



LEBANON RECOVERY FUND
ANNUAL PROJECT NARRATIVE PROGRESS REPORT
REPORT COVER PAGE

<i>Recipient UN Organization:</i> UNIDO	<i>Report Number:</i> 2
<i>LRF Project Number:</i> 65542	<i>LRF Project Title:</i> Support for Livelihoods and Economic Recovery in War-Affected Areas of Lebanon (LAISER)
<i>Reporting Period:</i> 1 January t 31 December 2008	<i>Project Budget:</i> USD 3,000,000
<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> <i>UNIDO:</i> United Nations Industrial Development Organization <i>MOI:</i> Ministry of Industry <i>LRF:</i> Lebanon Recovery Fund	<i>Project Duration/Closed Project:</i> <ul style="list-style-type: none">• September 2007 – September 2009• No budget revisions or project extensions have been made.• The project has been operational throughout the reporting period.

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, technical specifications 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

Category	Budget (USD)
Personnel	575.800
Civil works	500.000
Training	230.000
Transport	25.000
Supplies and commodities	30.000
Equipment	1.342.938
Travel	50.000
Miscellaneous	50.000
Sub-total	2.803.738
Agency support	196.262
Total (USD)	3.000.000

Human Resources:

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

III. IMPLEMENTATION AND MONITORING ARRANGEMENTS**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 regarding 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 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 appropriate 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 provide required drawings and specifications.

Monitoring:

Follow-up and monitoring of the project's implementation is done by the UNIDO Regional Office in Lebanon in close collaboration with the 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 (PSC) (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 as a result 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, which has resulted in numerous brief suspensions of implementation of the activities.

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 supports the restoration of the economic activities within micro, small and medium sized agro-industries that were damaged during the war in 2006; 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	<ul style="list-style-type: none">➤ Support in the form of equipment, building restoration and capacity building has been rendered to 88 enterprises, 3 business associations, 6 government institutions and 12 university students. Thus, a total 122 entities have so far been supported.➤ Among the 88 enterprises, 39 have received support in the form of equipment and 8 have had their premises renovated.➤ 32 enterprises not listed as possible beneficiaries have become associated with the project through participation in capacity building activities.																														
➤ Increased food security in households	<ul style="list-style-type: none">➤ Equipment began arriving in October 2008 and its installation and commissioning is ongoing. The restarted production is expected to impact positively on the food security of the enterprise owner’s households and their employees.➤ In view of the cultural traditions it is expected that impact of the support, i.e. the restoration of enterprises and provision of equipment, in some cases will reach beyond the nuclear families into the adjoining family levels.																														
➤ Project is implemented efficiently and in accordance with the work plan	<ul style="list-style-type: none">➤ Implementation of the project is on schedule according to the work plan.➤ Initially, implementation was negatively affected by the country’s political situation. But the PMU has continuously taken steps to keep the project abreast with the implementation plan.																														
➤ A minimum of 75 to 100 agro-enterprises restored and operational	<ul style="list-style-type: none">➤ Currently, support is as follows:<table><tr><td></td><td>Enterprises</td><td>Business Associations</td><td>Gvt. institutions</td><td>Students</td><td>Total</td></tr><tr><td>Capacity building</td><td>78</td><td>3</td><td>7</td><td>25</td><td>113</td></tr><tr><td>Civil works</td><td>8</td><td>0</td><td>0</td><td>0</td><td>8</td></tr><tr><td>Equipment</td><td>39</td><td>0</td><td>1</td><td>0</td><td>40</td></tr><tr><td>Total</td><td>125</td><td>3</td><td>8</td><td>25</td><td>161</td></tr></table>➤ The project has so far provided 161 units of support, i.e. capacity building, civil works and equipment. Of these supports 125 (78%) have been for enterprises. The remaining support has been activities targeting business associations, government institutes and university students who requested to participate.		Enterprises	Business Associations	Gvt. institutions	Students	Total	Capacity building	78	3	7	25	113	Civil works	8	0	0	0	8	Equipment	39	0	1	0	40	Total	125	3	8	25	161
	Enterprises	Business Associations	Gvt. institutions	Students	Total																										
Capacity building	78	3	7	25	113																										
Civil works	8	0	0	0	8																										
Equipment	39	0	1	0	40																										
Total	125	3	8	25	161																										
➤ Number of jobs created	<ul style="list-style-type: none">➤ Equipment began arriving in October 2008 and is in the process of installation. The refurbished enterprises are expected to generate new employment opportunities in their respective areas.																														
➤ Action-plan agreed upon by all stakeholders	<ul style="list-style-type: none">➤ A work plan was produced and agreed with the PSC. <p>Procurement of equipment and building renovation works were formally agreed with the beneficiaries prior to their implementation.</p>																														

*Source: The Project Document

Overall, the project is on schedule and achieving its objectives according to the work plan. Equally, it has followed the designed model for execution, i.e. made a work plan and involved the beneficiaries and other stakeholders in planning of the activities and selection of inputs, etc.

Support overview:

Presently, as shown in figure 1, individual entities in the form of enterprises, business associations, government institutions and university students receive support.

Figure 1: Support overview

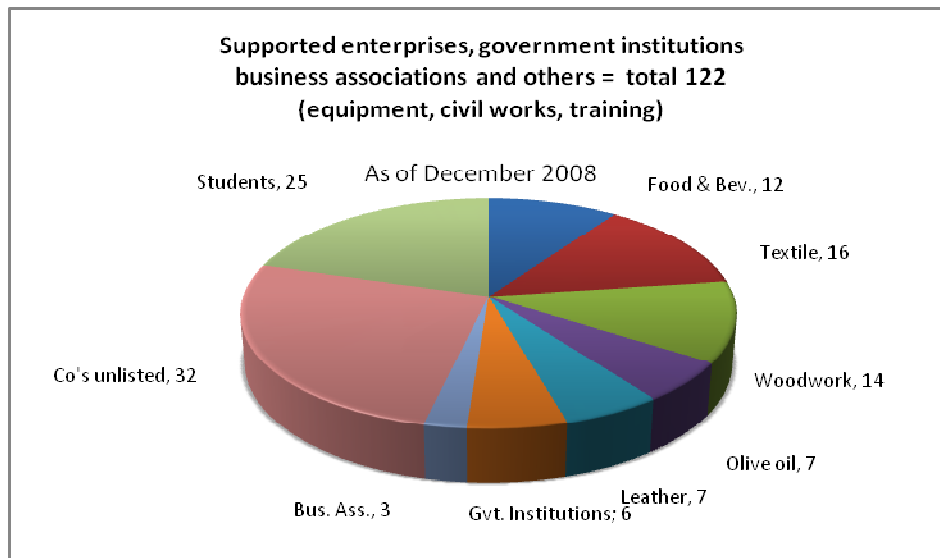


Figure 1 also summarizes the support rendered. Of the 122 entities, 88 are enterprises and among these are 32 enterprises which were not among those initially identified. They became informed about the various capacity building/training activities and requested to participate. Thus, the project is supporting a higher number and a wider spectrum of enterprises than was planned for. This has been made possible for two reasons:

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

Figure 2: Distribution of support

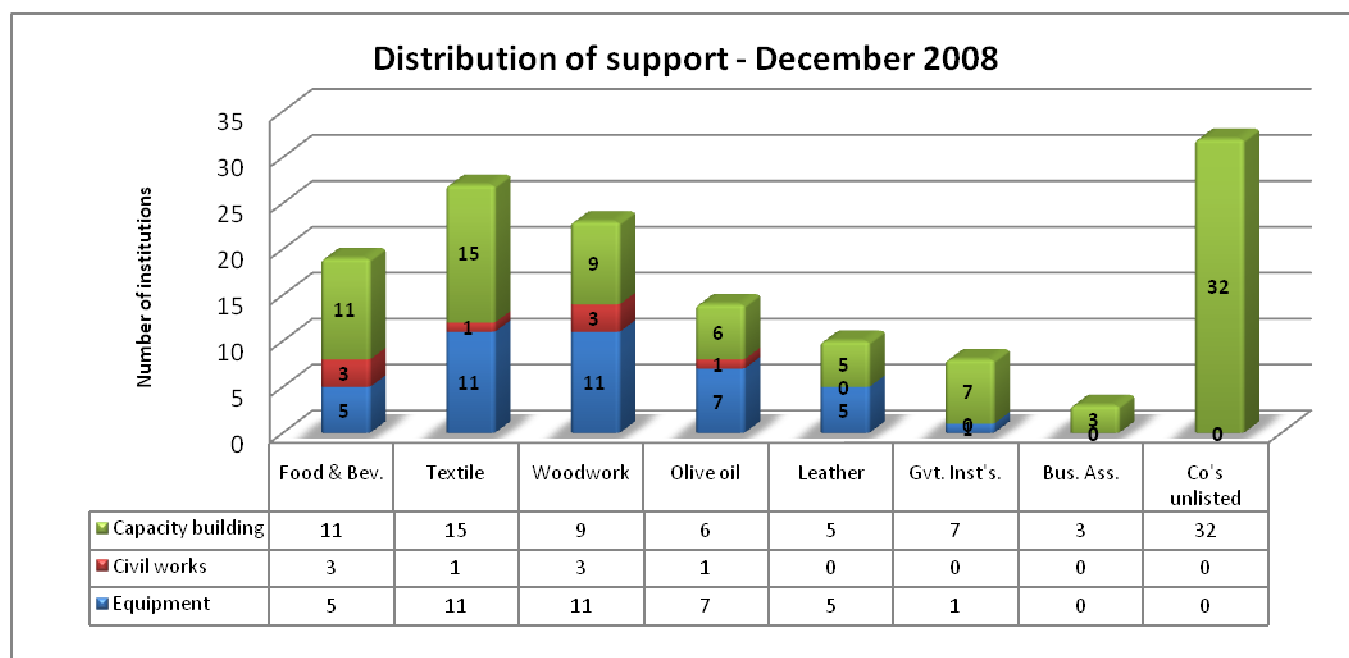


Figure 2 provides an overview of the type and distribution of support per sector. Among the 12 enterprises in the Food & Beverage sector (ref. fig. 1 above), 5 are supported with equipment, 3 with civil works and 11 have participated in capacity building/training activities.

As shown, the government institutions i.e. the Ministry of Industry, the Industrial Research Institute, the Ministry of Agriculture, the Ministry of Economy and Trade, and the Financial Institute, have also received capacity building support. Similar support has been rendered to the business associations i.e. the Association of Lebanese Industrialists and the Syndicate of Lebanese Food Industrialists, in addition to 32 companies not previously listed under the project have received support in the form of participation in capacity building activities.

Equipment and capacity building has been provided to companies in all five sectors supported by the project, i.e. Food & Beverage, Textile, Woodwork, Olive Oil and Leather. And with the exception of the Leather sector, civil works has also been provided to all sectors.

Equipment and building rehabilitation:

Equipment and building rehabilitation worth 1,429,268 USD has been ordered and/or commenced through competitive local and international bidding processes. The equipment and civil works presently support 47 enterprises within the following sectors:

- Textiles (12)
- Leather industry (5)
- Olive oil production (8)
- Woodwork (14)
- Food & beverage sector (8)

Among the 47 enterprises, 39 have received equipment and 8 enterprises have been assisted with building rehabilitation works (ref. Annex 3 – list of supported enterprises). Distribution of equipment commenced on 7th October 2008 for the first group of factories and will be completed by January 2009.

The first allotment of building repair works for 8 factories was completed in November 2008; likewise the first allotment of equipment began arriving in October 2008, for 39 enterprises. Around 10 additional enterprises will be assisted with civil works.

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

Assistance with building rehabilitation works and the provision of equipment has been based on the combined goals of:

- Restarting enterprises
- Providing employment
- Modernizing and enhance production with the prospect of increasing employment, i.e. as enterprises begin to pick up on their production and general daily business
- Modernizing and enhancing production with the prospect in some cases to create export opportunities to the Gulf region, Europe and North and Western Africa, particularly within the food and textile sectors
- Improving safety, e.g. electrical installations, levelling of floors etc.
- Improving the working environment, i.e. fumes and dust extraction and other occupational hazard/machine protection features
- Improving product quality especially within the food and olive oil sectors through improved food safety measures

While the project provides aid in the form of grants to the enterprises, the provision of building rehabilitation and equipment, however, is based on a close financial collaboration between the concerned enterprises and the project. This is especially relevant

for the civil works assistance because the project is limited to assist with internal works, e.g. tiling of walls and floors, lighting, painting etc. As all of the assisted enterprises were severely damaged, with not less than 80% having their original buildings totally destroyed, the owners had the responsibility of rebuilding the superstructure in order to receive assistance from the project. Similarly, the project cannot supply all equipment needs. In this sense, therefore, the assistance rendered with equipment supplements what the owners salvaged from the damaged factories, and otherwise have acquired after the end of the war – usually different types of used machines.

The majority of the assisted factories are micro- and small scale enterprises typically with 5-10 employees, although a few have 20-60 employees and one has about 100 employees. In view of the deteriorating Lebanese economy all of the enterprises claim they were unable to qualify for bank loans or other forms of public assistance. Instead, they have had to rely on personal savings, assistance from family members and private loans. In summary, therefore, the owners can be assumed to have provided significant direct financial input over and above the assistance they have received from the project.

Thus, the economic value of the civil works and equipment assistance in addition to the recipients' own personal cash inputs has complemented each other in restarting – first of all - the individual family economies. At the immediate level the assistance has supported employment, income generation and improved livelihoods for the concerned families. All of the concerned enterprises have worked towards these goals since the latter half of 2006 through rebuilding the superstructures of their enterprises and the procurement of used machines, etc.

Additionally, the assistance has also often spread well into the general local and even the national economy. Examples of employment and income generation from the different sectors show that assistance to one factory often in turn provides incomes and improved livelihoods to hundreds of families and individuals beyond the immediate enterprise that was assisted.

For instance, each olive oil mill commonly serves 100 farmers who have their olives processed at the mill nearest to them. The oil is sold in the market and also used for private consumption. A similar system is found in the dairy sector. Within fruits and vegetables examples are found where fruits are brought to South Lebanon from e.g. the Bekaa Valley for processing into pickles and exported to e.g. Africa. Hence, assistance to an olive oil mill, a dairy or a fruit processing enterprise on the one hand provides employment, but on the other also create economic benefits for families associated with the enterprise.

With regard to the leather, woodwork and textile sectors they mostly produce for the domestic market. However, some of them do export to countries in Europe, Southern and Western Africa and the Gulf region. In this respect their main contribution to improved livelihoods is in the form of employment generation. Particularly within the textile sector a number of the beneficiaries believe there are good prospects for in-

creased exports of their goods. For a few of the woodwork/furniture manufacturers a similar prospect has been noted. In this respect, it is important to note that following the project's study tour to Egypt for the woodwork industry the furniture manufacturers are in the process of forming a new national association for small and medium sized woodwork enterprises. They also plan to start a product quality testing facility and a targeted vocational training school. A similar development is under way among the small scale olive oil producers.

Overall, therefore, the assistance provided by the project to the food and vegetable sector, olive oil processing, and the textile, leather and woodwork sectors, shows how the project reaches well into the economy at the family level as well as at the local and national levels. This is seen through direct employment generation in the processing and manufacturing plants as well as in the income generation at the sub-levels, and through their exports to the region, Europe and various parts of Africa. The effect hereof is that an unknown number of persons are directly and indirectly supported through the project's activities.

Capacity building:

Capacity building is a major activity in achieving the project objectives. Capacity building has been carried out as direct training and study tours to relevant fairs and trade shows. The trainers for the different courses have been both local and international and as shown in the activity overview below capacity building has taken place both inside and outside Lebanon.

Activities

The activities have included:

- (i) COMFAR, the Computer Model for Feasibility Analysis and Reporting software for participants from various government institutions and business associations. The COMFAR software was developed by UNIDO for the analysis and appraisal of all types of investment projects;
- (ii) Business Counselling for participants from various government institutions and business associations;
- (iii) General Business Management & Marketing for entrepreneurs;
- (iv) Specific Business Management tailored to entrepreneurs in the five different sectors supported by the project;
- (v) Good Manufacturing Practices (GMP) for entrepreneurs from the food and beverage and olive oil sectors;
- (vi) Hazard Analysis and Critical Control Points (HACCP) for entrepreneurs in the olive oil and food & beverage sectors;

(vii) Study tours; to Jordan for olive oil producers, Egypt for wood work entrepreneurs and to France for entrepreneurs from the food and beverage sector, and during January 2009 to Syria for the textile sector.

Activities' Main Goals

Figure 3 outlines the main goals of the capacity building activities. Overall, the content and form of delivery of the courses and other forms of training are designed to engage participants for maximum impact. The themes for the training include engagement, new knowledge and applicability.

Figure 3: Capacity building goals



Participation

Participants for the capacity building activities have been drawn from entrepreneurs of the supported five sectors and relevant Lebanese government ministries, government institutions and organizations that are expected to assist the business community in its development.

Knowledge about the project has spread resulting in requests from companies other than those listed on the beneficiary to participate in the training that has been offered. Similarly, students in food safety have also requested to participate in the different courses offered.

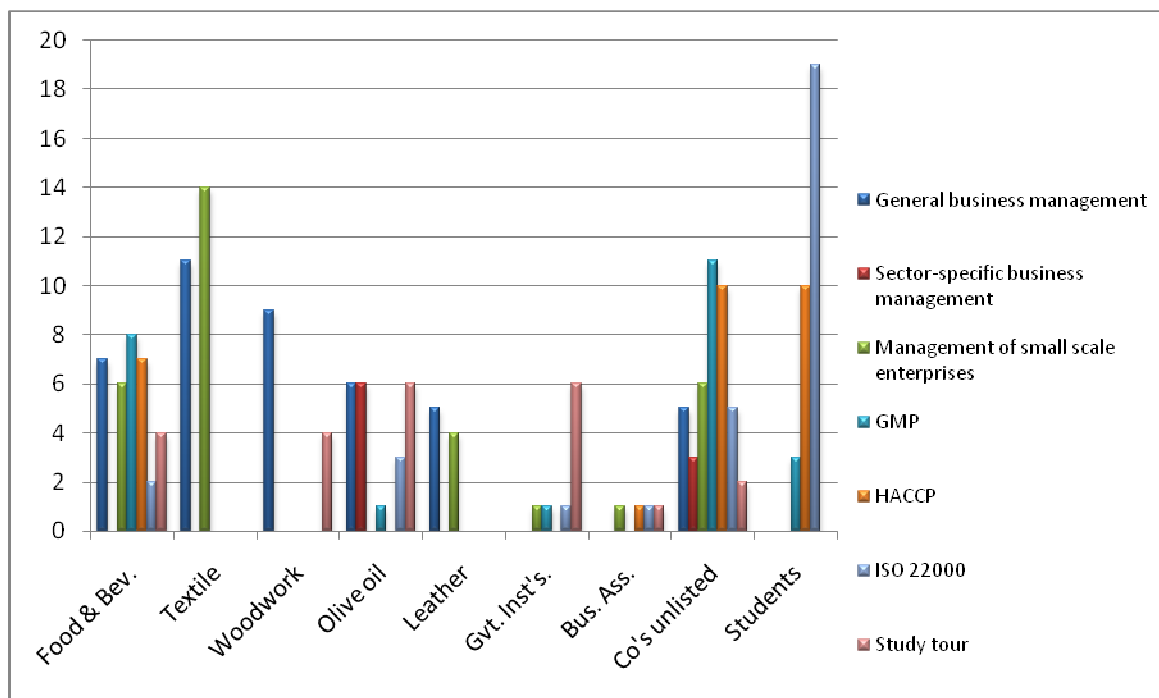
Such requests have been granted on the grounds that it benefits a wider sector of the business community. It also helps generate attention with regard to e.g. food safety and compliance issues, business management, general safety regulations, etc. On this

account 32 companies and 25 university students have benefited from the training and other capacity building activities undertaken by the project.

Figure 4 below summarizes participation in the different types of courses and study tours that have been carried out. The picture reveals a sound interest in further education and training among the beneficiaries, albeit to a varying degree among the sectors. It will be noted that only one olive oil producer has participated in the GMP and HACCP courses, while many beneficiaries in the food & beverage sector has.

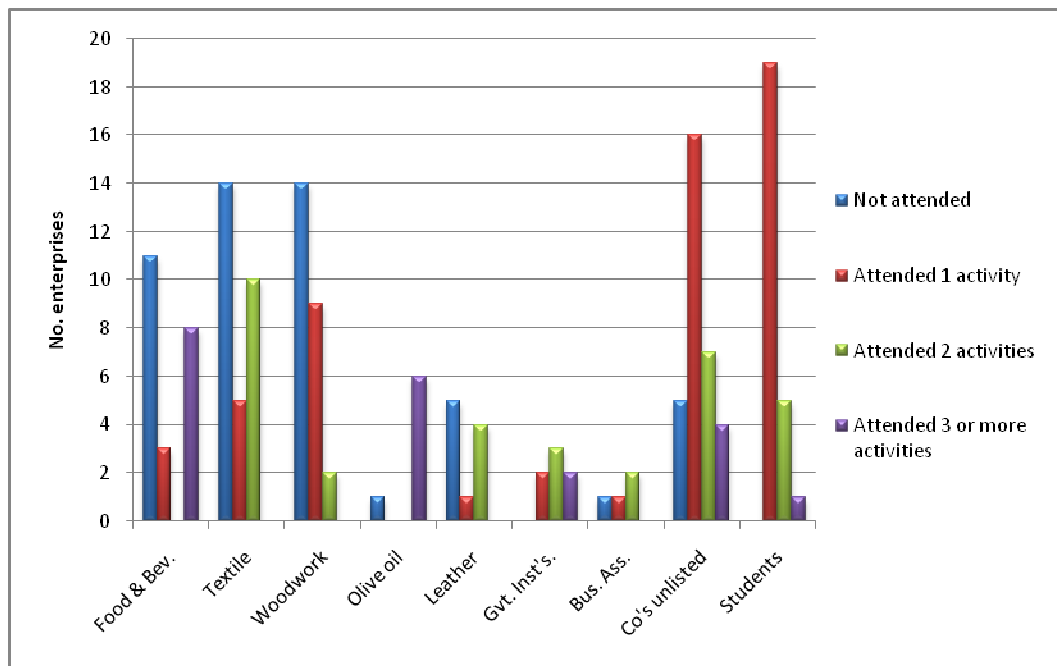
Part of the reason for the variations per sector may be attributed to distance, i.e. that the courses have been carried out in Beirut, thus requiring the participants to travel to the capital. Among the reasons for not participating may be e.g. the time needed to be away from the business, transportation and other factors. The PMU will investigate the possibilities of holding training courses in locations nearer to some beneficiaries.

Figure 4: Capacity building – courses attended per sector



The beneficiaries' interest in further education and training is highlighted in figure 5. The figure captures the number of times beneficiaries have attended training, i.e. from not having attended any courses to having attended 3 or more courses.

Figure 5: Capacity building – courses attendance per enterprise

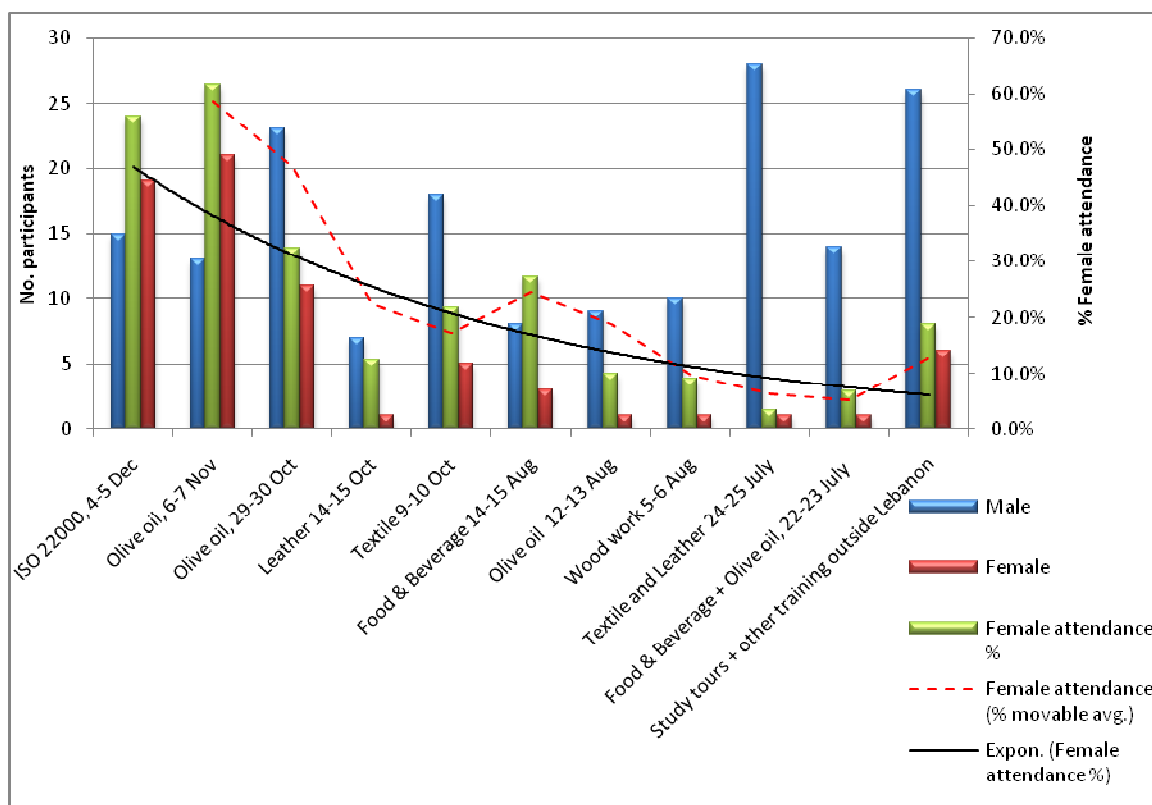


The figures indicate a high likelihood that beneficiaries, having been convinced to attend one course, may return for additional education and training. For example, in all five sectors a number of entrepreneurs have attended 2 courses and in some cases – food & beverage, olive oil and unlisted companies - even 3 or more courses.

This is encouraging for several reasons. It shows both interest in and need for education and training that is viewed as beneficial to the business and its operations. It also provides indications of the beneficiaries' business acumen and hence their interest in further developing their businesses. Further, it indicates that the courses have met the beneficiaries' expectations.

Figure 6 indicates how the participation of females in the capacity building activities has increased exponentially in line with the number of courses held. Within the four month course delivery period from July till November 2008 the female participation rose three-fold on the exponential scale, and to an average of 37% from just under 10% during the period up to and including August. This is encouraging, and it is a further indication of the interest in education and training by women. It is also an indication of the business society's interest and perhaps need in drawing women into the business community. This development does not, however, in and of itself provide indications of any changes related to women's power, but indicates increased involvement in business management, for which project has continuously advocated for the participation of women in the education and training.

Figure 6: Capacity building - female participation

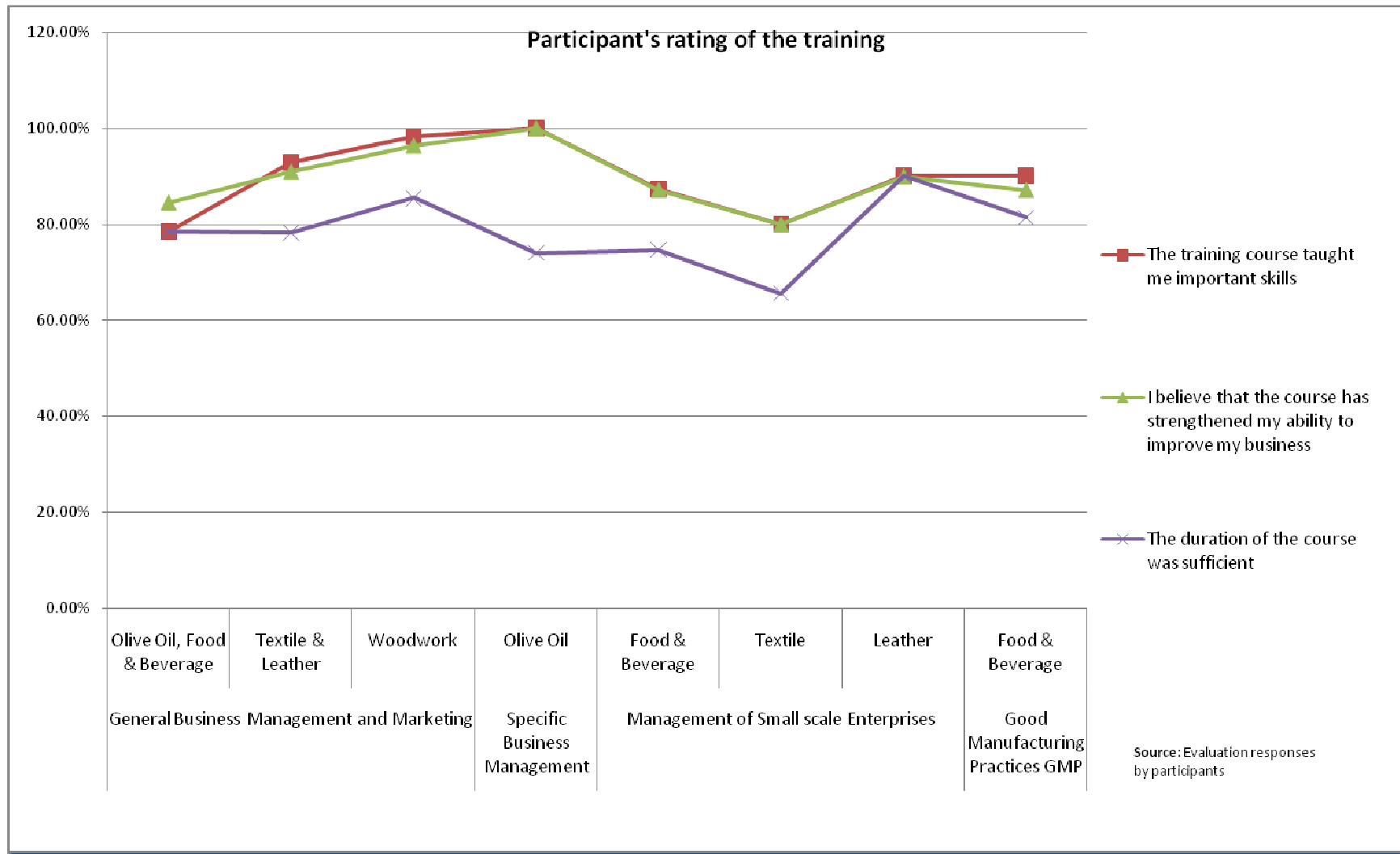


Evaluations

Initially, the participation of women in the capacity building activities was low. However, for each course, the participants were requested to fill in an evaluation sheet. This provides important feedback to the PMU about the course arrangement, course content and its execution, including female participation. In the evaluations, a number of comments were made on the low female representation during some of the first courses that were run (see figure 6). As a result of the evaluation, the combined further encouragement by the PMU for women to participate and the shared view expressed by the participants in this regard may collectively account for the increase in female participation.

Figure 7 summarizes the evaluation additional feedback from the participants as well

Figure 7: Evaluation of training courses



as provides a summary of three major course variables that the participants were asked to rate: (1) If the course provided the participants with *new skills* or knowledge; (2) was the course useful for the participant's business, i.e. did it provide knowledge and/or skills that are *applicable* to the business; (3) and was the *duration* of the course adequate.

In addition, the participants were asked to comment on four elements of the courses: (1) What they *liked* about the course; (2) what they *disliked*; (3) what they would like to *know more about*; (4) and how they intend to *apply* the new knowledge they have gained in their business.

With regard to the first set of evaluation criteria, i.e. new skills, applicability and course duration, the participants have rated the skills learnt and their applicability at 80% and above for all courses. The conclusion is, therefore, that there has been a high degree of satisfaction with the training. The subjects have matched the needs of the small scale business owners well and the trainers and form of course delivery have received a high approval rating.

With regard to the second element of the evaluation, i.e. like/dislike and applicability, analysis has been made of the comments made by the participants. These have been compared to table 3 below, which shows the number of enterprises per location for the Food & Beverage, Textile and Woodwork sectors and their participation in capacity building activities.

Table 3: Capacity building: Food & beverage, textile, woodwork

	Food & beverage	<i>Total no. of enterprises</i>	Avg. participation	Textile	<i>Total no. of enterprises</i>	Avg. participation	Woodwork	<i>Total no. of enterprises</i>	Avg. participation
South	6	13	46%	1	3	33%	5	19	26%
Beirut, South	2	3	67%	14	25	56%	1	5	20%
Bekaa	2	6	33%	0	1	0%	0	1	0%
Total	10	22		15	29		6	25	
Average participation (%)			49%			30%			15%

Table 3 shows that overall 49% of the enterprises from the Food & Beverage sector participated in training courses. For the Textile and Woodwork sectors, the average participation was 30% and 15% respectively. However, despite the small population data, the more significant measure is the participation per location, i.e. South, Beirut and Bekaa. Here the data shows a rate of participation per sector of 35% for participants from South Lebanon, 48% from Beirut and 11% from the Bekaa.

These data correlate with the comments made by a number of participants regarding the course duration – 2 days – long in relation to running their business. For example, participants coming from the South and the Bekaa Valley would be required to be absent from their businesses at least 3 full days and possibly 4 in some cases. The combined course duration and travel time likely explain their view on the long duration of the courses. This view correlates with the data in table 3 described above.

In order to address the concerns of the duration and access to the training, the project may experiment with delivering courses in the South of Lebanon, where the majority of the enterprises are located.

Training and Capacity Building Outcomes

There have been three distinct outcomes of the training and capacity building activities as summarized in figure 3 below:

- (i) Exposure to new types of equipment, i.e. for olive oil processing, olive oil tasting and international food safety requirements, led to instant changes in the requests for different, modern type equipment compared to the initial requests received by the project;
- (ii) The need for capacity building, particularly for the youth, but also for the entrepreneurs and current staff in modern management, marketing and production techniques including food safety for the relevant sectors; and
- (iii) The need for institution building in order to strengthen the business community's collaboration. This would include business-to-business collaboration, exchange of experience and ideas and lobbying the Government for requisite support. Development of this nature has taken place for participants in both domestic capacity building courses and for those who have participated in study tours.

The over-arching outcomes of the training, i.e. the public-private partnership between UNIDO/the project and the business community, have resulted in:

- (i) Business-to-business cooperation among both domestic enterprises and internationally within the region and with European and Asian companies;
- (ii) Exposure to new technology led to changes in the requests for support – from equipment compatible with existing old machines to new more efficient and safer equipment;
- (iii) Participation in study tours have assisted in opening the doors for external financing for some companies, while others have established business collaboration deals across continents (Europe and Asia);
- (iv) Finally, the capacity building activities have brought entrepreneurs in the different sectors closer together. In turn this has generated the formation of sector-based associations to voice common interests. Significantly, the small scale

business community, on the basis of the Project's facilitation, has organized and financed such developments.

Figure 8: Capacity building Outcomes



These outcomes of the capacity building activities highlight several important points: The importance of common training for entrepreneurs within and across sectors, the involvement of other larger companies in order to generate further discussion of business operations and hence impact of the activities, as well as international exposure for the small-scale enterprises to new products, quality requirements, up-to-date equipment and modern manufacturing practices.

Project management:

A PSC was established and held 2 meetings on the 19th of February and the 8th of September 2008. The PSC comprised of 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

Project implementation:

With regard to its implementation, the project is on schedule according to the work plan and achieving the expected results. Since its inception the project has, however, faced numerous brief suspensions of implementation activities due to the fragile political situation of the country and the 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 schedule in line with the work plan. The project's duration is 24 months and, overall, the project is on target as shown in the overall expenditures, i.e. 64% of the funds have been spent.

The delivery rate, i.e. the provision of equipment, rehabilitation of enterprises and capacity building, is 74% (see table 4 below).

Table 4: Financial Performance

Category	Budget (USD)	Expenditure*	Utilization
Personnel	575.800	212.215	37%
Civil works [^]	500.000	127.886	26%
Training [^]	230.000	94.527	41%
Transport	25.000	20.225	81%
Supplies and commodities	30.000	24.271	81%
Equipment ^{^†}	1.342.938	1.301.382	97%
Travel	50.000	26.693	53%
Miscellaneous	50.000	23.063	46%
Sub-total	2.803.738	1.830.262	65%
Agency support	196.262	98.131	50%
Total (USD)	3.000.000	1.928.393	64%

* 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: Orders have been placed for a total of 1,301,382 USD of the budgets 1,342,938 USD equivalent to a utilization rate of 97%.
- Civil works: Orders have been placed for a total of 127,886 USD of the budgets 500,000 USD equivalent to a utilization rate of 26%.
- Training: The training and capacity building activities conducted has involved a total of 221 participants at a combined cost of 94,527 USD of the budget's 230,000 USD, this being equivalent to 41% of the budget.

In terms of equipment, civil works and capacity building, the project currently supports 88 enterprises (ref. fig. 1). This represents substantial input per enterprises, which has assisted them in restarting and subsequently to develop and generate additional employment. The targeted number of enterprises to be assisted as per the Project Document is 75-100.

Based on the success of the project and additional requests from beneficiaries for assistance, the project has applied the LRF for an additional 2 million USD in order to assist more enterprises. The application was endorsed by the PSC at its first meeting in February 2008. Figure 9 below provide an overview of the funds applied for and their proposed application.

Figure 9: Additional funds usage

Additional funds applied for			
Category	Original budget	Additional funds	Total budget
Personnel	575.800	36.000	611.800
Civil works	500.000	100.000	600.000
Training	230.000	110.000	340.000
Transport	25.000	5.000	30.000
Supplies and commodities	30.000	20.000	50.000
Equipment	1.342.938	1.573.159	2.916.097
Travel	50.000	25.000	75.000
Miscellaneous	50.000	0	50.000
Sub-total	2.803.738	1.869.159	4.672.897
Agency support	196.262	130.841	327.103
Total	3.000.000	2.000.000	5.000.000
Results of additional funding <ul style="list-style-type: none"> ➤ Near-50% increase in no. of assisted enterprises ➤ Substantial increase in support per enterprise ➤ Increased employment opportunities 			

With the additional funds the project will be able to offer equipment and civil works to the group of factories that could not benefit from its first phase due to budgetary constraints. The additional funds will also allow continuation of the project's capacity building activities within the Lebanese Industry and target areas and regions that were not covered in its first phase.

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. Future Work Plan

Implementation is on track and is in line with the work plan (see Annex 3). During the reporting period there have not been any adjustments made either to the work plan or the budget. For the coming project period it is not foreseen that adjustments will be needed. Budget adjustments will be made if the LRF accord the project the additional funds applied for. Table 5 below provides the status of each project output.

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

Activities	Description	Status	Reflections/Comments
1.1 Assist the Ministry of Industry to implement policy decisions leading towards effective post-war rehabilitation of the agro-industrial sector	<ul style="list-style-type: none"> Capacity building within the Ministry and provision of necessary equipment for project follow-up. Recommend selection of factories on employment generation, gender, prevention of pollution etc. Monitoring of commitment by owners, problems faced, initial performance, capacity levels reached, actual employment generated and recommend policies on any other assistance where needed. 	<p>Started September 2007</p> <p>Continuous</p>	<ul style="list-style-type: none"> The Ministry has received required office equipment (PC's, printers, scanners, photocopy machine, noise level meters etc.). Technical assessments of enterprises done. Environmental assessment questionnaire applied.
1.2 Establish a PSC involving the main counterparts to oversee the project activities and provide advice to the Project Management Unit.	<p>Project Steering Committee to:</p> <ul style="list-style-type: none"> Advice the project on strategic directions/decisions and support activities to be provided. Ensure the effective cooperation between all key stake-holders. Advice on the effectiveness of the ongoing activities. 	<p>The PSC was established and held its first meeting on 19th February 2008 and its second meeting on 8 September 2008.</p>	<p>Members of the PSC are:</p> <ul style="list-style-type: none"> Ministry of Industry (chair of the committee) Ministry of Economy and Trade Ministry of Agriculture Presidency of the Council of Ministers Association of Lebanese Industrialists Syndicate of Lebanese Food Industrialists United Nations Industrial Development Organization
1.3 Finalize the technical and environmental assessment of war-affected agro-industries, including sectoral support services	<p>119 industrial enterprises out of the total directly damaged were identified as agro-industries. These units will be assessed against the equipment and associated training needs. This would facilitate the selection of 75-100 units that will be assisted under the project in Bekaa, Southern Lebanon and in the Southern Suburbs of Beirut.</p>	<p>Ongoing</p>	<p>All the 119 enterprises were contacted:</p> <ul style="list-style-type: none"> 105 were visited 3 did not want to be involved in the project activities 11 enterprises were out-of-reach <p>Among the 105 are 26 enterprises within the paper, plastics and printing sector. These have been</p>

				<p>excluded from the project due to their very large requirements for support.</p> <p>The 79 remaining enterprises were evaluated with regard to their needs for equipment. And of the 79 enterprises 60 have been evaluated for their civil works needs.</p> <p>Two teams of national and international consultants were involved in the assessments.</p>
1.4	<p>Assess the needs to strengthen institutional support: Skill development needs to provide effective services for the rehabilitation work</p>	<p>The Ministry's team of experts will improve its competency by working with the UNIDO Team on the different activities and technical aspects of the project. In addition, the team will upgrade its technical capacity through various training programs.</p>	<p>Ongoing</p> <p>Training sessions and participation in international fairs for the Ministry's staff and groups of industrialists from targeted enterprises have been carried out during the reporting period</p>	<p>The training sessions and participation in international fairs has focused on:</p> <ul style="list-style-type: none"> ▪ Study tours for olive oil mill owners, furniture manufacturers, food and beverage and textile industrialists and representatives from the Ministry of Industry, Ministry of Agriculture and the Ministry of Economy and Trade to Jordan, Egypt, France (SIAL exhibition) and Syria respectively. ▪ Training in business management and business counselling for representatives from Ministry of Industry, Ministry of Agriculture, Syndicate of Lebanese Food Industries, the Industrial Research Institute and Ministry of Finance. ▪ Training in general business management and marketing for industrialist from the textile, leather, Food & Beverage, Olive Oil and Wood Work sectors. ▪ Specific business management for olive oil industrialists. ▪ Management of small scale enterprises for industrialists from the food & beverage sector. ▪ Management and Marketing in textile factories. ▪ Management and Marketing in leather products factories. ▪ Training on Good Manufacturing practices in

			<p>food factories for the food and beverage sector.</p> <ul style="list-style-type: none"> ▪ Training on HACCP food safety management system for the food and beverage sector. ▪ Training on ISO 22000 food safety management systems for the food and beverage sector. <p>The outcomes of the training and study tours relate to development of new institutions, i.e. both the olive oil industrialists and the furniture manufacturers have initiated the formation of new associations/syndicates and training programs for their sectors.</p> <p>The study tour to SIAL Food Exhibition in France was also of very good benefit to participants; UNIDO office in France organized meetings for all our participants with investors that are interested in their types of food production. Some of the participants are still in contact with the investors and are negotiation means of partnership. In addition, the participants had the advantage of negotiating directly with raw material and ingredients suppliers from all over the globe. Most of the participants made deals for importing ingredients to Lebanon.</p>
<p>1.5 Prepare comprehensive proposals for the rehabilitation of affected enterprises: Interventions, plans layouts, technical specifications and adequate budgetary details</p>	<p>This is the main outcome of the technical assessment which will lead to having all factories operational</p>	<p>Equipment: Done</p> <p>Civil works: Ongoing</p>	<p>Detailed data on the rehabilitation have included:</p> <ul style="list-style-type: none"> ▪ Technical specifications of equipment and potential suppliers were finalized ▪ Building renovation needs, i.e. bill of quantities and drawings as needed done for 8 enterprises ▪ Estimated budget requirements done <p>Currently support in the form of equipment, civil works and training is rendered to 76 enterprises plus 6 government Ministries and institutions and 3 business associations. In sum present support thus reaches 85 enterprises, government institu-</p>

				tions and business associations. Among the supported entities equipment is on order for assistance to 39 enterprises within the textiles (11), leather industry (5), olive oil production (7), woodwork (11), and the food & beverage sectors (5). Eight enterprises are receiving assistance with building rehabilitation works.
1.6	Conduct participatory workshops with all stakeholders to present the proposals and select priority enterprises to be rehabilitated	Meetings to explain all details pertaining to the technical assessment Finalize the selection of enterprises to benefit from the project activities	Done	Meetings were held with industrialists individually as well as on a sector-basis to confirm which equipment to procure and what building renovation works to undertake prior to launching the tenders.
1.7	Prepare a work plan for the rehabilitation work	A detailed work plan for the rehabilitation work, i.e. the provision of skills training and equipment and building renovation and the implementation of the project to be presented and agreed upon by the PSC	Done	A detailed work plan was developed.
1.8	Provide required training for nationals to supervise and advise on the rehabilitation work	Train the project team (and other nationals) to enhance their capabilities in project management, supervision etc. (inside and outside Lebanon)	Continuous	A comprehensive training program was developed and implemented.
2.1	Confirm planned interventions with each selected enterprise	Meetings to explain the proposed procurement of equipment and building renovation work to be done	Done	Meetings were held with industrialists individually as well as on a sector-basis to confirm which equipment to procure and what building renovation works to undertake prior to launching the tenders.
2.2	Final contract negotiations and legal and financial arrangements for the work to be conducted and the equipment to be installed	Evaluation of bids, confirmation of specifications, quantities and prices	Planned as part of the tender procedures	Contract negotiations were held with all suppliers, international and national to review specifications, prices, payment schedules and delivery details
2.3	Finalize engineering designs, technical specifications and procure equipment/spare parts	To follow on from the technical assessments	Ongoing	Engineering drawings and technical specifications has been discussed with owners and staff of the enterprises to receives support

2.4	Remedial works/new up-grading construction at site	This is the main outcome of the technical building assessment which will lead to having functional buildings for all selected enterprises	Ongoing	Construction/remedial work is ongoing at 8 enterprises with an additional 10 to 15 enterprises scheduled for remedial work
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	Ongoing	<p>Equipment is on order for 39 enterprises, delivery, installation and commissioning is expected from end-September onwards (ref. annex 5)</p> <p>More than 50% of the textile equipment (for 5 beneficiaries) were distributed to the beneficiaries since they were available in the stock in Lebanon (The winner of the textile bid is a Lebanese supplier); the other half will be distributed as soon as the machines are received (they have been shipped from the country of origin).</p> <p>10 power generators were distributed to 10 beneficiaries. 2 more are going to be delivered very soon.</p> <p>The distribution and installation of equipment to all olive oil beneficiaries (6), leather equipment (5 beneficiaries) and food (2 beneficiaries) has taken place.</p> <p>The wood work equipment is expected by January 2009. Installation of the textile equipment and training of users is expected to be done by an expert from the supplier during January 2009.</p>
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	Planned to take place in connection with installation and commissioning of the new equipment Ongoing	The delivery contracts contain training obligations by the suppliers for instructing employees of the recipient enterprises in the safe and correct operation and maintenance of the new equipment

2.7	Provide assistance for the development of business plans; management and supervisory staff training	The setting up of training relevant to running, management and marketing for small scale enterprises	Ongoing	A range of business management courses and study tours have been arranged for industrialists and other partner ministries and organizations. A business development expert will soon be engaged by the project
2.8	Provide TA to agro-enterprises, including GMP, linkage to markets, research, finance etc.	Identification of consultants who may provide the required training and inputs	Ongoing	Specific courses have been held and are planned for implementation in connection with these subjects
2.9	Monitoring, evaluation and corrective measures		Continuous	<p>Follow-up and monitoring of the project's implementation is done by the UNIDO Regional Office in Lebanon in close collaboration with Ministry of Industry and the Lebanon Recovery Fund under the Presidency of the Council of Ministers (PCM).</p> <p>Monitoring is done through site visits, telephone conferences, meetings, and reporting to the projects' Program Steering Committee (3-4 times per year), Ministry of Industry (weekly), Lebanon Recovery Fund/PCM (monthly and bi-annually) and UNIDO's headquarters (continuously).</p> <p>An independent evaluation of the project was finalized in December 2008, and the report distributed to concerned parties.</p>

VII. Annexes

Annex 1 – List of enterprises

Enterprises' distribution by sector and location

Number of enterprises per location	Beirut, Southern suburbs	Bekaa	Tyre	Nabatieyh	Total	Distribution
Food & beverage	6	3	3	10	22	18,6%
Textile	25	1	1	2	29	24,6%
Woodwork	5	1	8	11	25	21,2%
Paper, Plastics & Printing	23	0	2	1	26	22,0%
Olive oil	0	0	3	3	6	5,1%
Leather	10	0	0	0	10	8,5%
Total	69	5	17	27	118	
Distribution	58,5%	4,2%	37,3%			

Annex 2 – List of supported enterprises (November 2008)

A) Equipment and civil works support per sector

Sector (All figures in US\$)	Food & Beverage	Leather	Olive Oil	Textile	Wood work	Total	Distribution
Equipment	15.720	150.000	286.000	323.500	154.250	929.470	80%
Power generators	49.000	-	8.000	7.000	39.000	103.000	9%
Civil works	52.399	-	21.294	15.555	42.358	131.606	11%
Grand total	117.119	150.000	315.294	346.055	235.608	1.164.076	
Distribution	10%	13%	27%	30%	20%		100%

B) List of supported enterprises (November 2008)

Name of Establishment		Sector	Location	Total est. support	Est. cost civil works	Equipment	
						Description	Est. cost of equipment
1	Abou Ghaida Spices	Food & Beverage	Nabatieh	\$29.864	\$15.564	2 Spice Grinders, 30 KVA Generator	\$14.300
2	Imad Ghosson Pickles	Food & Beverage	Nabatieh	\$32.460	\$18.040	Inkjet Printer, 30KVA Generator	\$14.420
3	Salhab Ice cream	Food & Beverage	Nabatieh	\$18.795	\$18.795		
4	Milky's dairy	Food & Beverage	Nabatieh	\$9.750	0	80 KVA Generator	\$9.750
5	Sanabel Bakery	Food & Beverage	Nabatieh	\$9.750	0	80 KVA Generator	\$9.750
6	A.O. Ghandour	Food & Beverage	SSB	\$16.500	0	150KVA Generator	\$16.500
7	Issam Beydoun	Leather	SSB	\$30.000	0	Bids are open __\$	\$30.000
8	Maestro - Hassan Rayis	Leather	SSB	\$30.000	0	Bids are open __\$	
9	Spot Shop - Mustafa Hammoud	Leather	SSB	\$30.000	0	Bids are open __\$	
10	Verucca - Youssef abou Alweh	Leather	SSB	\$30.000	0	Bids are open __\$	
11	Wissam Bazzi For Trade	Leather	SSB	\$30.000	0	Bids are open __\$	
12	Borj - Kalaway Olive Mill	Olive Oil	Nabatieh	\$8.000	0	60 KVA Generator	\$8.000
13	Abed Al Amir Kashmar	Olive Oil	Tyre	\$68.894	\$21.294	Complete Olive washing line \$	\$47.600
14	Rida Yousef & Abbas Khourays	Olive Oil	Nabatieh	\$47.600	0	Vertical Centrifugal Separator	\$47.600

15	Youssef Fehayli	Olive Oil	Nabatieh	\$48.000	0	Bottling Line Machines __\$	\$48.000
16	Fidel Rizk	Olive Oil	Nabatieh	\$47.600	0	Vertical Centrifugal Separator	\$47.600
17	Ahamad Ajami	Olive Oil	Tyre	\$47.600	0	Vertical Centrifugal Separator	\$47.600
18	Ahmad Aideibi	Olive Oil	Tyre	\$47.600	0	Vertical Centrifugal Separator	\$47.600
19	Khodor Allamah - Chic Top	Textile	SSB	\$15.555	\$15.555		
20	Limosine	Textile	SSB	\$24.500	0	Sodtware CAD CAM System, 40 KVA Generator	\$24.500
21	Mr Lord	Textile	SSB	\$30.000	0	Shirt Yoke Seamer	\$30.000
22	Zeina Tex	Textile	SSB	\$28.000	0	Shirt Collar New Auto Stitcher	\$28.000
23	Wahid	Textile	SSB	\$46.000	0	Pocket Setter	\$46.000
24	Al Hadaf	Textile	SSB	\$28.000	0	Shirt Sleeve Plackets Setter	\$28.000
25	Sueid for design	Textile	SSB	\$17.400	0	Cutting cloth Machine	\$1.400
		Textile				Blindstich Machine for extra light material,	\$1.700
		Textile				1-needle, Needle-Feed, Lock-stitch machine, QTY 2	\$3.800
		Textile				1-needle, top and Botton-feed lockstitch machine, QTY 2	\$2.400
		Textile				2-needle, 5-thread Safety stitch machine with cahin off tread trimming device & chain-off thread suction device,QTY 2	\$4.800
		Textile				Electric Heated Ironing table	\$3.300

						with boiler and vaccuum	
26	Tricot starlet	Textile	SSB	\$33.300	0	Buttonholing Tricot machine	\$8.800
		Textile				Attach Button Sewing Machine With knot -tying machine,	\$3.700
		Textile				and Needle, Lockstitch straight buttonholing machin QTY 2	\$20.800
27	Youssef Hallal	Textile	SSB	\$26.800	0	Buttonholing Tricot machine	\$5.600
		Textile				Double chainstich machine feed off the arm with puller	\$5.200
		Textile				Direct Drive, High speed, 1-needle, lockstitch machine with automatic thread trimmer With auto lifter QTY 5	\$11.000
		Textile				1-Needle, Bottom-feed lock-stitch machine	\$5.000
28	Trussadia	Textile	SSB	\$41.400	0	Welt Pocket Machine	\$30.000
		Textile				High-speed Double Needle Chainstich Machine for shirt,	\$4.000
		Textile				Double chainstich machine feed off the arm with puller	\$5.200
		Textile				Direct drive, High speed, 1-needle, lockstitch machine	\$2.200
29	Maximum	Textile	SSB	\$26.000	0	Direct drive, high speed, 1-needle, lockstitch machine with automatic thread trimmer with pneumatic folding attachments for shirts	\$4.000

		Textile				Direct drive, High speed, 1-needle, lockstitch machine QTY 10	\$22.000
30	Farestex	Textile	Nabatieh	\$29.100	0	Buttonholing machine automatic oil high speed	\$5.600
		Textile				Attach Button Sewing Machine with knot tying mechanism	\$3.700
		Textile				Lockstitch Auto Trimmer QTY 4	\$5.600
		Textile				Automatic Cutting and hem embroidering / tape cutting and rolling machine	\$2.500
		Textile				2-heads 6-needles Computerized Embroidering machine	\$5.500
		Textile				Lockstitch ruffles machine	\$3.700
		Textile				Computer Flake Machine	\$2.500
31	Hassan Awada	Wood work	Nabatieh	\$35.713	\$14.713	Heavy Duty Squaring Circular Saw, 30KVA Generator	\$21.000
32	Ali Maki Wood work	Wood work	Nabatieh	\$20.804	\$9.804	Band Saws:	\$4.500
		Wood work				Surface and Thickness planer:	\$6.500
33	Mohammad Idriss	Wood work	Nabatieh	\$41.341	\$17.841	Band Saws, 30KVA Generator:	\$11.000
		Wood work				Combined machines	\$12.500
34	Rashid Youniss Wood Work	Wood work	Nabatieh	\$23.500		Combined machines, 30KVA Generator	\$19.000
		Wood work				Band Saws:	\$4.500

35	Assi Brothers	Wood work	SSB	\$23.500	0	Band Saws, 30KVA Generator:	\$11.000
		Wood work				Combined machines	\$12.500
36	Hussein Ahamad Awada	Wood work	Nabatieh	\$23.500	0	Band Saws, 30KVA Generator:	\$11.000
		Wood work				Combined machines	\$12.500
37	Hussein Khusheish	Wood work	Nabatieh	\$6.500	0	30KVA Generator	\$6.500
38	Fayez Khazaal	Wood work	Nabatieh	\$14.500	0	Heavy Duty Squaring Circular Saw:	\$14.500
39	Hussein Khusheish	Wood work	Nabatieh	\$14.500	0	Heavy Duty Squaring Circular Saw:	\$14.500
40	Ali Azki	Wood work	Nabatieh	\$14.500	0	Heavy Duty Squaring Circular Saw:	\$14.500
41	Ezzedine Decoration	Wood work	Tyre	\$14.500	0	Heavy Duty Squaring Circular Saw:	\$14.500
42	Ibrahim Skaiki	Wood work	Tyre	\$2.750	0	Industrial air compressor	\$2.750
Total Civil Work				\$1.164.076	\$131.606	Total Equip	\$929.470

Annex 3 – Planned Work Plan (updated, December 2008)

Output 1	Activities	Sub-activities	-Month	2007			2008												2009			
				Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
1.1	Finalize the tech. and environmental assessment of the agro-industrial sector in war-affected areas, including sectoral support services	Questionnaire: development, analysis Visits to enterprises (118)																				
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.	Consultants engaged: civil works Olive oil, Textiles, Leather, equipment Consultants reports Report comments/followup visits Preparation of Tender Documents																				
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 provide advise	PSC meetings																				
1.6	Provide required training for nationals to supervise and advise on the rehabilitation work																					

Output 1	Activities	Sub-activities	-Month	2007			2008												2009			
				Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
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																					
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	Civil works and Equipment																				
		Tendering																				
		Award of contracts																				
		Construction																				
		Delivery of equipment																				
		Installation & commissioning																				
2.3	Finalize engineering designs, technical specifications and procurement/spare parts																					
2.4	Remedial works/new construction at site																					

Output 1	Activities	Sub-activities	-Month	2007			2008												2009			
				Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
2.5	Repair unservicable equipment and install and commission new machines/production lines																					
2.6	Plan and conduct employee training for unfamiliar machinery and production lines																					
2.7	Provide assistance for the development of business plan; management and supervisory staff training	COMFAR, Vienna Business counselling, Bahrain Change management, Lebanon																				
2.8	Provide TA to agro-enterprises, including GMP, linkage to markets, research, finance, etc.	(a) GMP, Lebanon (b) Packaging & labelling, Lebanon (c) Olive oil, Amman (d) SIAL (food), France (e) Woodwork, Egypt (f) General Business Management (g) Specific/SME Bus. Mgt. (h) Planned training (20 courses)																				
2.9	Monitoring, evaluation and corrective measures	CTA's contract periods																				

Annex 4 – Capacity building activities

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



Capacity building training in food safety, Safir Hotel, Beirut

Annex 5 – Capacity building participants

A) Overview

Summary	Male	Female	Total
Government	10	6	16
Industrial organisations	2		2
Industrialists	6		6
Total	18	6	24

B) Study Tours

Type: Olive oil technology Location: Amman Jordan 22 - 24 March 2008			
#	Name	Company	Gender
1	Bassel Khatib	UNIDO-LAISER	Male
2	Georges Khoury	DG MOI	Male
3	Pierre Abi Nakhoul	MOI	Male
4	Hussein Hoteit	LAISER Consultant	Male
5	Ahmad Ajami	Industrialist - Tilal loubnan	Male
6	Ahmad Aydibe	Industrialist - Tilal loubnan	Male
7	Joseph Rizk	Industrialist - Tilal loubnan	Male
8	Abdelamir Kachmar	Industrialist - Tilal loubnan	Male
9	Abbas Khreiss	Industrialist - Tilal loubnan	Male
10	Youssef Fheili	Industrialist - Tilal loubnan	Male

Type: Wood work Location: Egypt 28 July - 2 August 2008			
#	Name	Institution	Gender
1	Bassel Khatib	UNIDO-LAISER	Male
2	Georges Khoury	DG MOI	Male
3	Ali Berro		Male
4	Nagib Barakat	Industrialist	Male
5	Atef Sweidan	Industrialist	Male
6	Amine Ayoub	Industrialist	Male
7	Ghassan Moubarak	Industrialist	Male
8	Mohammad Assi	Industrialist	Male

Type: Business and marketing – food & beverage and olive oil Location: Beirut Lebanon, 22 - 23 July 2008				
#	Name	Enterprise name	Production	Gender
1	Imad Ghosson	Ghosson Pickles	Pickles	Male
2	Abou Ghaida	Abou Ghaida Mill	Spices	Male
3	Jaafar Sbeiti	Sbeiti Ice Cream	Ice Cream	Male
4	Georgio Rizk	Second House Production	Spices	Male
5	Roula Salloum	Second House Production	Spices	Female
6	Ali Yassine	Yassine Spices	Spices	Male
7	Salhab	Kafir Sir Ice Cream	Ice Cream	Male
8	Riad Harb	Harb Roastery	Roastery	Male
9	Rida Youssef	Youssef and Khourays Olive Mill	Olive Oil	Male
10	Abbas Khourays	Youssef and Khourays Olive Mill	Olive Oil	Male
11	Fidel Melhem Rizk	Rashaya Foukhar olive Mill	Olive Oil	Male
12	Hani Abed Al Amir Kash-mar	Hallousieh mill	Olive Oil	Male
13	Ahmad Ali Youssef	Ajami - Abbasieh Mill	Olive Oil	Male
14	Youssef Fehayli	Marj - Koulayaa Mill	Olive Oil	Male
15	Ahmad Aydibi	Jebal al Botom Olive mill	Olive Oil	Male

Type: Food & beverage Location: France SIAL, 18-24 October 2008			
#	Name	Institution	Gender
1	Bassel Khatib	UNIDO-LAISER	Male
2	Ali Berro	Director, QUALEB, Ministry of Economy and Trade	Male
3	Mohamed Haidar	Advisor to the Minister for agriculture	Male
4	Hanan Khanafer	Lebanese Cleaner Production Center, Ministry of Industry	Female
5	Jaafar Sbeiti	Food industrialist (ice cream)	Male
6	Nabil Assi	Food industrialist (dairy)	Male
7	Hussein Amer	Food industrialist (chewing gum)	Male
8	Issam Pharaon	Food industrialist (cookies)	Male
9	Chakib Jenane	Project Manager, Chief, Agro-Support Unit, UNIDO	Male
10	Jihad Sadaka	Food industrialist (Arabic sweets)	Male

C) Training

Type: COMFAR Visibility study of industrial enterprises Location: Amman Jordan 22 - 24 March 2008			
#	Name	Institution	Gender
1	Bassam Kabalan	Industrial Research Institute	Male
2	boudCharles Ab	Ministry of Industry	Male
3	Hiba Dbouk	Ministry of Industry	Female
4	Manal Yassine	Ministry of Industry	Female
5	Mona Siblini	Ministry of Agriculture	Female
6	Nisrine Merhi	Ministry of Industry	Female
7	Samir El Mir	Syndicate of Lebanese Food Industries	Male
8	Virginia Iskandar	Institute of Finance -Ministry of Finance	Female

Type: Business counseling Location: Bahrain 14 - 20 June 2008			
#	Name	Institution	Gender
1	Mohammad Samir al Mir	f Lebanese Food IndustriesSyndicate o	Male
2	Bassam Kabalan	Industrial Research Institute	Male
3	Marwan Al Jawhar	Ministry of Industry	Male
4	Majed Sannan	Ministry of Industry	Male
5	Marilyse Chehab	Ministry of Industry	Female
6	Ramzi Shasha	Ministry of Industry	Male

Type: Business and marketing – textile and leather
Location: Beirut, Lebanon, 24 - 25 July 2008

#	Name	Enterprise name	Production	Gender
1	Mohammad Harb	Matico For production and Trade	Clothes	Male
2	Mohammad Harb	Harb Trading Corp.	Sale, maintenance, trade of textile equipment and machines	Male
3	Ali Houdrouj	Tricot Orient Star	Textile	Male
4	Mustapha Hammoud	Spot Shoes	Leather	Male
5	Mohammad Fares	Fares Bross for Trade and Industry	Leather	Male
6	Abdel Raouf Fares	Fares Bross for Trade and Industry	Leather	Male
7	Abed Abou Ailleywee	Verucca Shoes	Leather	Male
8	Youssef Abou Ailleywee	Verucca Shoes	Leather	Male
9	Renee Reslan	Golden Royal eagel		Female
10	Ihab Zeidan	Golden Royal eagel		Male
11	Faysal Souied	Sociest Decort		Male
12	Ali Ismail	Tricot Starlet	Textile	Male
13	Ali Jabber	Broderie		Male
14	Amine Hjesi	Hjesi		Male
15	Mohammad Miziyeem	Hjesi		Male
16	Faraj Refai	Ferej	Textile	Male
17	Ali Houdroj	Tricot Dima	Textile	Male
18	Ahmad Hodroj	Tricot Dima	Textile	Male
19	Safi Dia	Trussadia	Textile	Male
20	Issam Mousalam	Rotex	Textile	Male
21	Khodor Alameh	Chic Top	Textile	Male
22	Rami Darwish	ABZ - Bahsoun		Male
23	Youssef hallal	Youssef hallal	Textile	Male
24	Mustapha	Momtex	Textile	Male
25	Wael Rayiss	Maestro	Leather	Male
26	Hassan Rayiss	Maestro	Leather	Male
27	Mohammad Yassine	Maximum	Textile	Male
28	Hossam Yassine	Maximum	Textile	Male
29	Georgio Rizk	Second House Production	Food and Beverage	Male

Type: Training - Business and marketing – wood work Location: Beirut, Lebanon, 5-6 August 2008				
#	Name	Enterprise name	Production	Gender
1	Azzat Badawee	Olive Oil Badawee	Olive Oil	Male
2	Nola Badawee	Olive Oil Badawee	Olive Oil	Female
3	Ali Maki	Maki Gallery	Wood work	Male
4	Ali Azki	Azki Gallery	Wood work	Male
5	Amine Ayoub	Ayoub for Production	Wood work	Male
6	Atef Sweidan	Sweidan Gallery	Wood work	Male
7	Samer awada	Awada Gallery	Wood work	Male
8	Hassan hussein awada	Awada Gallery	Wood work	Male
9	Mohammad Idriss	Idriss Gallery	Wood work	Male
10	Ibrahim Skeiki	Skeiki Gallery	Wood work	Male
11	Abbas Sabrawi	Sbrawi Gallery	Wood work	Male

Type: Business management – olive oil Location: Beirut, Lebanon, 12-13 August 2008				
#	Name	Enterprise name	Production	Gender
1	Rida Youssef	Youssef and Khourays Olive Mill	Olive Oil	Male
2	Abbas Khourays	Youssef and Khourays Olive Mill	Olive Oil	Male
3	Fidel Melhem Rizk	Rashaya Foukhar olive Mill	Olive Oil	Male
4	Hani Abed Al Amir Kashmar	Hallousieh mill	Olive Oil	Male
5	Ahmad Ali Youssef	Ajami - Abbasieh Mill	Olive Oil	Male
6	Youssef Fehayli	Marj - Koulayaa Mill	Olive Oil	Male
7	Elias Fehayli	Marj - Koulayaa Mill	Olive Oil	Male
8	Azzat Badawee	Olive Oil Badawee	Olive Oil	Male
9	Nola Badawee	Olive Oil Badawee	Olive Oil	Female
10	Ahmad Aydibi	Jebal al Botom Olive mill	Olive Oil	Male

Type: Management of small scale enterprises – food & beverage
Location: Beirut, Lebanon, 14-15 August 2008

#	Name	Enterprise name	Production	Gender
1	Fouad Ghosson	Ghosson Pickles	Pickles	Male
2	Hussein Amer	La Martine	Chewing Gum	Male
3	Mirna Amer	La Martine	Chewing Gum	Female
4	Abou Ghaida	Abou Ghaida Mill	Spices	Male
5	Jaafar Sbeiti	Sbeiti Ice Cream	Ice Cream	Male
6	Georgio Rizk	Second House Production	Spices	Male
7	Roula Salloum	Second House Production	Spices	Female
8	Ali Yassine	Yassine Spices	Spices	Male
9	Khalil Salhab	Kafir Sir Ice Cream	Ice Cream	Male
10	Ietidale Salhab	Kafir Sir Ice Cream	Ice Cream	Female
11	Riad Harb	Harb Roastery	Roastery	Male

Annex 6 –Capacity building evaluation responses*

Sector	Course title	Start	Finish	Participant No.	I liked....	I disliked....	I would like to know more about...	I intend to use what I learnt in the following ways:
Olive Oil and Food & Beverage	General Business Management and Marketing	22-07-2008	23-07-2008	1	The new theories and the difference between the modern marketing techniques and the rural methods of marketing	Very minimum number of female participants	More updated machines and methods of production	
				2	Diversity of the participants			
				3				
				4	The experience is different than any other training, diversified sectors from all regions of Lebanon	Very long hours, during working time	Specific methods and modern techniques in the food production according to the international standards of good quality	
				5	It is very important to do the training, thank you			
				6	Different sectors of food & beverage production		Marketing, management and feasibility study to expand my work	Promoting my products
				7				
				8	The marketing and management to increase market share and produce for all taste	The duration is long	Specifically how to market in rural areas	Control my cost and increase profit and market share

* Tables without text indicate no response was made by the participant.

Sector	Course title	Start	Finish	Participant No.	I liked....	I disliked....	I would like to know more about...	I intend to use what I learnt in the following ways:
				9				
				10	The whole training is good			
				11	New experience for me, meeting with industrialists		Packaging, labeling and how it will help us enter the European market	Development of agricultural practices
				12	Sharing ideas with colleagues,		The modern techniques, new technology and machines in the international standard for food production; how to get the ISO certificate and HACCP	Upgrade my production to meet the international standard to be able to export
				13	Meeting with industrialists, and learning how to increase Market by providing more products according to customer taste		How to deliver my products and increase the distribution to cover all of Lebanon	Increase my market

Sector	Course title	Start	Finish	Participant No.	I liked....	I disliked....	I would like to know more about...	I intend to use what I learnt in the following ways:
Textile and Leather sectors	General Business Management and Marketing	24-07-2008	25-07-2008	1	Marketing			Packaging; customer dealing and management
				2	Way of giving the information		Management	Development and marketing, development of agricultural practices
				3	Production and about equipment			Ok
				4	Marketing			Marketing strategies, dealing with customers, management of my enterprise
				5	UNIDO Efforts for supporting our industry, the new experience and the information gained		Modern techniques in the shoe market and updated machines	
				6	It is a new experience for me	Not much information about machines	New technology and equipment	Marketing my factory
				7	Meeting with industrialists, learning from the professor important information		Distribution channels and more details about the local and international market	Increase my market

				8	The new experience; meeting with industrialists and exchanging ideas and experience	No participation of female gender and young people	How to market my product in rural areas where they are not involved in the modern marketing techniques	
Sector	Course title	Start	Finish	Participant No.	I liked....	I disliked....	I would like to know more about...	I intend to use what I learnt in the following ways:
				9				
				10	The atmosphere	The English technical words	New machines	Employment, marketing and manufacturing
				11	Team work spirit		More courses and training	Developing my business
				12	Information given		New technology and equipment	My trade
				13	Meeting with industrialists, and making business		More technical and practical info	
				14				
				15	The team, trainer, UNIDO and the training all	The timing and location; very far for us	More on-site practical work and training	
				16	The industrialists, sharing experience with the participants and trainer	No info about new machines	New machines	
				17	What UNIDO is doing for us	Very far, and in the morning we have work		
				18	New experience for me		The new trend in the region and the international level	
				19	Meeting with industrialists		Machines, equipment, management	Improving my work
				20	The whole training	Very long hours	Machines and technical information like maintenance of equipment	Market my products

				21	Making business and cluster with another factory		Ways of expanding my business	Improve my work
				22	Way of delivering the information	No information about machines	New machines	Marketing and management of my enterprise
Sector	Course title	Start	Finish	Participant No.	I liked....	I disliked....	I would like to know more about...	I intend to use what I learnt in the following ways:
Woodwork	General Business Management and Marketing	05-08-2008	06-08-2008	1	The new theories in which I could make use of, noticing the difference between the olive oil mgt and wood work mgt although both have standards they have to abide by	Not much variety between participating sectors	The alternative of olive oil, "surface"	Expanding my production line and implementing the mgt theories
				2	The trainer, participants, the material given and the service of translating the material for me		How to get my product to compete more in the international market	Cost control, better marketing strategies, and employee empowerment and reinforcement
				3	I was introduced to new ideas in how to produce for different tastes and market my product therefore sell more	The duration was long	The new technique in testing my product to become eligible to enter the international market	Enrolling in the specific training courses of the furniture production
				4	This was a new experience for me	The course was all theoretical, we need more practical, in the job courses	Safety methods, new machines and products	Educate myself in more ways, expand my business in terms of marketing
				5	The new ideas gained, meeting my colleagues in the business		How to compete and gain government support	Travel and learn more from the countries which excel in the wood manufacturing and production

				6	Sharing ideas with other, the new info received		Safety measure in the production process, technical and practical info	Upgrading my factory
Sector	Course title	Start	Finish	Participant No.	I liked....	I disliked....	I would like to know more about...	I intend to use what I learnt in the following ways:
				7	This is a new experience for me; the innovation and the difference in standards of the industries	The time is so long	Machines and new techniques	Make my factory better
				8	The marketing strategy and management to save and implement cost control and increase profit	The location is very far	Specifically how to do management and marketing for my wood factory	Implement cost control and market my product
				9	Sharing ideas with colleagues, new decisions to make a lab for testing furniture		The modern techniques, new technology and machines in the international standard for wood production	Get introduced to the new techniques and upgrade my production to meet the good standards of production to be able to export
				10	Making a lab for testing the production and a vocational school for practical carpentry	The location of the training is very far	Marketing and managing my factory	Upgrade my production standard
				11	Sharing experience and expertise with others, collaborating and getting the opportunity to joint venture with other enterprises		possibility for vocational school and laboratory	Marketing and managing my income and expenses

Sector	Course title	Start	Finish	Participant No.	I liked....	I disliked....	I would like to know more about...	I intend to use what I learnt in the following ways:
Olive oil	Specific Business Management	12-08-2008	13-08-2008	1	Everything, mostly the chance to meet other producers	No young people in the industry	Olive production and how to develop my work	Take over family business
				2	The group, the place and sharing experience with others			Marketing and customers
				3	The flow of course information. The explanation of the instructor	Duration of the course, location and lack of female gender	Practical and technical information, more management theories	Developing our institutions
				4	Production			Ok
				5	Marketing			Packaging, Customer dealing and management
				6	Marketing			Marketing strategies; dealing with customers, managing my enterprise
				7	Way of presenting the info		Management	Development of marketing strategies, development of agricultural practices
				8	Instructor and info	Place and some groups		My business
				9	The commitment to organize a syndicate for olive oil producers		Technical information, alternative production of olive oil	My business, the syndicate, international market
				10	The instructor, the group, the organization	The minimum number of participants	Olive oil products and their distribution in the international market	Get more info and develop my strategy

Sector	Course title	Start	Finish	Participant No.	I liked....	I disliked....	I would like to know more about...	I intend to use what I learnt in the following ways:
Food & Beverage	Management of Small Scale Enterprises	14-08-2008	15-08-2008	1	The Course, Instructor and the industrialists			Developing my Father's industry
				2	The program was very successful		Practical information in production	Taking more similar courses
				3	The diversity of people & industries with different production lines	The location is very far for us		
				4	The training as a whole	Modern techniques are not as effective as what we used to do in our old days		
				5	This is a new experience for me and I gained a lot of info I didn't know from before		Plans for my industry to promote my products. Also technical information and machines	Increase and diversify my product for all tastes
				6	Seeing young people in the business	2 days is so long & Beirut is far		
				7	The group, the trainer and UNIDO's effort in bringing the Lebanese industrialists together	The training was mainly for small & family owned factories, not much focus on the organizational needs	The international & regional market	Labeling and packaging
				8	The programs, people, trainer & food	Location is very far	New machines, maintenance and spare parts	Making my factory better

				9	Knowing the difference in the subsectors of F&B products, different production	The information is too general	Making a plan for my factory and benefit from it in the end	Completing the course to gain better understanding
Sector	Course title	Start	Finish	Participant No.	I liked....	I disliked....	I would like to know more about...	I intend to use what I learnt in the following ways:
				10	The trainer's interaction with us & the notes distributed for reference		How to continue the course and update my information	Marketing my enterprise in different ways
				11	Exchanging opinion with others. The material & instructor & Course. We are few females in the session		Marketing & advertising my enterprise, Labeling & packaging	Developing my enterprise & taking family business

Sector	Course title	Start	Finish	Participant No.	I liked....	I disliked....	I would like to know more about...	I intend to use what I learnt in the following ways:
Textile	Management of a Small Scale Enterprise	09-10-2008	10-10-2008	1	I liked the way the training took place, discussion and debate, everyone was involved and the topics were realistic	The trainings should take place on Sundays	how to create business with UNIDO (men wear)	New method of selling, advertising and create a brand name
				2	The explanation of the economic situation is very important and affects our business		More about the UAE Market	I will continue learning and using the booklets distributed by you for reference
				3	Knowing about the international economy and how it is affecting us directly and indirectly, the Trainer has a way in simplifying the information		Feasibility study	Marketing, advertising and selling while minimizing my cost
				4	The debate and discussion that took place between all participants	The time is not enough, if possible make the training for more than 2 days to complete the material	The industrial situation in Lebanon	I will make use of what I learned in my factory
				5	good performance			
				6	Freedom of opinion and discussion about challenges in the work	No political or official body to listen to our problems	Marketing strategies	Maintain my work performance
				7	Discussion and ideas, transparency, the trainers experience and learning new methods for work		Methods to deal with work challenges in the industrial unit, legal methods without putting extra cost	I will continue my research and study to use what I am gaining from this training especially in training the employees

Sector	Course title	Start	Finish	Participant No.	I liked....	I disliked....	I would like to know more about...	I intend to use what I learnt in the following ways:
				8	Listening to the topics in the discussion with the industrialists especially the challenges faced by the industrialists	Nothing	How to employ managerial staff	Make use of what learned by strengthening my colleagues
				9	Listening to information, and advise in the management and marketing		Information how to get help from the government and the official parties	Everything I have gained I will transfer to my colleagues
				10	Open discussion	Time is limited	Economy	
				11	Dr. Wazne's performance was good because he talked in freedom	A lot of interruption during the training...all participants kept asking		Explanation was good
				12	The plan to support is available but hope that this support will expand		Develop the industry and open the way for foreign expertise to give input	
				13	Open discussion and flexibility in listening to other people's opinion	Time is limited	Marketing, needs the government's support	Develop my skills and increase my work production
				14	Marketing and promoting	Time is limited	To be able to teach one of his staff haute couture	Build the new factory and have good managerial staff and good marketing
				15	Discussion and exchange of experience with the participants		Modern theories in management	

Sector	Course title	Start	Finish	Participant No.	I liked....	I disliked....	I would like to know more about...	I intend to use what I learnt in the following ways:
				16	The discussion	Time was very long	Management	Make use of the info in my managerial position
				17	Met the industrialist whom are in the same sector, talk about our problems and seeks ways to solve them, also like the interest that UNIDO has in developing our work and like the modern method the instructor used in the training	Time is long	Marketing	New markets to enter, make business with other Factories
				18	Getting to meet the industrialist and take beneficial information from the trainer and from UNIDO		On site training, practical	Implement what I have gained in my work

Sector	Course title	Start	Finish	Participant No.	I liked....	I disliked....	I would like to know more about...	I intend to use what I learnt in the following ways:
Leather	Management of a Small Scale Enterprise	14-10-2008	15-10-2008	1	New ideas and helpful quality of information was provided in a very delicate manner			Industrial practice through training
				2				
				3				
				4	The experience and new techniques in the training is very impressive			
Food & Beverage	Good Manufacturing Practices GMP	29-10-2008	30-10-2008	1	The training was interesting. I learned a lot about the industrial and agricultural sector. I have met industrial people that became my friends.		I would love to know more about the agricultural and industry sector from time to time and always be updated.	Organization of work in the industry, cleanliness of the industry
				2	I liked the news ideas that Dr Dib talked about and all the details	Nothing	Learning new things about this sector is very important to me	I am going to apply what I learned and teach the staff about it
				3	This training gives us new methods of thinking and developing our industry	The training was given mainly in English, I prefer if it was done in Arabic because I don't speak English	New technologies that we can use in our industry and how to use those new machines.	Change things in the industry, protect it from bacteria and insects

Sector	Course title	Start	Finish	Participant No.	I liked....	I disliked....	I would like to know more about...	I intend to use what I learnt in the following ways:
				4	The working team cared about teaching industries about new technologies, and taught me how to develop new ideas in my industry	The training was given mainly in English, I prefer if it was done in Arabic because I don't speak English	Be updated about new technologies in every way, so my industry will be efficient and last longer	Decrease my industrial mistakes in order increase productivity. Keep on extending industrially
				5	The training was good/I gained knowledge			Yes, I will use what I learned in my industry
				6	There's a lot of information, and very precise information	Nothing	More trainings	Will apply what I learned in my personal and work life
				7	The method of explanation and the booklet that I will use as a reference later. More possibility that we will apply what we learned in our industries after the training.	Nothing	Learn more about: HACCP, ISO 9000 and ISO 27000	In my industry and my university
				8	I learned how to protect myself from bacteria and the importance of hygiene and the importance of correcting the mistakes we do in our industry	The booklet was in English		I will work on correcting the mistakes we commit in my industry
				9	I liked everything. Especially how to wash hands before anything	You have to drink coffee before lunch	HACCP	

Sector	Course title	Start	Finish	Participant No.	I liked....	I disliked....	I would like to know more about...	I intend to use what I learnt in the following ways:
				10	The method that Dr Dib used to explain, and the experience that he has.	The presence of inexperienced and unqualified people	HACCP,ISO	At work, at university
				11	The interaction			At work
				12	The easy and effective way the doctor used to explain the course, and the simple examples he used.		Receive help to apply those techniques in an easier way in our industry	I will apply those techniques depending on the size of my industry and its financial capabilities
				13	We learned new information to use them in the industry. The doctor used easy-to-learn info that can be used by any kind of people.	The period of the training is short. Only 2 days.	Everything that helps in the development of my industry, in order to ameliorate the products	Teach the information to others and develop our work.
				14	1- the organization 2- information 3- instructor and his assistants	Unqualified guests/ using Arabic languages and terms		Applying it at work
				15	The lecture & the workshop interaction	Not enough specification and details/ short time		Benefits for the company in order to develop the general knowledge.
				16	Organization/ information / teacher assistants	Unqualified guests		In my professional career/at home/people awareness
				17	The workshops and I prefer the involvement of more students in the program		HACCP and any information about food development hygiene and safety	In our pastry business and in hospitality business.

Sector	Course title	Start	Finish	Participant No.	I liked....	I disliked....	I would like to know more about...	I intend to use what I learnt in the following ways:
				18	The professor, the division of information, and the educational conversations	The training should be devised to 2 trainings. The 1st for Basics and the 2nd for Advanced, because there was a difference in people's knowledge about the subject.	I would like to know about all other trainings to come by email to me and the factory (naoum_joe17@hotmail.com)	
				19	The importance of the material given	The presence of people that doesn't understand English		
				20	The way Dr Dib was giving the workshops was great	For me, it was not as advanced as expected		Apply it at work
				21	The professor and the workshops		All trainings that Qualeb and/or UNIDO will conduct.	To implement and improve my company's task
				22	The way the doctor explained the information positively			Apply what I've learned about hygiene and cleanliness
				23	The organization and the easy information and ideas	Nothing		
				24	The professor and the important information	The questions were in English	I would like to be informed about how to get information about a certain topic	In my everyday life and in the industry I work for.
				25		There's a big educational difference between the invitee		
				26	We know now about all the harmful things that could happen in an industry	I didn't understand many information because it was in English	I wish the info would be translated in Arabic	Yes, I will use all what I've learned in the right way, in my industry

Sector	Course title	Start	Finish	Participant No.	I liked....	I disliked....	I would like to know more about...	I intend to use what I learnt in the following ways:
				27	The presence of different educational levels, and different industries from small to bigger/ The way the information was taught (easy and simple info)	Not much interaction between the participants because the groups stayed the same during the 2 days.	HACCP and some information about monitoring the treatment of water.	I will begin doing reports that I give to the company and a resume about work, to report information about cleanliness to the workers
				28	Easy and simple information/workshops/the information in Arabic and French	The training should be more than 2days/period too short	What wasn't talked about in the training, we can find it in the booklet. The information were general	In my everyday life, and with my coworkers in the company. From now on,I will work in a way to ensure GMPs and GHPs to promote a better quality product.

Annex 7 – Planned Capacity building activities

Trainings to be carried out in 2009			
ISO 22000	Food & Beverage + Olive Oil	Lebanon	1st quarter
Fashion and Trends - Sewing & Cutting	Textile	Lebanon	1st quarter
Exchange of design and production experience (Study tour)	Textile	Syria	January
Quality control in production	Leather	Lebanon	1st quarter
Food quality & Quality control (FQ + QC)	General	Lebanon	1st quarter
Quality control in production	Wood work	Lebanon	1st quarter
Food Safety Management Systems (FSMS)	Dairy	Lebanon	1st quarter
Food Safety Management Systems (FSMS)	Meat	Lebanon	1st quarter
Food Safety Management Systems (FSMS)	Olive Oil	Lebanon	1st quarter
Food Safety Management Systems (FSMS)	Others	Lebanon	1st quarter
On-site Hygienic, Sanitary and Good Manufacturing Practices	Food & beverage	Lebanon	1st quarter
On-site Hygienic, Sanitary and Good Manufacturing Practices	Olive Oil	Lebanon	1st quarter
On-site fumes Extraction, dust collection and waste handling	Wood work	Lebanon	1st quarter
On-site Quality control and quality production	Textile	Lebanon	1st quarter
On-site Quality control and quality production	Leather	Lebanon	1st quarter

Annex 8 –Building rehabilitation and equipment photographs



Rehabilitation of olive oil enterprise and provision of equipment, Fhayli, Khiam



Rehabilitation of olive oil enterprise and provision of equipment, Khiam

Mr. Bassel Al Khatib, National Project Coordinator, UNIDO

Mr. Ali Yacoub, Adviser, Ministry of Industry



Mr. Ali El Mekwad, UNIDO Representative

Mr. Zeitar, Minister of Industry

Mr. Abed Ali Kashmar, owner, Kashmar Olive Oil Mill

Inauguration of olive oil rehabilitation with the Minister of Industry, Kashmar, Tyr



Provision of new generator, Abou Ghida, Khiam



Before: Imad Ghosson Pickles, Nabatieh



After: Imad Ghosson Pickles, Nabatieh



Before: Kashmar olive oil mill, Tyr



After: Kashmar olive oil mill, Tyr



Hassan Awada Wood work, Khiam