>➤ An extension has been approved for Phase II for the following reasons:</p> <ul style="list-style-type: none"> <li>- Delays in the delivery, installation and testing of the remaining equipment.</li> <li>- Conducting related training for the supplied equipment.</li> <li>- Adequate monitoring of all project activities, corrective measures and final handover - exit strategy and sustainability of project activities.</li> </ul>
<p>➤ <b>Number of jobs created</b></p>	<p>Many of the refurbished enterprises have been shown to generate new employment opportunities in their respective areas.</p> <p>➤ <b>Phase I:</b> According to a survey conducted in September 2009 among 48 enterprises 655 new</p>

	jobs have been created after the end of hostilities in 2006 to 655 at the time of the survey <sup>1</sup> .
	➤ <b>Phase II:</b> The survey for Phase II is ongoing for 37 enterprises.
➤ <b>Replication</b>	Development of knowledge and success stories where similar project is presently being implemented in Iraq adopting a similar form of intervention.
➤ <b>Sustainability</b>	The success of project has been rewarded by a Phase III, funded by the Government of Italy.

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**

<b>Enterprises that applied to the Ministry of Industry</b>	135
Printing sector excluded	-25
Closed / not interested	- 25
<b>LAISER Beneficiaries</b>	<b>85</b>
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.

<sup>1</sup> Independent External Evaluation (December 2009), LAISER Lebanese Agro-Industry Support and Economic Recovery, “Support for Livelihoods and Economic Recovery.

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

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

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
<b>Total</b>	<b>39</b>	<b>18</b>	<b>57</b>	<b>Total</b>	<b>41</b>	<b>2</b>	<b>43</b>

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 has 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**

The installation and commissioning of **Phase I** equipment was completed in April 2009. 118 pieces of equipment was distributed to 48 enterprises, in addition supporting items of direct application to safety and health measures were distributed to all client industrial units within: Woodwork, textile, leather, olive oil and food & beverage sectors. (For more information please refers to progress report number 9).

Enterprises to be supported in **Phase II** have been selected; the equipment to be procured was identified, selected, agreed with the enterprise owners and tendered. Delivery of the equipment has started in June 2010, See annex 3, updated matrix related to all the P.O's).

**Table 6: Status of Phase II Equipment**

	<b>Sector</b>	<b>Number of Equipment to be delivered</b>	<b>Number of Beneficiaries</b>	<b>Status</b>
1	<b>Food</b> International Bid	<b>28</b>	<b>10</b>	On-going <i>90% delivered</i>
2	<b>Textile</b> International Bid	<b>26</b>	<b>6</b>	On-going <i>90% delivered</i>
3	<b>Leather</b> International Bid	<b>20</b>	<b>7</b>	Shipment Under Clearance
4	<b>Generators</b> International Bid	<b>17</b>	<b>16</b>	Shipment Under Clearance
5	<b>Woodwork</b> International Bid	<b>27</b>	<b>15</b>	Shipment Under Clearance
6	<b>Metal Work</b> International Bid	<b>3</b>	<b>2</b>	Equipment Delivered
	<b>Total</b>	<b>121</b>	<b>56</b>	

\* 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)**



Direct Drive, High Speed, 1-Needle, Lockstitch Machine at Chic Top, Southern Suburbs of Beirut, as part of the (LAISER) project.



Universal Bending machine at Assad Ajami Sons Factory, Bekaa Valley, as part of the (LAISER) project.



Printer's saddle Stitching Machine at Al-Rihani Company for Printing, Bekaa Valley, as part of the (LAISER) project.



200lt Gaz powered Milk Heating vessel at Salhab Ice cream, Nabatieh, 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:

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

**EIMA - International Agriculture Machinery Exhibition.  
Bologna, Italy - 10-14 November 2010.**

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*The Lebanese Delegation (from Left to right): Mr. Zein Harb, Mrs. Zeina Harb, Ms. Nada Barakat, Mrs. Hala Abdullah and Mr. George Nasraoui*



*Picture of Delegation at Menù's factory*



*Picture of the delegation at the Agro-Tractors Company*

**e) Project management:**

A Project Steering Committee was and held its first meeting on 19<sup>th</sup> February 2008, its second meeting on the 8th of September 2008, its third meeting on the 2<sup>nd</sup> of September 200and Fourth meeting on the 4<sup>th</sup> 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 November 2010.

**f- 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 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 90% of the funds have been spend with activities for the remaining funds in their planning and execution stages.

## Phase II

Expenditures as per September 2010

Category	Budget (USD)	Expenditure*	Utilization	Budget distribution	Expenditure distribution
Personnel	160,000	120,688	75%	11%	10%
Civil works^	100,000	99,625	100%	7%	8%
Training^	80,000	42,197	53%	6%	3%
Transport	10,000	9,495	95%	1%	1%
Supplies and commodities	15,000	14,243	95%	1%	1%
Equipment^†	1,010,000	959,006	95%	72%	76%
Travel	20,000	11,677	58%	1%	1%
Miscellaneous	6,869	6,403	93%	0%	1%
Sub-total	1,401,869	1,263,335	90%	100%	100%
Agency support	98,131	88,433	90%		
<b>Total (USD)</b>	<b>1,500,000</b>	<b>1,351,768</b>	<b>90%</b>		

\* 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 959,006 USD of the budgets 1,010,000 USD equivalent to a utilization rate of 95%.
- Civil works: Orders have been placed for a total of 99,625 USD of the budgets 100,000 USD equivalent to a utilization rate of 100%.
- Training programmes are in the planning process – and 53% of the budget spends so far.

### **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.

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.

## **V. Summary of implementation**

Implementation is on track and in line with the work plan (ref. Annex4 – Work Plan for Phase II). 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 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"> <li>▪ Capacity building within the Ministry and provision of necessary equipment for project follow-up.</li> <li>▪ Recommend selection of factories on employment generation, gender, prevention of pollution etc.</li> <li>▪ Monitoring of commitment by owners, problems faced, initial performance, capacity levels reached, actual employment generated and recommend policies on any other assistance where needed.</li> </ul>	<p>Done</p>	<ul style="list-style-type: none"> <li>▪ The Ministry has received required office equipment (PC's, printers, scanners, photocopy machine, noise level meters, active desks etc.).</li> <li>▪ Technical assessments of enterprises done.</li> <li>▪ Environmental assessment questionnaire applied.</li> </ul>
<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"> <li>▪ Advice the project on strategic directions/decisions and support activities to be provided.</li> <li>▪ Ensure the effective cooperation between all key stake-holders.</li> <li>▪ Advice on the effectiveness of the ongoing activities.</li> </ul>	<p>On-going</p>	<p>Members of the PSC are:</p> <ul style="list-style-type: none"> <li>▪ Ministry of Industry (chair of the committee)</li> <li>▪ Ministry of Economy and Trade</li> <li>▪ Ministry of Agriculture</li> <li>▪ Presidency of the Council of Ministers</li> <li>▪ Association of Lebanese Industrialists</li> <li>▪ Syndicate of Lebanese Food Industrialists</li> <li>▪ United Nations Industrial Development Organization</li> </ul>
<p>1.3 Finalize the technical and environmental assessment of war-affected</p>	<p><b>135</b> industrial enterprises out of the total directly damaged were identified as agro-industries. These units <b>have been</b> 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 were 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"> <li>▪ Technical specifications of equipment and potential suppliers were finalized.</li> <li>▪ Building renovation needs, i.e. bill of quantities and drawings done for a total of 2 enterprises selected for rehabilitation.</li> </ul>
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	On-going	Equipment in the form of specialized machinery for each sector plus power generators will be 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	To be done upon equipment delivery	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	On-going	Specific courses have been held and are planned for implementation in connection with these subjects

linkage to markets, research, finance etc.	
2.9 Monitoring, evaluation and corrective measures	<p style="text-align: center;">Continuous</p> <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 (2-3times per year), Ministry of Industry (regularly), 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 independent evaluation of the project was finalized in October 2009.</p>

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**

	<b>Beneficiaries</b>	<b>Contact Person</b>	<b>Address</b>	<b>Sector</b>	<b>Qty</b>	<b>Type of Equipment</b>	<b>Civil Work Estimated Cost</b>
<b>1</b>	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	
<b>2</b>	Imad Ghosson Pickles	Imad Ghosson	Imad Ghosson Building, old Maslakh area, Khiam Village, Nabatieh Province	Food & Beverage	1	Bottling Line & Steam Sterilizer	
<b>3</b>	Harb Roastery	Riad Harb	Main road, Youssef Abbas Bldg, Dirdaghya, Tyr province, South Area.	Food & Beverage	1	Coffee Roaster	
					1	Vacuum Packer for coffee	
<b>4</b>	Sbaiti Ice Cream	Jaafar Sbaiti	Main road, Sbaity Bldg, Kfarsir, Nabatiyeh province, South Area.	Food & Beverage	1	Continuous Ice Cream Maker	
<b>5</b>	Kadmous Factory	Mohammad Ahmad Farhat	Maarakah Str., Samhat Bldg, Abbasiyah, Tyr province, South Area.	Food & Beverage	1	Tahini Grinding Mill	
<b>6</b>	Sadaka Sweets	Jihad Sadaka	Al Kassis St., Saad Bldg, Bir El Abed, Baabda, Mount Lebanon	Food & Beverage	1	Water Purifier	
					1	80 KVA Generator	
<b>7</b>	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	
<b>8</b>	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	Mraijeh 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 <sup>2</sup>	
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 <sup>1</sup> 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 <sup>1</sup> 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 <sup>1</sup> , 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 <sup>1</sup> 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 <sup>1</sup> 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: Detailed list including the total number of beneficiaries (Unlisted LAISER beneficiaries, Business Associations, Government Institutions and students that attended the capacity building activities)**

LAISER Beneficiaries					Unlisted Beneficiaries		
Date	Training	Beneficiaries	Participants	Sector	Participants	Company Name	
22-23 July 2008	General Business Management & Marketing	Ghosson Pickles	Imad Ghosson	F& B	Ali Yassine	Yassine Spices	
		Abou Ghaida Mill	Abou Ghaida	F& B	Georgio Rizk	Second House Production/Spices	
		Sbaiti Ice Cream	Jaafar Sbeiti	F& B	Roula Salloum		
		Kafir Sir Ice Cream	Khalil Salhab	F& B			
		Harb Roastery	Riad Harb	F& B			
		Youssef and Khourays Olive Mill	Rida Youssef	Olive oil			
			Abbas Khourays	Olive oil			
			Rashaya Foukhar olive Mill	Fidel Melhem Rizk	Olive oil		
			Hallousieh mill	Hani A. Kashmar	Olive oil		
			Ajami - Abbasieh Mill	Ahmad Ali Youssef	Olive oil		
	Marj - Koulayaa Mill	Youssef Fehayli	Olive oil				
	Jebal al Botom Olive mill	Ahmad Aydibi	Olive oil				
24-25 July 2008	General Business Management	Tricot Orient Star	Ali Houdrouj	Textile	Mohammad Harb	Matico For production and Trade	
		Spot Shoes	Mustapha Hammoud	Leather	Mohammad Harb	Harb Trading Corp.	
		Fares Bross for Trade & Industry	Mohammad Fares	Leather	Renee Reslan	Golden Royal Eagle	
			Abdel Raouf Fares		Ihab Zeidan		
		Verucca Shoes	Abed Abou Ailleywee	Leather	Amine Hjesi	Hjesi	
			Youssef Abou Ailleywee		Mohammad Miziyem		
		Tricot Starlet	Ali Ismail	Textile	Faraj Refai	Ferej/ Textile	
		Tricot Dima	Ali Houdroj	Textile	Rami Darwish	ABZ – Bahsoun	
			Ahmad Hodroj		Georgio Rizk	Second House Production/Spices	
		Trussadia	Safi Dia	Textile			
		Rotex	Issam Mousalam	Textile			
		Chic Top	Khodor Alameh	Textile			
		Youssef hallal	Youssef hallal	Textile			
		Momtex	Mustapha Mouhanna	Textile			
Maestro	Wael Rayiss	Leather					
	Hassan Rayiss						
Maximum	Mohammad Yassine	Textile					

5-6 August 2008	General Business Management	Maki Gallery	Ali Maki	Wood	Azzat Badawee	Olive Oil Badawee/ Olive Oil
		Azki Gallery	Ali Azki	Wood	Nola Badawee	
		Ayoub for Production	Amine Ayoub	Wood		
		Sweidan Gallery	Atef Sweidan	Wood		
		Awada Gallery	Samer awada	Wood		
			Hassan hussein awada			
		Idriss Gallery	Mohammad Idriss	Wood		
		Skeiki Gallery	Ibrahim Skeiki	Wood		
Sbrawi Gallery	Abbas Sabrawi	Wood				
12-13 August 2008	Olive Oil Specific Business Management	Youssef &Khourays Olive Mill	Rida Youssef	Olive oil	Azzat Badawee	Olive Oil Badawee/ Olive Oil
			Abbas Khourays		Nola Badawee	
		Rashaya Foukhar olive Mill	Fidel Melhem Rizk	Olive oil		
		Hallousieh mill	Hani A. Kashmar	Olive oil		
		Ajami - Abbasieh Mill	Ahmad Ali Youssef	Olive oil		
		Marj - Koulayaa Mill	Youssef Fehayli	Olive oil		
	Elias Fehayli					
Jebal al Botom Olive mill	Ahmad Aydibi	Olive oil				
14-15 August 2008	Management of small scale food factories	Ghosson Pickles	Fouad Ghosson	F& B	Ali Yassine	Yassine Spices
		La Martine	Hussein Amer	F& B	Georgio Rizk	Second House Production/Spices
			Mirna Amer		Roula Salloum	
		Abou Ghaida Mill	Abou Ghaida	F& B		
		Sbeiti Ice Cream	Jaafar Sbeiti	F& B		
		Kafir Sir Ice Cream	Khalil Salhab	F& B		
	Ietidale Salhab					
Harb Roastery	Riad Harb	F& B				
9-10 October 2008	Management of Small Scale,Textile Factories	Tricot Orient Star	Ali Houdrouj	Textile	Sanaa Sabeini	Sanaa Sabeini Couture/Textile
		Tricot Starlet	Ali Ismail	Textile	John Akeiki	Yu Yong/Textile
		Tricot Dima	Ali Houdroj	Textile	Mariam Hamdan	* LCPC
			Ahmad Hodroj		Riad Badawi	Textile manufacturer
		Youssef hallal	Youssef hallal	Textile	Hisham Salame	Hisham Salame
		Momtex	Mustapha Mouhanna	Textile	Dina Alhabbal	The Palestinian Arab Women League in Lebanon
		Trussadia	Safi Dia		Geny Fashion	Geny New Fashion
			Nasir Safi Dia	Textile	Broderie	Ali Jabber
		Limosine	Lama Dieb	Textile		
Farestex	Loubna Fares	Textile				
Sociest Decort	Faysal Souied	Textile				

		Chic Top	Khodor Alameh	Textile		
		Rotex	Wahid	Textile		
		Al Haddaf	Youssef hallal	Textile		
		Zeina Tex	Youssef Arzouni	Textile		
14-15 October 2008	Management of Small Scale Leather Industries	Spot Shoes	Jamal Hammoud Batoul Hammoud	Leather		
		Fares Bross for Trade and Industry	Mohammad Fares Abdel Raouf Fares	Leather		
		Verucca Shoes	Abed Abou Ailleywee Youssef Abou Alleywee	Leather		
		Maestro	Wael Rayiss Hassan Rayiss	Leather		
29-30 October 2008	Good Manufacturing and Good Hygiene Practices	Sbeiti Ice Cream	Jaafar Sbeiti	F& B	Vartiter Mandjikian	Patisserie La Grue/ F&B
		Khrays olive oil extractor	Abbas Kraiss	Olive oil	Rania Touma	Healthy Basket/AUB/ F& B
		Kafir Sir Ice Cream	Khalil Salhab	F& B	Joseph Naoum	Hawa Chicken/ Food and Beverage
			Ietidale Salhab		Nancy Hanna	
		La Martine	Hussein Amer	F& B	Hadi Osseiran	Free lance
			Mirna Amer		Mazen El Baba	Al-Baba Sweets/ Food and Beverage
		alfa interfood	Nisrine Hanna	F& B	Mohammad Houssein	**STUDENT/Food Science and Technology
			Rita Chamoun		Anas Hajjar	**STUDENT/Nando's
		Sadaka for sweat Co.	Abdel Hussein Al Hajj Ali	F& B	Hiyam Al Kojok	Yamama/Lavlux
			Hussein Faraj		Jinane Rizk	**Graduated/food science&technoogy
		Abou Ghayda Mill	Abou Ghaida	F& B	Amanie Mansour	**STUDENT/Chimie Alimentaire
		Ghosson Pickles	Fouad Ghosson	F& B	Abir Rammal	***Qualeb/MOET
		Harb Roastary	Hussein Harb	F& B	Tony Diab	Diabco/AL Amina Roastery
					Carol Saadeh	
			Ahmad Badawi	WILCO PM		
			Joseph Jabbour			
			Robert Saad	Local International Company"LIC" (Olive oil)		
			Jean Saad			
			Ahmad Youssef	Tilal Libnan Olive Oil		

6-7 November 2008	Hazard Analysis Critical Control Point	Kafir Sir Ice Cream	Khalil Salhab	F& B	Rania Touma	AUB/Healthy basket
			Ietidale Salhab		Amanie Mansour	**Student
			Hussein Amer		Ahmad Youssef	Tilal Libnan-Oil
		La Martine		F& B	Hiyam Al Kojok	Usine la velux- Yamama
			Mirna Amer			
		Sbeiti Ice Cream	Jaafar Sbeiti	F& B	Ali Yassine	Spices
			Nisrine Hanna		Anas Hajjar	**Student
		alfa interfood	Rita Chamoun	F& B	Joseph Naoum	Hawa Chicken
			Abou Ghaida	F& B	Nancy Hanna	
		Abou Ghayda Mill	Abdel Hussein Al Hajj Ali	F& B	Vartiter Mandjikian	La grue
		Sadaka for sweat Co.			Fatima Diab	**LIU/Student
		Hallousieh mill	Hussein Kachmar	Olive oil	Fatima Hamdan	**LIU/Student
					Azar Hawchab	Wilco.pm
					Shereen Younis	**LIU/Student
					Sylvana Chdid	Wilco.pm
					Hiba Mansour	**LIU/Student
					Kawthar Awada	**LIU/Student
					Basima Kojok	
					Rachid Bou aram	MOG&Sons
					Walid Badreddine	
					Mohammad Hussein	**Student(FDSC)
					Hanan Khanafer	*Tech.Assistant/ LCPC
					Jinane Rizk	**Food science&Technology
			Hadi Osseiran	Freelance		
			Marwa Ghamlouche	**LIU/Student		
			Zeinab Jouni	**LIU/Student		
			Ghassan Mezeraany	Massaya		

4-5 December 2008	ISO 22000	Sbeiti Ice Cream	Jaafar Sbeiti	F& B	Jinane Moussawi	**Islamic University of Lebanon
		Fhayli Olive Press	Youssef Fhayli	Olive oil	Sara Khodor	**Islamic University of Lebanon
		Rashaya Foukhar olive Mill	Fidel Melhem Rizk	Olive oil	Natalie Pano	**Agr. Student (Lebanese University)
					Ghassan Abed el Menhem	**Agr. Student (Lebanese University)
					Zahra Nouredine	**Agr. Student (Lebanese University)
					Hanan Khanafer	*Technical Assistant LCPC
					Fatima Hamdan	**Nutrition Student LIU
					Fatima Diab	**Nutrition Student LIU
					Hiba Mansour	**Nutrition Student LIU
					Ginwa Zreik	**Nutrition Student LIU
					Imad Ammoun	*Research Assistant/Consumer Lebanon
					Sandrella Abou Khram	**AUB Student/ QUALEB trainee
					Dona Hallal	**Islamic University of Lebanon
					Anas Hajjar	**LIU Student
					Mohammad Hussein	**LIU Student
					Omar Dib	**Lebanese University/ ULFA
					Jinane Rizk	Agr. Engineer
					Hiyam Al-Kojok	Yamama Industry
					Imad Jabbour	Agr. Engineer
					Narjes Khalil	**Islamic University of Lebanon
					Loyal Assy	**Islamic University of Lebanon
					Kawthar Awada	**Nutrition Student LIU
					Amal Nasr	**Nutrition Student LIU
					Sara Naanoué	**Nutrition Student LIU
					Nancy Hanna	Hawa Chicken
					Joseph Naoum	
				Vartiter Mandjikian	Patisserie La Grue	

14-16 July 2009	On-site Practical Training/FS	Ebaa Harb for Dairy	Ebaa Harb	F& B	Sara Khourais	Avnan Company	
		Edaiby company	Muhammad Edaiby	F& B	Ali Youssef	Kfarseer Services Center	
			Hussein Edaiby		Ahlam Jaffal		
		Harb Roastery	Riad Harb	F& B	Nael Sbaity	Amal Educational Company	
		Hallousieh mill	Hussein Kashmar	Olive oil	Rana Koubaisy		
		Sbeiti Ice Cream	Jaafar Sbeiti	F& B	Rajaa Mahdi	Al-Kousaibi coop	
		Kafir Sir Ice Cream	Khalil Salhab	F& B	Jamila Mahdi	Coop Association for Agricultural Production	
			Ietidale Salhab		Joumana Daouwy	Agricultural Production Center – Kfarseer	
Ibrahim Salhab	Hiyam Younes						
Kadmous Factory	Ahmad Farhat	F& B					
22-23 July 2009	On-site Practical Training/FS	La Martine	Hussein Amer	F& B	Issam Ghebril	Harb Holding	
		Alfa interfood	Clemence Al-Khazaka	F& B			
			Khaled Al-Bast				
			Joseph Saba				
			Adonis Saleh				
			Jawdat Sabri				
			Younna Murtada				
28-29 July 2009	On-site Practical Training/OHS	Muhammad Shehade Furniture	Subhi Shehade	Wood	Omar Issa	Al-Sahl Fabric	
			Hussein Shehade		Alfred Shouwairy	Antoin & Alfred Shouwairy Kassouf Co. (T.E.A.K)	
		Florense	Nagib Barakat	Wood			
		Est. Khodor Hamoud	Omar Araji	Wood			
10-11 August 2009	On-site Practical Training/OHS	Skeiki Gallery	Ibrahim Skeiki	Wood			
		Azki Gallery	Ali Azki	Wood			
		Est. Sweidan	Atef Sweidan	Wood			
		Est. Abou Hassan	Hassan Taleb	Wood			
		Sbrawi Gallery	Abbas Sabrawi	Wood			
		Ayoub for Production	Amine Ayoub	Wood			
		Est. Hassan Sleiman	Hassan Sleiman	Wood			
			Ahmad Ezzedine				
Ezzedine Gallery		Wood					
	Nabil Makna						

13-14 August 2009	On-site Practical Training/OHS	Younis for Furniture & Decor	Rashid Younis	Wood	Akram Mshaimesh	Quart able Company for Construction	
			Muhammad Kashkoush	Wood	Kassem Ghaddar	Al-Zahraa Fabric	
		Moderna Sarafina	Ghassan Mbarak	Wood	Khaled Hussein	**Arab University (Industrial & Managerial Engineering)	
		Yassine Wood Shop	Hassan Yassine	Wood	Alaa Al-Kott	**Arab University (Mechanical Engineering)	
		Maki Gallery	Ali Maki	Wood	Marwan Al-Jamal	**Arab University (Mechanical Engineering)	
					Ghassan Al-Rashidi	Est. Saleh Al-Rashidi	
					Muhammad Shukr Fadi shehade	Jarran Company for General Trading **Lebanese University	
17-18 August 2009	On-site Practical Training/OHS	Est. Awada for Furniture & Trade	Abbas Awada	Wood	Hussein Al-Kaouri	Al-Kaouri Wood Work	
			Hussein Awada	Wood			
		Idriss Gallery	Mohammad Idriss	Wood			
		Oriental Factory for Furniture	Hassan Awada	Wood			
		Est. Al-Porsh	Hussein Merei	Wood			
		Sadek Furniture	Ahmad Sadek	Wood			
Est. Al-Safaa for Wood Work	Sami Khsheish	Wood					
28-30 Sept 2009	On-site Practical Training/FS	Rashaya Foukhar olive Mill	Joseph Rizk	Olive oil	Riad Zeineddine	Dana Hotel (Employee)	
			Rami Rizk				
		Abou Ghaida Spices	Abou Ghaida	F& B			
		Fhayleh Olive Oil Mill	Youssef Fhayleh	Olive oil			
		Patisserie Sara	Ali Amine Kanso	F& B			
			Ghada Kanso				
		Ghosson Pickles	Imad Ghosson	F& B			
			Sawsan Hawi				
Koulthoum Sleiman							
Sakina Hawi							
19-20 October 2009	On-site Practical Training/OHS	Hamzeh Yassine & Sons Co.	Ghina Yassine	Wood			
			Drian Co.	Issmat Drian			Wood
		Al-Farah Co.	Abdel Kader Ramadan	Wood			
			Muhammad Ramadan				
			Mustafa Hadi				
Hamid Berro							

29-30 October 2009	19. On-site training/OHS - Textile	Limosine	Samia shabban	Textile		
		Tricot Orient Star	Ali Houdrouj Hussein Houdrouj	Textile		
		Al Haddaf	Youssef hallal	Textile		
		Rotex	Amanda Dieb	Textile		
		Trussadia	Safi Dia	Textile		
		Tricot Starlet	Ali Ismail	Textile		
		Faisal Sueid	Faisal Sueid	Textile		
		Al-hadaf	Mousslim Wahid	Textile		
		Rotex	Issam Wahid	Textile		
2-3 November 2009	On-site training/OHS - Textile	Maximum	Mohamad Yassine Wafaa Yassine	Textile		
		Chic top	Khodor Alameh	Textile		
		Moumtex	Moustafa Mhana	Textile		
		Tricot Dima	Ali Houdroj Ahmad Hodroj	Textile		
12-13 Nov 2009	On-site training/OHS - Leather	Lord Sac	Youssef Bazzi Ali Bazzi	Leather		
		Martina	Ali Dirbaj	Leather		
		Verucca Shoes	Youssef Abou Aleywee	Leather		
		Spot Shoes	Moustafa Hamoud	Leather		
		Fares Bross for Trade and Industry	Abdel Raouf Fares	Leather		
18-20 Nov 2009	On-site Practical Training/FS	Sadaka for sweat Co.	Jihad Sadaka	F& B	Ghada Bitar	**Lebanese University, Faculty of Agriculture
					Hala Moussa	**Lebanese University, Faculty of Agriculture
					Atef Nassar	Hotel Safir (employee)
					Walid Nasrallah	Quara
18-24 October 2008	SIAL - France Study Tour	Milky's	Abdulla Assi	F& B	Ali Berro	***Ministry of Economy
		Sbaiti Ice Cream	Jaafar Sbaiti	F& B	Hanan Khanafer	***Ministry of Industry
		Sadaka Sweets	Jihad Sadaka	F& B	Issam pharaon	
				F& B	Mohamad Moussa haidar	***Ministry of Agriculture
		La Martine Confectionnery Co.	Hussein Amer			

28July-2 August 2008	Egypt Woodwork Study Tour	Hussein Khusheish Establishme	Hussein Khalil Khusheish	Wood	Georges El-khoury	***Ministry of industry
		Assi Brothers	Mohammad Assi	Wood	Ali Berro	***Ministry of Economy
		Florense General Trading Co.	Nagib Barakat	Wood		
		Moderna & Sarafina Inc.	Ghassan Moubarak	Wood		
		Gallery Jaffal for Furniture	Jaffal	Wood		
		Est Sweidan	Atef Sweidan	Wood		
		Establishment of Ayoub	Amine Ayoub	Wood		
14-20 June 2008	Bahrain Study Tour				Bassam Kabalan	***Ministry of Industry
					Majed Sanan	***Ministry of Industry
					Marwan Jawhar	***Ministry of Industry
					Ramzi Shasha	***Ministry of Industry
					Marilyse Chehab	***Ministry of Industry
					Charles Abboud	***Ministry of Industry
					Samir El mir	*Syndicate of Lebanese Food industries
12-16 January 2009	Syria Study Tour	Al Hadaf International Company for Trade and Industry	Mousalem Wahid	Textile	Ali Yaccoub	***Ministry of Industry
		Trussadia Co. for Trade	Jihad Dia	Textile	Charles Abboud	***Ministry of Industry
		Faris Bros.	Abed Al Raouf Faris	Textile		
21-25 March 2008	IOTEX Study Tour	Kashmar Olive Oil Mill and SONS	Abed Al Amir Kashmar	Olive oil	Georges El-khoury	***Ministry of Industry
		Aidibi Establishment for General Trade	Ahmad Aidibi	Olive oil	Hussein Huteit	
		Modern Olive Oil Mill	Ahamad Ajami	olive oil	Pierre Abi Nakhoul	
		Joseph Rizk Olive Oil Mill	Fidel Rizk	Olive oil		
		Al Marj Olive Press	Youssef Fehayli	Olive oil		
		Khreyss Olive Oil Mill	A Khreyss & R. Youssef	Olive oil		
7-11 April 2008	COMFAR Study Tour				Bassam Kabalan	*Industrial Research Institute
					Charles Abboud	***Ministry of Industry
					Hiba Dbouk	***Ministry of Industry
					Manal Yassine	***Ministry of Industry
					Mona Sibli	***Ministry of Agriculture
					Nisrine Merhi	***Ministry of Industry
					Samir El mir	*Syndicate of Lebanese Food industries
			virginia Iskandar	***Ministry of Finance		

1-24 July 2010	Furniture Technology training	Hassan Awada Factory and Furniture	Hassan Awada	Wood	Hassan Yassin company*	Hassan Yassin company*
		Est. Maki for Trade and Design	Ali Maki	Wood	A.B.Z Bahsoun	A.B.Z Bahsoun
		Rashid Youniss design and furniture	Rashid Ali Younis	Wood	Al Rachidi company	Al Rachidi company
		Hussein Awada Factory	Hussein Ahmad Awada	Wood	Al Roubayeeh Co.	Al Roubayeeh Co.
		Hussein Khusheish Establishment	Hussein Khalil Khusheish	Wood	Chams Dine	Chams Dine
		Khazaal Factory	Fayez Mohammad Khazaal	Wood	Daamoush company	Daamoush company
		Ali Mourtada Azki Establishment for Woodwok	Ali Mourtada Azki	Wood	Hassan Fakih	Hassan Fakih
		Est. of Skaiki for Trade	Ibrahim Skaiki	Wood	Hassan Farhat	Hassan Farhat
		Ahmad Hassan Sadek Sawmill	Ahmad Sadek	Wood	Khalifi company	Khalifi company
		Sabrawi Brothers Est.	Abbas Sabrawi	Wood	Makki company*	Makki company*
		Est. Hassan Sleiman	Hassan Sleiman	Wood	Moderna*	Moderna*
		Establishment of Ayoub for Production and Trade	Amine Ayoub	Wood	Wehbi Carpentry	Wehbi Carpentry
		Yassine Sawmill	Hassan Yassine	Wood	Zahra company	Zahra company
		Est Sweidan	Atef Sweidan	Wood	Mix & Bake	Mix & Bake
		Est. AL Porsh	Sobhi AL Porsh	Wood	Sharaf Elddine Co.	Sharaf Elddine Co.
		Gallery Jaffal for Furniture	Jaffal	Wood	Omar Ismail	Omar Ismail
		Moderna & Sarafina Inc.	Ghassan Moubarak	Wood	Biem International	Biem International
		Drian	Ismat Drian	Wood	Daher Gallery	Daher Gallery
Assi Brothers	Mohammad Assi	Wood	Hassan Yassin company*			

26 July 2010	Closing Workshop For the Furniture Technology training	Hussein Awada Factory	Hussein Awada	Wood	Mr. Mustafa Antar	CCIAS board member
		Hassan Awada Factory	Hassan Awada	Wood	Mohammad Saudi	President of Saida Municipality
		Est. Maki for trade	Ali Maki	Wood	Mr. Amine Ayoub	President of the Woodwork cluster in the South
		Rashid Youness for design	Rashid Youniss	Wood	Ms. Nada Sweidan	***MoET
		Ali Mortada Azki	Ali Mourtada Azki	Wood	Ms. Nathalie Wehbe	
		Ahmad Hassan Sadek sawmill	Mr. Ahmad Sadek	Wood	Mr. Wulf Selbach	GTZ (German Technical Cooperation)
		Yassine Sawmill	Mr. Hassan Yassine	Wood	Mr. Naeiim Friwat	
		Sabrawi Brothers Est.	Mr. Abbas Sabrawi	Wood	Mr. Mohammad Samih Ghaddar	SBIC board member
		Est. Ayoub for Production	Hicham Hazimeh	Wood	Mr. Issam Ali Issa	SouthBIC furniture cluster
		Hussein Awada Factory	Mr. Ahmed Awada	Wood	Mr. Ali Shebli	SouthBIC furniture cluster
		Hassan Awada Factory	Mr. Hassan Awada	Wood	Akram Mshaymesh	SouthBIC furniture cluster
		Est. Maki for trade and Design	Mr. Ali Maki	Wood	Mr. Samir Baitamouni	SouthBIC furniture cluster
		Rashid Youness for design and furniture	Mr. Rashid Youniss	Wood	Mr. Abdullah Samir Bawab	SouthBIC furniture cluster
		Ali Mortada Azki Establishment	Mr. Ali Mourtada Azki	Wood	Mr. Souheil Mansour	SouthBIC furniture cluster
		Ahmad Hassan Sadek sawmill	Mr. Ahmad Sadek	Wood	Mr. Hussein Daher	SouthBIC furniture cluster
		Yassine Sawmill	Mr. Hassan Yassine	Wood	Mr. Walid Abi Nassal	SouthBIC furniture cluster
		Sabrawi Brothers Est.	Mr. Abbas Sabrawi	Wood	Mr. Sami Khoshesh	SouthBIC furniture cluster
					Mr. Afif Hamoudi	Press - Lebanon Voice
					Mr. Abdullah Halawi	
					Ms. Caroline Bitar	***MoET
			Mohammad Dahsha	Press		
			Ms. Hala Hamdan	UNIDO		
			Mr. Nabil Boutros	Business association		
			Mr. Elie Salibi	Business association		
			Mr. Ghassan Zaatari and Mr. Raefa Mallah	Press- Saida News		

					Mr. Mr. Shakir Mahmoud Bress	***Ministry of planning and development Cooperation- Iraq
					Mr. Erik Ladefoged	UNIDO
					Mr. Haidar El Banaa	
					Mr. Nafet Nadah	Press
					Mr. George El-Khoury	***MoI
					Mr. Khaled El Mekwad	UNIDO
					Mr. Mohammad El Zaatari	CCIAS
					Mr. Karim Hammoud	
					Ms. Maya Hankir	SouthBIC
					Ms. Zaynab	
					Ms. Caroline Bitar	***MoET
					Mr. Mohammad Dahsha	Press

1July – 30 October 2010	On-site implementation of FSMS	Abou Ghaida Spices	Abdel Amir Abou Ghaida	Spices, Grains	Abou Ghaida Spices	Abdel Amir Abou Ghaida
		Ghosson Pickles	Imad Abdel Hussein Ghosson	Pickles	Ghosson Pickles	Imad Abdel Hussein Ghosson
		A.O. Ghandour SONS SAL.	Abdel Kader Ghandour	Tahini, Haleweh, Beans	A.O. Ghandour SONS SAL.	Abdel Kader Ghandour
		Salhab Ice Cream	Khalil Salhab	Ice cream	Salhab Ice Cream	Khalil Salhab
		Kalaway Modern Olive Oil Mill	Atef Khalil Alayan	Olive Oil	Kalaway Modern Olive Oil Mill	Atef Khalil Alayan
		Kashmar Olive Oil Mill and SONS	Abed Al Amir Kashmar	Olive Oil	Kashmar Olive Oil Mill and SONS	Abed Al Amir Kashmar
		Khreyss Olive Oil Mill	A Khreyss & R. Youssef	Olive Oil	Khreyss Olive Oil Mill	A Khreyss & R. Youssef
		Al Marj Olive Press	Youssef Fehayli	Olive Oil	Al Marj Olive Press	Youssef Fehayli
		Joseph Rizk Olive Oil Mill	Fidel Rizk	Olive Oil	Joseph Rizk Olive Oil Mill	Fidel Rizk
		Modern Olive Oil Mill	Ahamad Ajami	Olive Oil	Modern Olive Oil Mill	Ahamad Ajami
		Harb Roastery	Riad Harb	Roastery	Harb Roastery	Riad Harb
		Sbaiti Ice Cream	Jaafar Sbaiti	Ice Cream	Sbaiti Ice Cream	Jaafar Sbaiti
		Kadmous Factory	Mohammad Ahmad Farhat	Tahini, Haleweh	Kadmous Factory	Mohammad Ahmad Farhat
		Harb Dairy Products	Ebaa Harb	Dairy Products	Harb Dairy Products	Ebaa Harb
		Patisserie Sara	Ali Amine Kanso	Confectio nery, Sweets	Patisserie Sara	Ali Amine Kanso
		Sadaka Sweets	Jihad Sadaka	Sweets	Sadaka Sweets	Jihad Sadaka
		Chaaban Confectionnery	Mohammad Chaaban	Confectio nery, Sweets	Chaaban Confectionnery	Mohammad Chaaban
La Martine Confectionnery Co.	Hussein Amer	Chewing Gum	La Martine Confectionnery Co.	Hussein Amer		

19-22 July 2010	Training of Trainers Workshop for the On-site implementation of FSMS				Roula Abi Ramia	Food Safety expert
					Ali Ghazi Assyala	Food Safety expert
					Maya Majdalany	Food Safety expert
					Rana Knaiher	Food Safety expert
					Lina Harb	Food Safety expert
					Maria El Deghel	Food Safety expert
					Joseph Haddad	Food Safety expert
					Lamis Choueiri	Food Safety expert
					Omar Dib	Food Safety expert
					Zahra Nour Eddine	Food Safety expert
					Ghassan	Food Safety expert
					Rita Yaacoub	Food Safety expert
					Nicolas Dagher	Food Safety expert
					Mirna Atwi	Food Safety expert
					Mirna Roufael	Food Safety expert
					Elias Najem	Food Safety expert
					Jeanine Gabriel	Food Safety expert
			Pauline Abou Faysal	Food Safety expert		
			Elie Awad	MoI		
			Paul El Masri	MoI		

\*\*\* *Government Institutions*

\*\* *Students*

\* *Business Associations*



## MINISTRY OF AGRICULTURE – LEBANON

**To** : The Responsible of Study Tour of EIMA- UNIDO  
Bologna- Italy  
**From** : Mrs Hala Abdallah – Head Service of Economics & Marketing  
**Subject** : Appreciation Letter  
**Date** : November 25, 2010

Dear Responsible of UNIDO,

It was a pleasure finally meeting your team and specially Miss Nada, after our numerous emails and phone conversations, regarding the International Agricultural Machinery Exhibition – EIMA in Bologna.

I truly appreciated the tour of your facilities. They are quite impressive, and it would be a true joy to always cooperate with you and work with such professional team who offered the needed assistance to make work easy and pleasant to me. During my stay in Bologna from Nov.10 till Nov.14, 2010 and mainly during my visits to EIMA, they had given me a complete information about the services offered within this fair, and a general ideas about the main exhibitors and also guided me to their situations on the spot. They also helped me in arranging fruitful business meetings and planning business to business (B2B) operations for international markets. Thank you also for introducing me to several Sales Intelligence team members and letting me enjoy the work in such beautiful surroundings.

The field visits to many factories in Bologna and in Milano were very important and useful to me and profitable and purposive in my work. The meetings with the official delegations from many countries and manufacturers from all sectors opened new horizons and helped me to introduce new lines on the level of our participation in the future National and International fairs.

I truly enjoyed our conversation with the organizing team and with the business delegations from many countries ; hearing about the Marketing and Trade situation each one in his country in general; learning more about the needs of the International Sales Opportunities and being able to share some of the reasons why I am participating in such international fairs.

I hope that we will keep in contact to share more beneficial and advantageous information and opportunities for wider scope of work.



## MINISTRY OF AGRICULTURE – LEBANON

After talking with most of the exhibitors, meeting the organizing team and the foreigner delegations and getting a better understanding of what was involved in the services of this professional fair, I am even more confident there can be better opportunities for future communications and even trade vocations between us .

Thank you for taking the time to communicate with me and help me with all the guidance within this fair and the Business tours in Bologna and Milano. I sincerely appreciate the time you spent reviewing my career goals and recommending strategies for achieving them. Your advices and point of views were very helpful and gave me a new perspective on available opportunities.

I especially appreciate your offer to connect me to others in your network. I plan on following up with the contacts you emailed me right away. I will also use the online networking resources you recommended. Any additional suggestions you may have would be welcome.

I will follow up in the near future to let you know about our progress.

Again, thank you so much for your help. I greatly appreciate the assistance you have provided me.

Best Regards,  
Hala Abdallah