

الجمهورية اللبنانية  
مكتب وزير الدولة لشؤون التنمية الإدارية  
مركز مشاريع ودراستات القطاع العام

# برنامج التحديث الصناعي للبنان

## الممول من الاتحاد الأوروبي

**التعريف بالمشروع**

## برنامج التحديث الصناعي للبنان الممول من الاتحاد الأوروبي أهم محتويات اتفاقية التمويل

### هدف المشروع

يستهدف هذا المشروع، على مستوى القطاع الخاص، مساندة تطور الصناعة التحويلية في لبنان، مع تركيز خاص على المؤسسات الصغيرة والمتوسطة العاملة في قطاع التصنيع الزراعي ومعالجة الأغذية وفي قطاعي الطباعة والتعليب وقطاعات أخرى ذات القدرة على التصدير. تدور التدابير المقترحة حول مساعدة مؤسسات الأعمال القادرة على النمو، كي تستطيع تخطي الحواجز التي تعيق تطورها وقدرتها على التصدير بفعالية.

إن برنامج التحديث الصناعي (بكلفة ١١ مليون يورو) سوف ينشئ مركزاً للاستشارات العملية، ويقدم مساعدة فنية للشركات في القطاعات المستهدفة كما في ميادين أخرى من الصناعة التحويلية. وسيدعم البرنامج أيضاً القدرة الإنتاجية للمؤسسات، ويسهم في تصميم سياسة متماسكة وفعالة تعنى بمؤسسات الأعمال الصغيرة والمتوسطة في لبنان.

وسيقوم فريق رئيسي من الخبراء المقيمين باتصالات مباشرة مع مؤسسات الأعمال، بالتعاون مع الهيئات التي تمثل القطاعات المستهدفة. وسيعمل هذا الفريق مع الإدارة العامة لكل مؤسسة بهدف تحديد حاجاتها الأولوية. كذلك سيقوم خبراء خارجيون متعاقدون لأجل قصيرة وطويلة بتقديم مساعدة اختصاصية فيما يتعلق بتشجيع الصادرات، وقضايا التمويل، وجودة المنتجات، وتوفير الطاقة، واستقصاء المهارات.

### ١. وسائل التدخل

سوف يتم تقديم مجموعة من الخدمات المباشرة لمؤسسات الأعمال على أساس تقاسم التكاليف. وسوف تقدم هذه الخدمات بواسطة وحدة مستقلة لإدارة المشروع (Project Management Unit-PMU) تسمى المركز الأوروبي-اللبناني لتحديث الصناعة، وذلك بإشراف ومساعدة منظمات وثيقة الصلة من القطاعين العام والخاص تتمثل كلها في لجنة قيادة (Steering Committee). بالإضافة إلى الجهة المستفيدة (وزارة الصناعة)، ستضم هذه اللجنة ممثلين عن وزارة الاقتصاد، وجمعية الصناعيين، وغرفة التجارة والصناعة، والمؤسسة العامة لتشجيع الاستثمار، ونقابتين مهنتين من نقابات القطاع (على أساس سنوي بالمداورة)، كما ستضم ممثلين آخرين عن قطاع مؤسسات الأعمال الصغيرة والمتوسطة/المؤسسات الصناعية الصغيرة والمتوسطة (ممثلين كحد أقصى). وسوف تطلع مؤسسات الأعمال اللبنانية على الخدمات المتاحة بواسطة وزارة الصناعة والمركز، بالتعاون مع معهد البحوث الصناعية وجمعيات رجال الأعمال المشاركة في البرنامج مثل جمعية الصناعيين اللبنانيين، وغرفة التجارة والصناعة والزراعة.

واستناداً إلى المعلومات المتلقاة، سوف تتصل مؤسسات الأعمال مباشرة بالمركز الأوروبي اللبناني لتحديث الصناعة، الذي سيقوم بأول استقصاء لحاجاته. أما المركز، فسيقوم، وفق الحاجات المحددة بالتعاون مع إدارة كل شركة، بتوجيه الشركات نحو المؤسسات التي تقدم خدمات مختصة فيما يتعلق بالميادين التالية: تشجيع الصادرات، والابتكار التكنولوجي، والحصول على التمويل، ومراقبة الجودة، والاقتصاد في استخدام الطاقة، وحماية البيئة، والتعاقد الفرعي (من ثيابن) والبحث عن شركاء، وتطوير الموارد البشرية. وسوف تقدم هذه الخدمات الاختصاصية بواسطة شبكة من المتقدين المحليين والدوليين.

سوف يقدم المركز اللبناني-الاوروبي للتحديث الصناعي مباشرة مساعدة فنية تشمل خدمات استشارية معينة. ولن يتقاضى المركز أية رسوم على ما يقدمه من خدمات أساسية. وسيقوم خبراء وحدة إدارة المشروع بتشخيص أولي لحاجات الشركة، وهي عملية ستشمل عنصر البيئة لتجنب دعم نشاطات ضارة للبيئة، علماً بأن مؤسسات الأعمال لن تشارك في تكلفة هذا التشخيص. وسوف يكون التشخيص الأولي أساساً لخدمات اختصاصية يقدمها، على أساس دفع رسوم، خبراء متعاقدون لأجل قصير من الاتحاد الأوروبي، وأساساً لخدمات أخرى تقدمها البلدان المشاركة في برنامج ميديا Meda Partner Countries. أما الخدمات المستقدمة من الخارج فسوف تعرض على المستفيدين بتكلفة مخفضة. وسوف يتوجب على المؤسسات المتلقية للخدمات أن تسهم تدريجاً في تلك التكاليف بنسبة تتراوح بين ٢٠ و ٥٠%. أما المعايير والشروط فسيتم عرضها بالتفصيل في خطط العمل السنوية.

### المبادئ الرئيسية للخدمات المقدمة

سوف تقدم مساعدة فنية محددة في الميادين التالية:

١. استراتيجية التنمية، والإدارة، والتنظيم، والموارد البشرية، والتدريب. سوف تتم مساعدة مؤسسات الأعمال على تحديد الحاجة إلى تدريب المسؤولين الإداريين من الفئتين الوسطى والعلوية والموظفين الفنيين.
٢. التوريد/المشتريات، الترويج والتسويق، التوزيع/التعليب، التصدير، البيع، تطوير اتفاقات الشراكة. سوف يعمل المشروع على تأمين الاتصال بين المؤسسات المستعدة للتصدير، من جهة، وخبراء ومنظمات التصدير في الأسواق الخارجية الرئيسية، من جهة أخرى. وسوف يقدم المشروع مساعدة للشركات اللبنانية المستعدة للدخول في اتفاقات شراكة مع مؤسسات أعمال في بلدان الاتحاد الأوروبي. وبهذا الصدد، ستستخدم إلى أقصى حد الأدوات الحالية المتوفرة لدى الاتحاد الأوروبي، مثل ECIP, BRE, BC-Net
٣. الإنتاج، والجودة، والتكنولوجيا، والبحث والتطوير. تقديم المشورة بشأن قضايا الجودة مثل المعايير الأوروبية والمعايير الدولية، والتحديث أو الابتكار التكنولوجي. وهذا يكمل خدمات التسويق والتدريب التي ستقدم بواسطة المبادرة العائدة للمؤسسة اللبنانية للمقاييس والمواصفات. وستقدم أيضاً مساعدة فنية بشأن الاقتصاد في الطاقة والقضايا المتصلة بالبيئة.
٤. التمويل (النظم، إعادة التشكيل)، المحاسبة. سوف تقدم لمساعدة مؤسسات الصناعة التحويلية على تحسين استخدامها لمصادر التمويل.
٥. التنمية المؤسسية، ودعم المؤسسات الاستشارية المحلية.

### ٢ تحسين إمكانية استخدام التمويل الاستثماري

ستقدم مساعدة فنية لمؤسسات الصناعة التحويلية المحلية كي تحسن إمكانية استخدامها لمصادر التمويل. وسوف يساعد خبراء المركز الأوروبي-اللبناني لتحديث الصناعة الشركات المعنية على إعداد خطط التمويل بتقديم الاستشارة المالية والمشاركة في إعداد مقترحات للتمويل الاستثماري من أجل عرضها على هيئات مالية كالمصارف، والشركات المختصة برساميل المخاطرة، وشركات الإيجار التمويلي، وصناديق الضمان، والتعاونيات المالية.

وفضلاً عن ذلك، ستقدم مساعدة في إطار العمليات المتصلة برساميل المخاطرة، أو في إطار مبادرات يجري إعدادها من جانب البنك الأوروبي للتمويل أو السلطات اللبنانية، أو كلاهما معاً. وستقدم وحدة إدارة المشروع المشورة، أخذاً في الاعتبار مدى الملاءمة ومدى إمكانية التطبيق. وستقدم أيضاً خدمات متخصصة للشركات التي

## مدة المشروع وموقعه

يمتد تنفيذ المشروع على فترة خمسين شهرا، اعتبارا من توقيع اتفاقية التمويل. وتقسم فترة المشروع كما يلي، على أساس جدول زمني تقريبي:

أبدأ من ١٩٩٨

- الأشهر ١-٦: إعلان استدراج العروض، واختيار وحدة إدارة المشروع للمركز الأوروبي-اللبناني للتحديث الصناعي، وتأسيس هيئة التعاقد الفرعي في معهد البحوث الصناعية.
- الأشهر ٧-١٢: الفترة التمهيديّة.
- الأشهر ١٣ وما بعد: المركز-اللبناني-الأوروبي للتحديث الصناعي يعمل بكل قواه.

سيكون مقر المركز الأوروبي-اللبناني للتحديث الصناعي في بيروت، ويشمل المشروع البلاد بكاملها. وسيكون مقر الهيئة المعنية بالتعاقد الفرعي والمشروعات المشتركة في معهد البحوث الصناعية. أما المركز الأوروبي لتبادل المعلومات فسيكون مقره في غرفة التجارة والصناعة في بيروت.

## المسؤوليات والتنفيذ

### السلطات المسؤولة عن المشروع هي:

- من جانب الاتحاد الأوروبي: المفوضية الأوروبية.
- من جانب الجهة المستفيدة: وزارة الصناعة.
- مجلس الإنماء والإعمار هو المنسق على الصعيد الوطني، كما جاء في الاتفاق الإطار بين المفوضية الأوروبية ولبنان، الموقع في أيار ١٩٩٨.

وفي موعد لا يتجاوز ١٢ شهرا قبل انتهاء فترة البرنامج، يجب تقديم اقتراح بشأن نقل موجودات المشروع ونشاطاته إلى الجهة المتلقية النهائية، وذلك لضمان استمرارية المشروع.

### المسؤوليات

تفوض الجهة المستفيدة من هذه الاتفاقية التمويلية مسؤولية إدارة المشروع وتنفيذه الفني إلى وحدة إدارة المشروع (المركز-الأوروبي-اللبناني للتحديث الصناعي) المنشأة لهذه الغاية. تكون وحدة إدارة المشروع مسؤولة عن تنفيذ وفق الأهداف وخطط العمل السنوية. وتخضع جميع خطط العمل السنوية، قبل تنفيذها، لموافقة الجهة المستفيدة والمفوضية الأوروبية. وتقوم وحدة إدارة المشروع بإدارة ميزانيتها التشغيلية، وتؤكد من التنفيذ الملائم للنشاطات المتضمنة في كل خطة عمل سنوية. وتتمتع وحدة إدارة المشروع، في إطار كل خطة عمل سنوية مقررة، باستقلال تام في عملياتها.

تشترك المفوضية الأوروبية والجهة المستفيدة، في غضون ستة أشهر بعد توقيع اتفاقية التمويل، في تعيين أعضاء لجنة قيادة تنتخب رئيسا لها. وبالإضافة إلى الجهة المستفيدة، ستضم هذه اللجنة ممثلين عن وزارة الاقتصاد، وجمعية الصناعيين، وغرفة التجارة والصناعة، والمؤسسة العامة لتشجيع الاستثمار، ونقابتين مهنتين من نقابات القطاع (على أساس سنوي بالمداورة)، كما ستضم ممثلين آخرين عن قطاع مؤسسات الأعمال الصغيرة والمتوسطة/المؤسسات الصناعية الصغيرة والمتوسطة (ممثلين كحد أقصى). وسوف يدعى إلى حضور اجتماعات لجنة القيادة كمراقبين الإدارة العليا لوحدة إدارة المشروع، وممثل عن مجلس الإنماء والإعمار، وممثل عن

Vendredi 2 juin 2006



## REPUBLIC OF LEBANON

### Ministry of Industry

# ***Industrial Modernization Program (IMP) for Lebanon financed by the European Union***

## *General Guidelines of the Financing Agreement*

### **OBJECTIVE OF THE PROJECT**

This project aims at supporting the development of private sector manufacturing in Lebanon, with particular emphasis on established SMEs in the food processing, printing and packaging industries. The measures proposed focus on helping enterprises with growth capacity to address specific barriers to development and to export effectively.

The Industrial Modernization Program (**11 million euros**) will create a hands on business advisory service and will provide technical assistance to companies in the target sectors and in other areas of the manufacturing industry. Furthermore, it will strengthen the capacity of institutions and assist in the design of a coherent and effective SME policy in Lebanon.

With the assistance of the organizations representing the target sectors, a core team of resident experts will contact enterprises directly and will work with the management to identify their priority needs. Specialist assistance in export promotion, finance, quality, energy saving and skills audit will be delivered by long and short-term external experts.

#### **1- Tools of intervention:**

A package of different services directly available to the enterprises on the basis of a cost-sharing approach, will be proposed by a light and independent unit for the **management of the project (Project Management Unit) to be called the Euro-Lebanese Center for Industrial Modernization (ELCIM)** supervised and assisted by relevant public and private sector organizations represented in a **Steering Committee**. This Committee will elect his chairman and will include, in addition to the Beneficiary (The Ministry of Industry), representatives of the Ministry of Economy, the Association of Lebanese Industrialists (ALI), the Chamber of Industry and Commerce of Beirut, the Investment Development Authority of Lebanon (IDAL), 2 sectoral professional associations (on a yearly rotational basis) and other representatives of the SME/SMI sector (max 2). The availability of these services will be made known to Lebanese enterprises through the ministry of Industry and the PMU, in co-operation with the Industrial Research institute and the entrepreneurial association participating in the program, such as the association of Lebanese Industrialists, the chamber of Commerce, Industry and Agriculture.

Based on the information received, the enterprises will directly contact the core team of resident advisors (PMU), which will make the first screening of the enterprises' needs. According to the needs identified together with the management of the companies, the PMU will address the companies to the providers of specialized services as: export promotion, technological innovation, access to finance, quality audit, energy saving and environmental protection, sub-contracting, partner

include an environmental assessment to avoid support of environmentally harmful activities. The first diagnosis will then be undertaken at no cost to the businesses. It will form the basis for *specialized services* to be provided by short-term experts from the EU and from Meda Partner Countries but on a fee-paying basis. Services brought in from outside will be offered to beneficiaries at a reduced cost. Recipient enterprises will have to progressively contribute to a significant share of these costs, rising from an indicative average of 20% to 50%. The criteria and conditions will be further detailed in the Annual Work Plans.

### ***Main areas of services provided***

Specific technical assistance will be provided in all the areas foreseen in the Framework Arrangement for Private Sector Development Programmes and similar programmes financed under the MEDA budget line:

1. **Development strategy, management, organization, human resources, training.** Enterprises will be helped to identify training needs of top/middle management and technical.
2. **Supplies/purchases, promotion and marketing, distribution/packaging, exports, sales, development of partnerships.** The project will put export-ready firms in touch with export consultants and organizations in key markets abroad. The project will provide assistance to Lebanese companies willing to enter into partnership agreements with EU enterprises. In this respect, full use will be made of the existing EU instruments such as ECIP, BRE, BC-NET etc.
3. **Production, quality, technology, research & development.** Advice on quality issues such as European and ISO standards and technological updating or innovation will be provided. This will complement the marketing and training provision to be provided through the Libnor Initiative (Lebanese Institute for Norms and Standards). Technical assistance on **Energy saving and Environmental issues** will also be provided.
4. **Finance (systems, restructuring), accounting.** Technical assistance, will be provided in order to help local manufacturing firms to improve their access to finance.
5. **Institutional development, support for local consultancy business.**

The PMU will refer clients, according to the verified needs, to the Sub-contracting exchange (SPX)\* at the Industrial Research Institute and to sources of information, such as the Euro-Info Correspondence Center (EICC)\*, the Trade Information Center at the Ministry of Economy and Trade, and other existing information services available in Lebanon. (\*these services are also funded under this project).

## **2- IMPROVED ACCESS TO INVESTMENT FINANCING**

Technical assistance will be provided in order to help local manufacturing firms to improve their access to finance. The ELCIM (PMU) staff will assist companies in the preparation of financing plans by carrying out financial advisory work and by helping to prepare investment financing proposals to financial bodies such as banks, risk capital companies, leasing companies, guarantee funds, financial co-operatives, etc.

Moreover, assistance will be provided in the framework of the risk capital operation and /or other initiatives under preparation by the EIB or the Lebanese Authorities. The PMU will provide advice taking into consideration suitability and feasibility for applications and will propose specialised services to companies applying for risk capital or other financial support. The PMU staff may also provide a subsidized investment appraisal service so as to lower transaction costs, especially with regard to smaller manufacturers.

## **3- SUPPORT SERVICES AND INSTITUTIONAL DEVELOPMENT**

### ***a) Access to Foreign Markets***

The project will improve the availability of information concerning local and foreign markets and make them accessible to support institutions and enterprises. It will also extend the resources of the existing EICC, which will continue to provide information (such as comprehensive information on access to foreign markets: tariffs, legislation, search of importers and distributors etc...) and data services.

### **Responsibilities**

The Beneficiary of the present Financing Agreement delegates the full responsibility of the management and technical implementation of the project to a **Project Management Unit (PMU)** created to this effect.

**The Project Management Unit (PMU)** will be responsible for the implementation of the project in conformity with the objectives and Annual Work Plans (AWPs). The Beneficiary and the Commission will approve all AWPs prior to implementation. The PMU will manage the PMU's operating budget and ensure the appropriate execution of the activities planned in each AWP. Within the framework of each approved AWP, the Project Management Unit will enjoy full operational autonomy.

The Commission and the Beneficiary will jointly nominate the members of a **Steering Committee** within the first six months after signature of the Financing convention. This Committee will elect his chairman and will include, in addition to the Beneficiary, representatives of the Ministry of Economy, the Association of Lebanese Industrialists (ALI), the Chamber of Industry and Commerce of Beirut, the Investment Development Authority of Lebanon (IDAL), 2 sectoral professional associations (on a yearly rotational basis) and other representatives of the SME/SMI sector (max 2). The management of the PMU, a representative of the Council for Reconstruction and Development and a representative of the EU Delegation in Beirut will be invited to attend Committee meetings as observers. The Committee will represent all regions of the country. It will meet according to the needs (but at least twice a year) and its members will determine the Committee's operating rules.

The **Steering Committee** will issue recommendations on the Overall Work Plan and the Annual Work Plans or any other element which may be of fundamental importance for the project. It will ensure the coherence of the project within the country's socio-economic context and future orientations.

For the **Sub Contracting and Partnership Exchange SPX**, the Industry Institute will provide office space, counterpart personnel (one executive manager, one industrial engineer and one administrator/secretary) and a working expense budget of 18.675 euros. This total contribution is valued at 161.050 euros.

For the **Euro Info Correspondence Center EICC** at the Chamber of Commerce of Beirut will provide office space, counterpart personnel and a working expense budget.

|   |   |
|---|---|
| <b>Total cost of the project: Mio. EUROS 11,161</b> |   |
| <b>Contribution of the EC: 11 Mio. EUROS</b>        | <b>The beneficiary's contribution: 0,161 Mio. EUROS</b> |





الجمهورية اللبنانية  
وزارة الصناعة  
الوزير

٢٠٠٠/١١/٢٧

## قرض التحديث الصناعي عقد التمويل بين الجمهورية اللبنانية والبنك الأوروبي للاستثمار القيمة الإجمالية للقرض ٣٠ مليون يورو

يمنح القرض الى المؤسسات الصناعية في لبنان الموجودة على كافة الأراضي اللبنانية دون أي استثناء وذلك بالشروط التالية :

|   |                |
|---|----------------|
| التحديث الصناعي (يتضمن استيراد الآلات او رأسمال التشغيلي) | موضوع القرض:   |
| اليورو  | عملة القرض:    |
| بين ٥٠ الف ومليونان يورو                                  | قيمة القرض:    |
| ٤-٥ % ثابتة بعد الاستفادة من دعم الدولة للقطاعات الصناعية | فائدة القرض:   |
| على الفوائد المدينة بنسبة ٥%                              |                |
| سنتان   | فترة السماح :  |
| عشر سنوات بما فيها فترة السماح                            | مدة القرض:     |
| ٥٠% بمن قيمة الكلفة الإجمالية للمشروع                     | نسبة التمويل : |
| أقساط سنوية متساوية                                       | التسديد :      |
| ضمانة عينية او أية ضمانة أخرى مقبولة من المصرف            | الضمانة :      |

تخضع الموافقة على طلب القرض الى إجراءات يقوم بها المصرف مع مصرف لبنان لحساب المستفيد من القرض.

## يقدم الطلب الى أحد البنوك التالية:

- بنك عودة
- بنك البحر المتوسط
- بنك لبنان والمهجر
- بنك اللبناني الفرنسي
- بنك سرادار
- بنك بيبيلوس
- بنك الاعتماد اللبناني
- فرنسا بنك
- الشركة العامة اللبنانية الأوروبية المصرفية

### بيان صحفي

رحب وزير الاقتصاد والتجارة- وزير الصناعة الدكتور ناصر السعيدى باقرار مجلس النواب في جلسته التشريعية اليوم مشروع القانون الذي يوافق بموجبه على قرض بقيمة 30 مليون يورو من البنك الأوروبي للاستثمار مخصص لتحديث القطاع الصناعي وبفوائد منخفضة، والذي كان مجلس الوزراء قد وافق عليه في جلسته بتاريخ 16 شباط 2000.

وفي هذا الاطار، ادلى الوزير السعيد بالتصريح الآتي: " يأتي اقرار مشروع القانون هذا ليضاف إلى سلسلة القوانين والمشاريع الرائدة التي أقرها مجلس النواب في السنتين الماضيتين وذات الاثر المباشر على تفعيل العجلة الاقتصادية وتحديث القطاعات الانتاجية ووسائل عملها، ولاسيما قرض البنك الاوروي للاستثمار للقطاع السياحي، وقانون الائتاج التمويل، والقوانين الاخرى المتعلقة بتفعيل الاسواق المالية. ونحن نتطلع دائما الى مثل هذا التعاون المفيد والفعال بين السلطات التشريعية والتنفيذية لما فيه المصلحة العامة.

وأضاف الوزير السعيدى بأن اقرار هذا القرض يأتي في اطار تنفيذ برنامج العمل الذي اطلقتها الوزارة لتنمية الصناعة اللبنانية، وبعد سلسلة اللقاءات التي عقدناها مع مسؤولي البنك الاوروي للاستثمار والجهود التي نبذلها بهدف تشجيع الاستثمار الصناعي وتطوير القاعدة الصناعية في لبنان. وتم التحضير لهذا القرض بالتعاون مع مجلس الاعماء والاعمار الذي وقع اتفاق القرض ومصرف لبنان الذي سيكون مسؤولاً عن ادارته، ومع الهيئات الاقتصادية التي تمثلت بغرف التجارة والصناعة والزراعة وجمعية الصناعيين ونقابة الصناعات الغذائية التي قومت الجدوى الاقتصادية للقرض ومردوده على الصناعة اللبنانية.

و يعتبر هذا القرض من اهم ما تم التوصل اليه على صعيد تأمين القروض الميسرة الى الصناعة اللبنانية، وهي خطوة اولى تتبعها خطوات في مقدمتها انشاء صندوق خاص للقروض المجهريه الميسرة للصناعات في المناطق الريفية" بالتعاون مع الاتحاد الاوروي. كما وأن هذا القرض يأتي ليكمل برنامج التحديث الصناعي الذي يموله الاتحاد الاوروي عبر هبة الـ 11 مليون يورو والذي سينشئ بموجبه مركزا للاستشارات للمؤسسات المتوسطة والصغيرة. إن مجموع هذه المبادرات

التي تتم بدعم من الاتحاد الاوروي تصب بانحاء رفع مستوى القطاع الصناعي (mise à niveau) والقطاعات الانتاجية الاخرى ومساعدتها على تحسين قدرتها التنافسية لمواجهة تحديات الانفتاح الاقتصادي ولاسيما اتفاقية الشراكة الاوروبية المتوسطة.

وأشار الوزير السعيدى الى ان وزارة الصناعة ستعمل على أن يستفيد هذا القرض من برنامج دعم الفوائد فتصبح كلفته متدنية جدا، وهذا من شأنه أن يساهم بشكل مباشر في تشجيع الاستثمار الصناعي في المناطق المحررة عبر انشاء وحدات صناعية متوسطة وصغيرة الحجم.

### مضمون وآلية القرض

وأوضح الوزير السعيدى بأن القرض البالغة قيمته 30 مليون يورو، مدته عشر سنوات منها ستنا سماح وبفائدة محددة وفقاً للجدول الذي يعتمده البنك الاوروي للاستثمار والذي يتراوح بين 4 و6% على اليورو.

بدير القرض مصرف لبنان، وتتم عمليات الاقراض عبر المؤسسات الوسيطة وهي بنك عودة، بنك لبنان والمهجر، بنك البحر المتوسط، البنك اللبناني الفرنسي، بنك سدادار، بنك بيلوس، بنك الاعتماد اللبناني، فرنسبنك، والشركة العامة اللبنانية الاوروية المصرفية.

وسيقوم البنك الاوروي للاستثمار بتمويل 50% من قيمة المشاريع الصناعية التي ستقدم، بحد أدن يبلغ 50 ألف يورو وبحد أقصى يبلغ مليونين يورو. أي أن أصغر مشروع يبلغ مئة ألف دولار تقريبا وأكبر مشروع يبلغ 4 ملايين دولار.

يمكن لأي صناعي أن يستفيد من هذا القرض، وله ان يتقدم بطلب الى احد المسارف المذكورة اعلاه، فيمر طلبه عبر مصرف لبنان ليأخذ الموافقة النهائية من البنك الاوروي للاستثمار. ويمنح القرض على اساس المشروع اذ يسمح لصناعي واحد ان يمول اكثر من مشروعين. اما المشاريع التي يمكن تمويلها من هذا القرض فهي:

- انشاء مؤسسة صناعية جديدة.
- اعادة تأهيل او تطوير المؤسسة.
- شراء اجهزة او اصول او تجديد الاجهزة.

## وزارة الصناعة - حسين الهادي

وأشار الوزير السعيد أخيراً إلى أن وزارة الصناعة، ستنظم بالتعاون مع الهيئات الاقتصادية والمؤسسات العامة المسؤولة اجتماعات للمؤسسات الصناعية المهمة في مختلف المناطق اللبنانية، لتوعيتها على أهمية القرض وكيفية الاستفادة منه.

(انتهى)

# وزارة الصناعة - حسين الهادي

## قرض البنك الأوروبي للاستثمار لتحديث الصناعة اللبنانية

### هدف القرض

توفير تسليف متوسط وطويل الأمد للصناعيين للاستثمار في مصنع حديد أو لشراء أجهزة وآلات أو إعادة تأهيل المصنع .

### شروط القرض

القيمة : 30 مليون يورو مخصص للقطاع الصناعي

مدة القرض : عشرة سنوات منها سنتين سماح .

الفائدة : وفقاً للحدود الذي يعتمده البنك الاوروي للاستثمار + هامش 0.25% لمصرف لبنان + هامش للمصارف يحدد لاحقاً .

### ادارة المشروع

- مدير القرض : مصرف لبنان
- تمويل الى مجموعة من المصارف العاملة في لبنان (Fransabank, Audi, BLOM, Méditerranée, Crédit Libanais)
- Byblos, Libano-Française, Société Générale, Saradar,
- تحدد المصارف نسب القوائد (التحديد وفقاً للمنافسة) عند توزيع هذه القروض .

### كيفية الاقتراض

تمويل البنك الأوروبي للاستثمار : 50% من قيمة المشاريع الصناعية التي ستقدم ،

الحد الأدنى للتمويل : 50 ألف يورو (53 ألف دولار أميركي)

الحد الأقصى للتمويل : مليونين يورو (أي 2.120.000 دولار أميركي).

- أي أن أصغر مشروع يبلغ 100 ألف يورو ، وأكبر مشروع يبلغ 4 ملايين يورو .

- ويمكن لأي صناعي أن يتقدم بطلب إلى احد المصارف المذكورة اعلاه ، فيمر طلبه عبر مصرف لبنان ليأخذ الموافقة النهائية من البنك الأوروبي للاستثمار .
- يمنح القرض على اساس المشروع ، اذ يسمح لصناعي واحد ان يمول اكثر من مشروعين .

### المشاريع التي يمكن تمويلها ضمن هذا القرض

- انشاء مؤسسة صناعية جديدة
- اعادة تأهيل او تطوير المؤسسة
- شراء اجهزة او اصول او تجديد الاجهزة .
- لا يمكن استعمال القرض لدفع قروض سابقة . يمكن استعمال جزء من القرض لتمويل الرأسمال التشغيلي (كشراء مواد اولية للاجهزة الجديدة) .



UNION EUROPEENNE

DELEGATION DE LA COMMISSION EUROPEENNE EN REPUBLIQUE LIBANAISE

بيروت في ٢ حزيران ٢٠٠٠

هبة ١١ بقيمة مليون أورو من الاتحاد الأوروبي ل "برنامج التحديث الصناعي في لبنان"

توقيع اتفاقية التمويل

يوم الجمعة ٢ حزيران ٢٠٠٠ - معهد البحوث الصناعية

وقعت الحكومة اللبنانية والمفوضية الأوروبية اليوم اتفاقية التمويل ل "برنامج التحديث الصناعي" الذي يموله الاتحاد الأوروبي بهبة قدرها ١١ مليون أورو. تمنح هذه الهبة في إطار المساعدة المالية والتقنية التي يوفرها الاتحاد الأوروبي للبنان ضمن برنامج "ميدا" (الأداة المالية الرئيسية للشراكة الأوروبية المتوسطية).

والهدف العام من البرنامج هو تعزيز قدرة الصناعة اللبنانية على النمو والتنافس وخاصة المؤسسات الصغيرة والمتوسطة عبر مساعدة تقنية طويلة الأمد ومساعدة قصيرة الأمد عالية الاختصاص من أجل المساهمة في انعاش الاقتصاد اللبناني ونموه. وسيساهم البرنامج في تعزيز نمو العائدات وخلق فرص عمل في إطار إنشاء منطقة أوروبية متوسطة للتبادل الحر قريبا.

وبصورة خاصة سيوفر البرنامج دعما تقنيا ل :

- تحديث الشركات على صعيد التدريب والإدارة
- تحسين أداء المؤسسات المصنعة عبر إنشاء شبكات والاستفادة من التكنولوجيا المتقدمة، وتحسين نوعية المنتجات وتقنيات الإدارة، ومعرفة أفضل للأسواق
- تعزيز الصادرات بشكل فعال
- الاستفادة من الاعتمادات الطويلة الأمد ورأس المال الاستثمار
- تعزيز الإجراءات لصالح القطاعات المستهدفة في الاقتصاد
- تطوير شراكات مع المؤسسات الأوروبية
- تنمية مهارات مصالح الدعم المتخصصة ومنظمات الدعم للمؤسسات بما في ذلك المناطق الصناعية
- تحسين السياسة المؤسساتية.

U.E  
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١١  
٣٧٧٣ مرسوم رقم

وزارة الصناعة  
المديرية العامة  
رقم التسجيل ١٥٢٦  
تاريخ الورد

قبول هبة مالية بقيمة / ١١ / مليون يورو مقدمة من الاتحاد الاوروبي لتمويل مشروع المساعدة التقنية للتحديث الصناعي .

إنت رئيس الجمهورية  
بناء على الدستور ،

بناء على قانون المحاسبة العمومية ، لا سيما المادة ٥٢ منه ،  
بناء على اقتراح رئيس مجلس الوزراء ووزير المالية والصناعة ،  
وبعد موافقة مجلس الوزراء بتاريخ ١٢ / ٤ / ٢٠٠٠ ،

يرسم ما يأتي :

المادة الاولى قبالت الهيئة المقدمة من المجموعة الاوروبية بقيمة / ١١ / مليون يورو عائدة لمشروع المساعدة التقنية للتحديث الصناعي ، الذي تتولاه كل من وزارة الصناعة ومجلس الانماء والاعمار .

المادة الثانية ينشر هذا المرسوم ويبلغ حيث تدعو الحاجة .

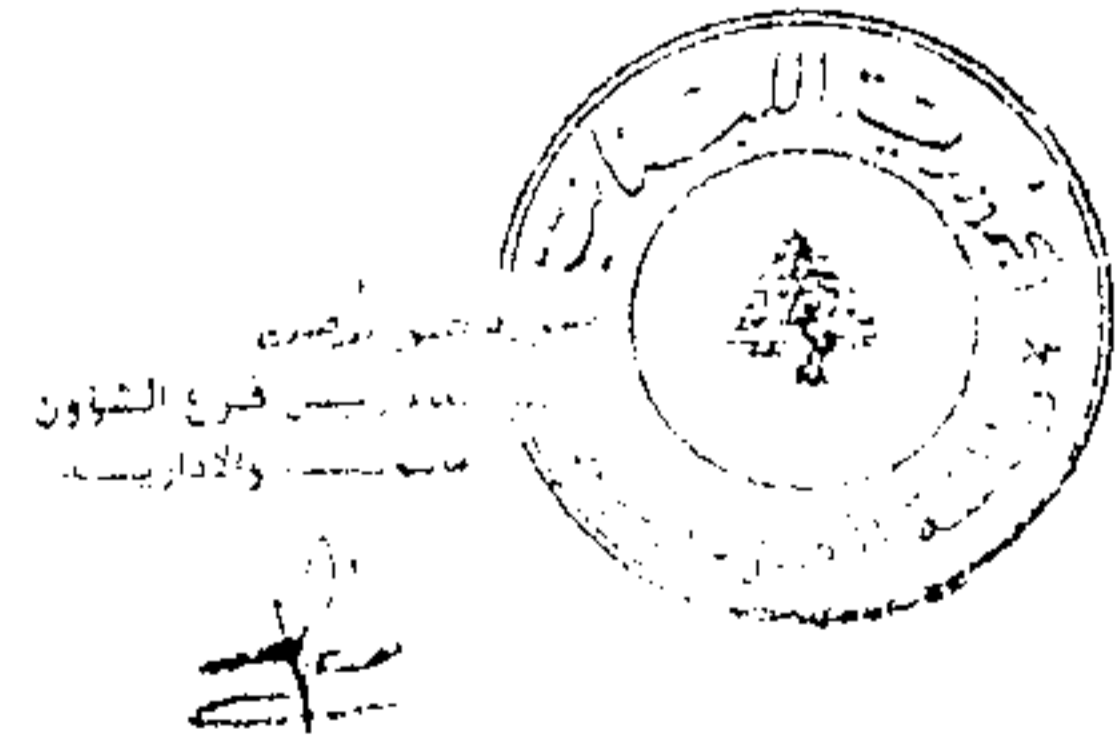
بعيدا في ٣١ آب ٢٠٠٠  
الامضاء : اميل لحود

صدر عن رئيس الجمهورية  
رئيس مجلس الوزراء  
الامضاء : سليم الحص

رئيس مجلس الوزراء  
الامضاء : سليم الحص

وزير الصناعة  
الامضاء : ناصر السعيدى

وزير المالية  
الامضاء : جورج قرم



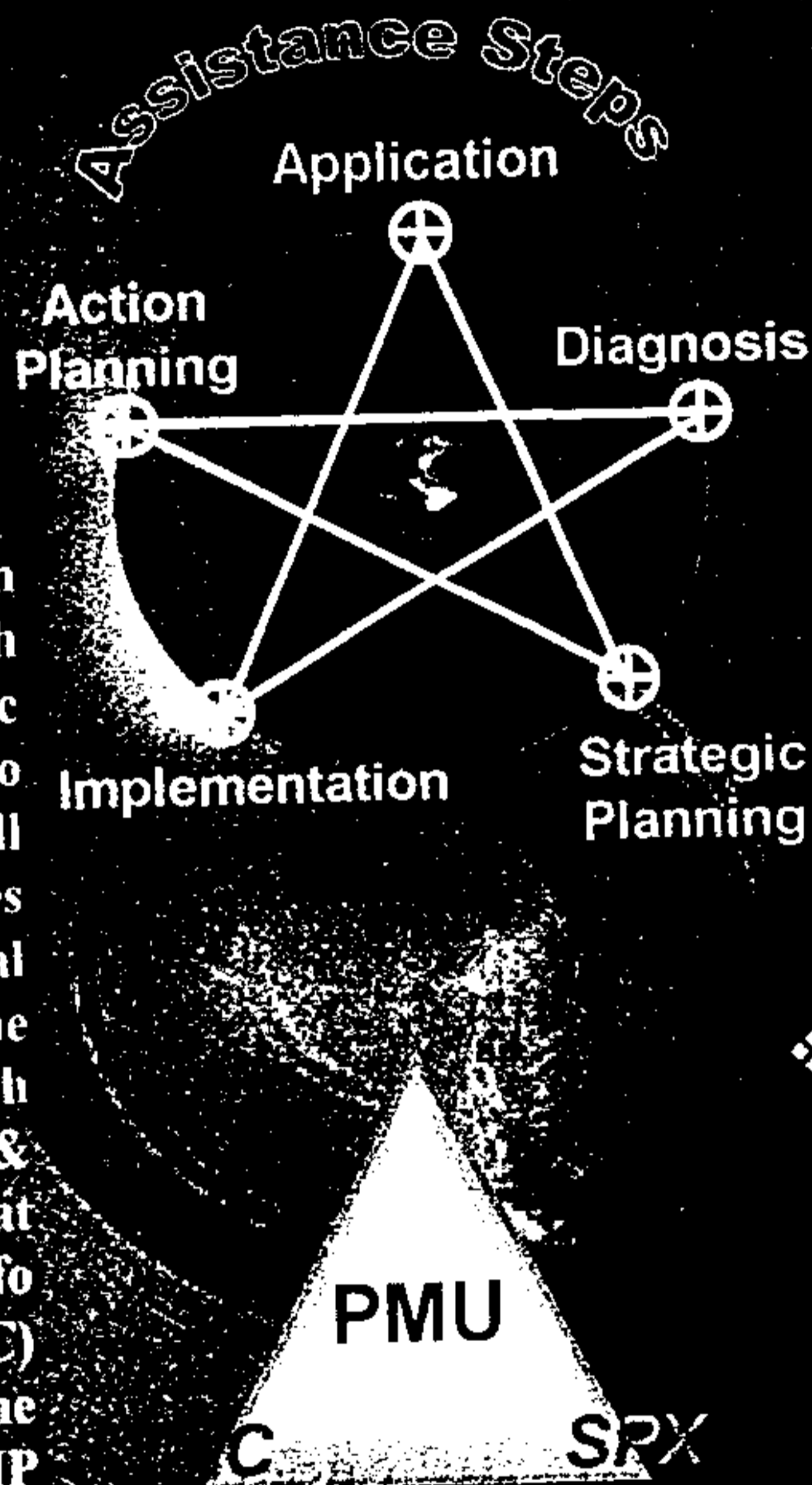


### ❖ The Program :

The Industrial Modernisation Programme (IMP) aims at supporting the development of private sector manufacturing in Lebanon with particular emphasis on established Small and Medium Enterprises (SMEs) in food processing, printing, packaging, tanning and shoe manufacturing at a first stage with other Sectors added later on.

### ❖ The Services:

The measures proposed focus on helping enterprises with growth capacity to address specific barriers to development and to export effectively. IMP will create business advisory services and will provide technical assistance to companies. The programme will interact with the Subcontracting & Partnership Exchange (SPX) at the IRI, and the Euro Info Correspondence Center (EICC) at the CCIAB to remove the exportation constraints. IMP will strengthen the capacity of institutions and assist in the design of a coherent and effective SME policy in Lebanon. The IMP will provide Diagnosis will be provided. For further information, please contact the Project Management Unit. Financial support will be provided. We will provide 80% of the cost of the assistance. The remaining 20% will be charged to the beneficiary.



### Other Specific Services



80%

### ❖ The Objectives:

- To improve the performance of manufacturing companies through network building and access to advanced technology, through improvement of the product quality & management techniques and through improved knowledge of markets and information
- To open new domestic and export niches
- To facilitate access to long term financing & capital investment
- To develop partnerships & contacts with EU companies
- To develop the skills of specialized business support services and business support organizations, including industrial zones

### ❖ The Team:

A core team of resident experts based at the European-Lebanese Center of Industrial Modernization (ELCIM) will contact enterprises directly and will work with their management to identify their priority needs. Other local & international short-term experts will deliver specialized assistance.

### ❖ Who is Eligible for the IMP

- All manufacturing enterprises with more than 5 employees
- All manufacturing enterprises. The remaining 20% has been established for

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## ❖ البرنامج

يهدف "برنامج التحديث الصناعي" إلى دعم تطوير القطاع الصناعي الخاص في لبنان مع التركيز في المرحلة الأولى بشكل أساسي على المؤسسات الصغيرة والمتوسطة الحجم في مجالات الصناعات الغذائية، الطباعة، التغليف، الدباغة، وصناعة الأحذية، مع قطاعات أخرى ستتم إضافتها لاحقاً.

## ❖ الخدمات

تركز الإجراءات المتوقعة على مساعدة المؤسسات الصاعدة بطاقتها الإنتاجية لمعالجة مسائل تطورها وتسهيل عملية التصدير. وسيفتح "برنامج التحديث الصناعي" في المجال للخدمات الاستشارية مع تأمين الدعم التقني للمؤسسات. وسيتفاعل البرنامج مع هيئة الشراكة والتعاقد من الباطن في معهد الأبحاث الصناعية والمركز الأوروبي للمعلومات في غرناطة وشركة التجارة والصناعة والزراعة في بيروت لإزالة معوقات التصدير. كما سيقوي البرنامج قدرة المؤسسات الحاضنة المعنية ويساعد في بناء سياسة صناعية متماسكة وفعالة للمؤسسات الصغيرة والمتوسطة الحجم. وستكون الدراسة التشخيصية عن أوضاع المؤسسات دون أي كلفة. أما بخصوص الخدمات ذات الطابع الخاص فستتحمل المجموعة الأوروبية ٨٠% من مجموع تكاليفها على أن تتحمل المؤسسة المستفيدة الـ ٢٠% المتبقية.

## ❖ الأهداف

تحسين أداء المؤسسات الصناعية عبر إنشاء شبكة معلوماتية خاصة وتسهيل الوصول إلى التقنيات المتقدمة، عبر تحسين نوعية السلعة المنتجة وتقنيات الإدارة والمعرفة بالأسواق وحيازة المعلومات فتح أسواق محلية وخارجية للصادرات تيسير القروض الطويلة الأمد وإستثمار رؤوس الأموال

## ❖ الفريق

سيعمل فريق من الاختصاصيين المتواجدين في المركز الأوروبي اللبناني لتحديث الصناعة على الاتصال المباشر بالمؤسسات الصناعية والعمل مع إدارتها للتحقق من متطلباتها الأولية. كما سيعمل فريق آخر من الاختصاصيين المحليين والأوروبيين على تقديم الخدمات حسب الاختصاص.

## ❖ من هو البرنامج والاستفادة من برنامج

التحديث الصناعي

البرنامج مخصص للمؤسسات الصغيرة والمتوسطة الحجم التي يزيد عدد موظفيها عن ١٠ موظفين والتي تبيع منتجاتها في الأسواق المحلية والخارجية والتي تسعى إلى تطوير منتجاتها وتحسين عملياتها الإنتاجية والتصديرية.

تطوير علاقات الشراكة والتواصل مع شركات المجموعة الأوروبية

تطوير المهارات المختصة بالأسواق والمعلومات والمؤسسات الحاضنة في المناطق الصناعية

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28/9/2001

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## INDUSTRIAL MODERNIZATION PROGRAM (IMP)

### I. Main Functions, Responsibilities & Accountabilities of Beneficiary

#### A. General Functions

- A.1 Assume the chairmanship of the Steering Committee in charge of supervising and monitoring the program's implementation.
- A.2 Provide general assistance in identifying solutions to the eventual obstacles that the PMU may encounter throughout the exercise of its obligations and tasks.
- A.3 Provide guidance to PMU experts with respect to directing their services and resources towards enterprises who need them most.
- A.4 Guide the inquiring industrial SME's to solicit PMU intervention in order to benefit from its services.
- A.5 Coordinate with industrial sectoral syndicates to submit pilot development projects that PMU would contribute in studying and implementing.
- A.6 Coordinate with various public and semi public institutions which are directly or indirectly concerned with the PMU activities, such as Association of Lebanese Industrialists, Central Bank, Banks' Association, LIBNOR, IRI, etc.
- A.7 Advise the PMU on relevant local consultants to be registered and added to the list of short-term experts.

- A.8 Inform the EU delegation of any event or situation that might hamper the smooth and complete implementation of the program.
- A.9 Approve the Inception Report specifying the program's objectives, implementation dynamics, work methodology and procedures, quality assurance plan, backstopping arrangements and key success factors against which to measure achievement and success.  
(once, prior to implementation start-up).
- A.10 Approve the Overall Work Plan (OWP) prepared and submitted by the PMU.  
(once, prior to implementation start-up).
- A.11 Approve the Annual Work Plan (AWP) and corresponding financial budget prepared and submitted by PMU.  
(each year).

## B. Operating Responsibilities

- B.1 Take necessary measures to avail financial resources on time as stipulated in the agreement and within the mechanism agreed upon with the EU.
- B.2 Carry out regular performance appraisal of PMU work through comparing actual achievements with pre-set goals (in coordination and cooperation with the EU delegation).
- B.3 Contract independent quality control and audits on a regular basis to assess progress of the program's implementation and its compliance with pre-approved plans.
- B.4 Review and approve all monthly expenses, disbursements and employees' time sheets submitted by the PMU as well as auditors' quarterly reports.

- B.5 Monitor the distribution and allocation of the budgeted funds over the various PMU's activities alongwith auditing their appropriate disbursements.
- B.6 Approve the Terms Of Reference (TOR) related to the interventions of all short-term experts.
- B.7 Approve the work methodology and modalities to apply between PMU and various concerned parties specially the operational measures that would allow local industries to have access and benefit from PMU offered services.
- B.8 Validate the work progress of PMU experts and administrative employees and, if need be, initiate corrective measures to increase efficiency or secure compliance with the program's terms.

### C. Main Accountabilities

- C.1 Secure equal participation and access to the program's services and activities without any discrimination for gender, age, race or nationality.
- C.2 Ensure proper measures are taken to protect the environment and archeological assets.
- C.3 Secure compatibility and adherence of PMU activities to the prevailing Lebanese laws and regulations.
- C.4 Secure a favorable work environment to enable the PMU preserve its operating and administrative autonomy.
- C.5 Certify all administrative and financial reports after ensuring their conformity with the accounting regulations and procedures required by EU headquarters in Brussels.

- C.6 Organize and safeguard all accounting records and documents to be ready for review by an eventual EU audit mission and this for a period of five years following the program's completion.
- C.7 Insist on maintaining regular quality assurance controls and inspections, specially with regard to short-term experts' interventions.
- C.8 Approve any modification to the components or ingredients of the original program and that may be suggested by any concerned party (in agreement with the EU delegation).
- C.9 Ensure the long-term sustainability of the program as well as the smooth and timely transfer of PMU activities to the planned, locally managed, European Lebanese Center for Industrial Modernization (ELCIM) after three years from this date.

## II. Main Role of Steering Committee

- A. General monitoring of the progress in implementing the program as specified in the Inception Report, OWP and AWP.
- B. Review and <sup>approve</sup> any major amendment to the program's content, structure, operating modalities or benefiting parties.
- C. Approve the Inception Report prepared and submitted by the PMU.  
(once at the beginning of the project).
- D. Approve the OWP prepared and submitted by the PMU.  
(once at the beginning of the project).
- E. Approve the AWP prepared and submitted by the PMU.  
(each year).

- F. Provide recommendations on improving the program's effectiveness and assist in overcoming substantial hindrances.
- G. Lobby official and public institutions for sponsoring legislation and regulatory changes aimed at supporting the IMP objectives and activities especially in the area of policy formulation.
- H. Promote the program before industrial sectoral syndicates and concerned economical institutions.

*Prepared by:* CIR s.a.r.l

*Date:* 24/9/01



ELCIM

Euro-Lebanese Center for Industrial Modernisation

*T. 2001*

## 1. SPECIFIC OBJECTIVES.

1. To improve the performance of manufacturing companies, particularly in the target sectors, through network building and access to advanced technology. Through improving the quality of products and management techniques, and through better knowledge of markets and information.
2. To open new domestic and export niches.
3. To facilitate access to long-term financing and capital investment.
4. To develop partnerships with European enterprises in their sector.
5. To develop the skills of specialised business support organisations, including industrial zones.
6. To improve the business environment and enterprise policies.

## 2. COMPONENTS

1. Industrial sector survey.
2. Upgrading SMEs through provision of Technical Assistance and practical training.
3. Opening to foreign markets through export and partnerships with EU Companies.
4. Support from the PMU to enterprises in improving their access to long term Financing and Capital investment.
5. Support to the improvement of the services delivery from Business environment and Sectoral services to enterprises, and continuity of the activities after completion of the Project.
6. Support to industrial policy and improvement of the legal, regulatory and economic framework.

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### 3. PROPOSED ACTIONS FOR ELCIM IN THE NEAR FUTURE

#### 3.1 ELCIM PROMOTION

It is agreed already with the Presidents of the Agro-food, Printing, Packaging Syndicates, Associations of the Industrialists, and the Chambers of Commerce, Industry, and Agriculture to proceed with the following actions:

- ELCIM will present its projects to the members of the associations in Beirut, and in the main cities of Lebanon (maximum 30 minutes in Arabic power point presentation), and possibility to ask questions. As agreed with SPX, and EICC we will invite them to present their programs in the same way, and by reciprocity they will invite us to their seminars and presentations.
- A brochure prepared by SBA1 Unit in Arabic and in English will be distributed after each presentation including an application form.
- A press release has been prepared by SBA1 Unit to be published in all the Syndicates brochures.

The PMU Director and the SBA1 will organize in November a meeting with the Presidents of the Shoe Manufacturing Syndicate, and the Tanning Syndicate to propose them a similar approach.

#### 3.2 VET PRINTING & AGRO-FOOD

Michel DUMONT, the chosen STE, will submit his final report in November 2001. As soon the PMU will receive the approval for the STEs for the feasibility study for Agro-food, we will mobilize the experts and start the study immediately.

#### 3.3 SUPPORT TO INDUSTRIAL POLICY AND IMPROVEMENT OF LEGAL, REGULATORY AND ECONOMIC FRAMEWORK

A report produced by Dr. Fouad Abi-Saleh was submitted by the PMU, and it was decided to postpone such study at the present time.

#### 3.4 SEMINARS

We have prepared a series of seminars, the TORs are prepared, but we are waiting the approval of the AWP & OWP before to launch them. Mr. Gemayel, President of the Packaging Syndicates, requested those seminars, which the approval of the other Presidents (Agro-food & Printing)

##### 3.4.1 Seminar Agro-food

Organize a seminar in Zahle for a maximum of 50 participants to provide them with all the information concerning the European Standards (certification including bio-certification, quality, customs requirements etc.) required to export their products in the European Union (2 days). Visit 15 enterprises to make a first diagnosis concerning the necessary improvements in view to export their products in the European Union (8 days).



### 3.4.2 Seminar Packaging

Organize a seminar in Beirut for a maximum of 50 participants to provide them with all the information concerning the European Standards (certification, quality, customs requirements etc.) required to have an adapted packaging corresponding to the European Standards for the Agro-Food products (2 days). Visit 15 enterprises to make a first diagnosis concerning the necessary improvements to have the right packaging to export Agro-Food products in the European Union (8 days).

### 3.4.3 Seminar Printing

Organize a seminar in Beirut for a maximum of 50 participants to provide them with all the information concerning the European Standards (certification, quality, customs requirements etc.) required to have an adapted print out on the packaging corresponding to the European Standards for the Agro-Food products (2 days). Visit 15 enterprises to make a first diagnosis concerning the necessary improvements to have the right printing on the packaging to export Agro-Food products in the European Union (8 days).

We will study with the Presidents of the Shoe Manufacturing and the Tanning Syndicates the most appropriate seminars to organize with their members to develop their export.

## 3.5 SUPPORT TO THE PRINTING SYNDICATE TO PARTICIPATE TO A EUROPEAN EXHIBITION

In co-operation with EICC we are preparing a list of the exhibitions in Europe, and we will submit them to the President of the Printing Syndicates in view of organizing a similar support by the PMU as for FATEX to the Textile Syndicate.

## 3.6 SECTORAL ANALYSIS

Five TORs will be presented to the Beneficiary in view of starting five sectoral analysis studies to elaborate segmentation within the five Syndicates based on the following relevant criteria:

- Minimum Economic Scale;
- Quality Standards;
- Export potentials;
- Growth prospect;
- Product diversification;
- Possible niches;
- Identification key success factors.

The five experts will have to prepare an activity plan for each of the five target sectors under consideration. These experts should also report on the specific methodology that is appropriate to each sector with respect to segmentation.

### 3.7 BUSINESS UPGRADING

I intend to prepare the TORs to start a first series of Diagnosis (20). The expert, who will be in charge, will have to prepare for each company, which has signed our application form:

- Diagnosis;
- List of actions to implement in order of priority;
- TORs to implement the first actions (which cannot be longer than three months\*).

\*: I don't want to exceed three months by implementation ease to avoid to disturb the company by an excess of experts, reduce the cost of the agreement for the implementation, have a better chance to evaluate the tangible results.

If you need more details on one of those points, just let me know. But as I am working on the reports with the backstopper of Thales Engineering at the present time, I am considering the reports as a priority.

Beirut, the 15<sup>th</sup> of November 2001

Patrick Houard-Debraconier  
PMU Director

Mr. Sami Aeri

 **EUROPEAN UNION**Delegation of the European Commission  
to the Republic of Lebanon

Beirut, September 5, 2001

D:JT/Monitoring 592001

N° 833/2001

Mr. Mahmoud Osman  
President  
Council for Development  
and Reconstruction  
Beirut - Lebanon

**Subject :** European Commission monitoring mission of the project Industrial  
Modernisation Programme

Dear Mr. Osman,

The Industrial Modernisation Programme project is one of the European Commission funded projects in Lebanon that have been selected to participate in the first monitoring mission in Lebanon, which is due to take place from the 8 to the 24 October 2001.

The EU Monitoring System was established in January 2001, since when pilot and full scale monitoring missions have taken place in over 50 countries. The system is based on solid experience gained over several years in other EU programmes, such as those implemented in the former eastern bloc countries. It forms an essential element of the emerging new structures for the delivery of assistance and should be welcome by all participants.

The attached note is an introduction to the Commission's new Monitoring System. It aims to answer questions concerning what you might expect from monitoring, how you can cooperate with the monitors and how monitoring fits into the emerging structure.

Further details, such as the exact dates of the monitoring of your project, will be forthcoming. We trust that your project's key stakeholders will be available to assist the monitors, as their output and thereby increased efficiency, greatly depends on our willingness to support the aims of monitoring.

Sincerely yours

Dimitris Kourkoulas  
Head of Delegation

c.c. : H.E. Mr. Georges Frem, Minister of Industry  
Ms. Samia Declercq, CDR  
Mr. Patrick Houard-Debraconier, ELCIM

## THE NEW MONITORING PROGRAMME IN BRIEF

This note is sent to you in advance of your project's first Monitoring Mission. It briefly explains the background to the new Monitoring Programme, what monitoring should achieve, how the programme is structured and organised, and how a monitoring Field Mission is organised and carried out.

The conclusions of the Evaluation of the European Community's Development Instruments and programmes in May 1999 included a recommendation that proper monitoring systems had to be established to cover all the development projects of the Commission. A contract was awarded in January 2000 to a consortium of EU companies to staff the External Monitoring Team and implement the programme. This consortium is led by Danish Management which has its head quarters in Aarhus Denmark but with offices elsewhere including Brussels.

The text of this note draws heavily on the introductory passages to the 'Handbook for Monitors' produced by this External Monitoring Team and does not necessarily represent the views of the Commission.

### 1. What is the Monitoring Programme?

Along with the deconcentration of tasks and decision making from the Commission's services in Brussels to the European Commission's Delegations in-country, and the supplanting of the MEDA Teams by technical expertise employed directly by the Delegations, the MEDA Programme is also introducing a formal monitoring system, where none existed in the past.

The monitoring programme is being established to assist the Commission Services to increase the efficiency and effectiveness of the delivery of EU aid for the benefit of the projects participants, ultimate beneficiaries, partner governments EC/EuropeAid and the EC Delegations. The EU's external assistance programmes managed by the European Commission's have tripled in value over the last ten years to reach EUR 12.3 billion in 2000. In four years from 1996, assistance to the MED countries grew from EUR 400 million to some EUR 1 billion.

Monitoring programmes have been in place in the Tacis<sup>1</sup> and PHARE<sup>2</sup> countries since the mid-1990s and their experience has contributed greatly to the design of this new programme, which is generally known as the 'ALA/MED/ACP and Balkans Monitoring Team'. The monitoring contract covers the Mediterranean and Middle East (MED), Asia and Latin America (ALA), Africa, the Caribbean and the Pacific (ACP), and the Balkans.

The monitoring programme had been tested and implemented in over 50 countries throughout these regions up till July 2001. It is no longer in a test phase but future changes to the methodology and reporting systems will no doubt be required, for only by the continuous testing of the monitoring system at field level will it become a valuable and effective project management tool.

The monitoring of projects will be undertaken on a uniform and consistent basis but will ultimately rely on the judgement of experienced management specialists. Monitoring cannot be considered in isolation from other aspects of the project management cycle but must be seen as a fundamental tool for successful project implementation.

<sup>1</sup> EC external assistance covering the former soviet Newly Independent States and Mongolia.

<sup>2</sup> EC external assistance covering Central and Eastern Europe.

## 2. What is Project and Programming Monitoring?

The purpose of monitoring is to achieve efficient and effective project/programme performance by providing feedback to project management at all levels through regular Monitoring reports. Monitoring assesses the effectiveness and efficiency of project progress.

Monitoring by external and independent experts does not substitute day-to-day monitoring by project management, the Delegations and the national authorities, which often cite their lack of time and resources to monitor their own projects. When external monitoring is done by outsiders, a neutral viewpoint should benefit the objectivity of the monitoring exercise.

Monitoring tracks project progress during the implementation of project activities, to identify weaknesses that can be corrected and possibly save the project from financial loss or even complete failure. It provides an early warning system, which allows for timely and appropriate intervention if a project is not functioning well.

Regardless of the structure or complexity of a project certain key criteria are used to monitor projects. These are:

- Relevance and quality of the project's design,
- efficiency,
- effectiveness,
- impact to date and,
- potential sustainability.

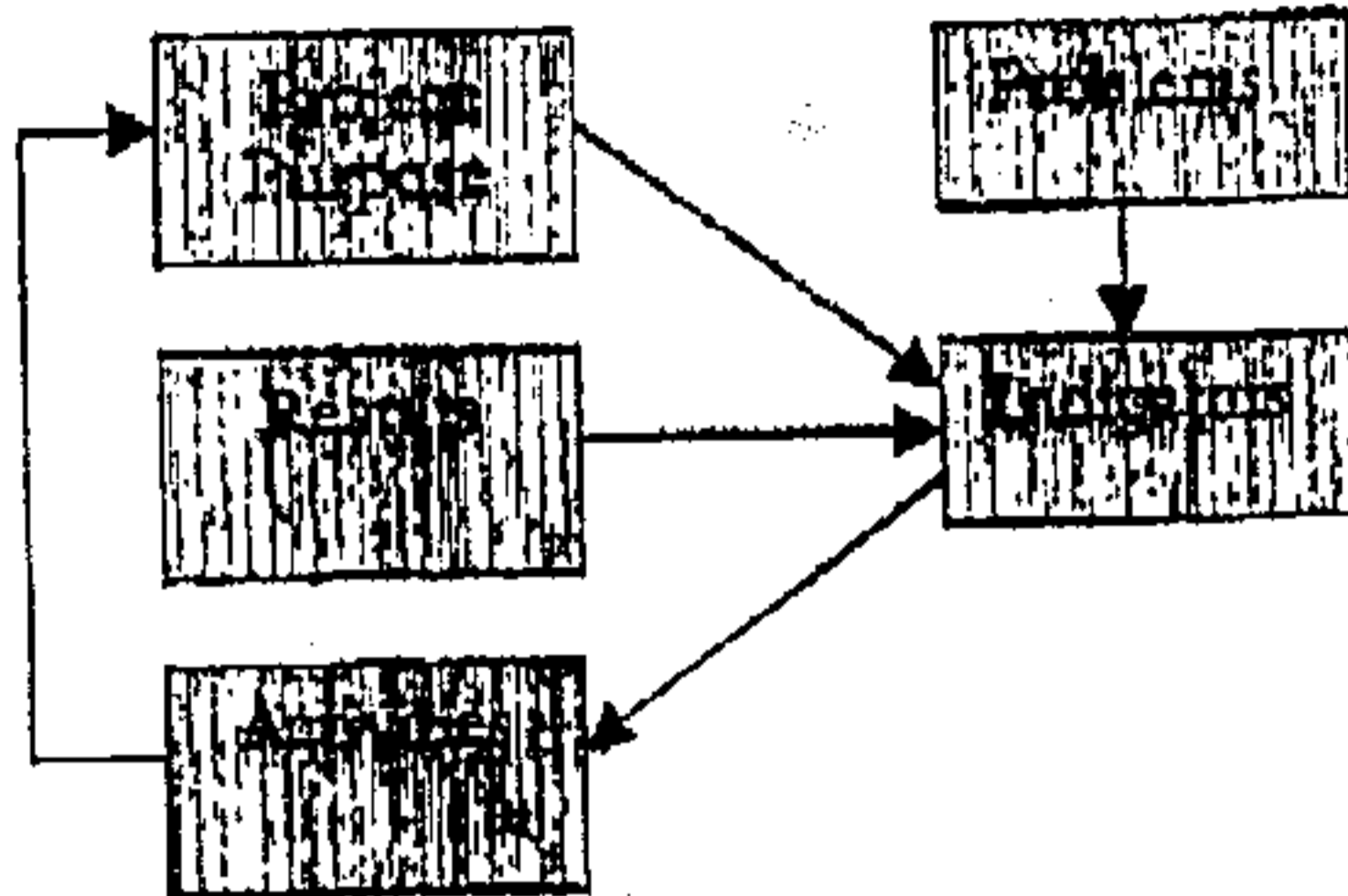
Good monitoring should provide information on project progress based upon the project description in the Financing Agreement/Financing Memorandum, the Log Frame Matrix, current work plan, reporting documentation and most important, through visits to projects in the field. Only then, following interviews with all the parties involved in a project, including the beneficiaries, can documents and claims be verified.

Monitoring is distinct from evaluation and auditing. It is an essential part of the Project Cycle Management process and a vital management tool. It is a timely, speedy and effective process to provide regular information on project progress. What it is and what it is not, is summarised below.

| Monitoring Is  | Monitoring Is Not  |
|--|--|
| <ul style="list-style-type: none"> <li>• An information gathering exercise.</li> <li>• A facilitator for good project management.</li> <li>• A transparent exercise, in which all parties are made aware of project progress and any difficulties.</li> <li>• A speedy and effective way of providing brief and informative reports,</li> <li>• A service provided to all stakeholders to keep them informed about project progress.</li> <li>• An overview of project implementation at a given point in time, which is carried out against a set of objective criteria.</li> </ul> | <ul style="list-style-type: none"> <li>• Project management.</li> <li>• A substitute for weak project management</li> <li>• An evaluation.</li> <li>• A mid-term review.</li> <li>• A financial audit</li> <li>• An inspection with a check list in hand.</li> <li>• A process without guidelines or clear parameters</li> </ul> |

As a project develops, the process of monitoring leads to the process of adjustment. If it is clear to those responsible for project management that expected results will not be realised, they need to adjust the activities of the project to increase the chances of success. Monitoring helps to focus such management decisions.

A feedback loop is created, with monitoring information being used to identify decisions that adjust project implementation, as illustrated in the diagram below.



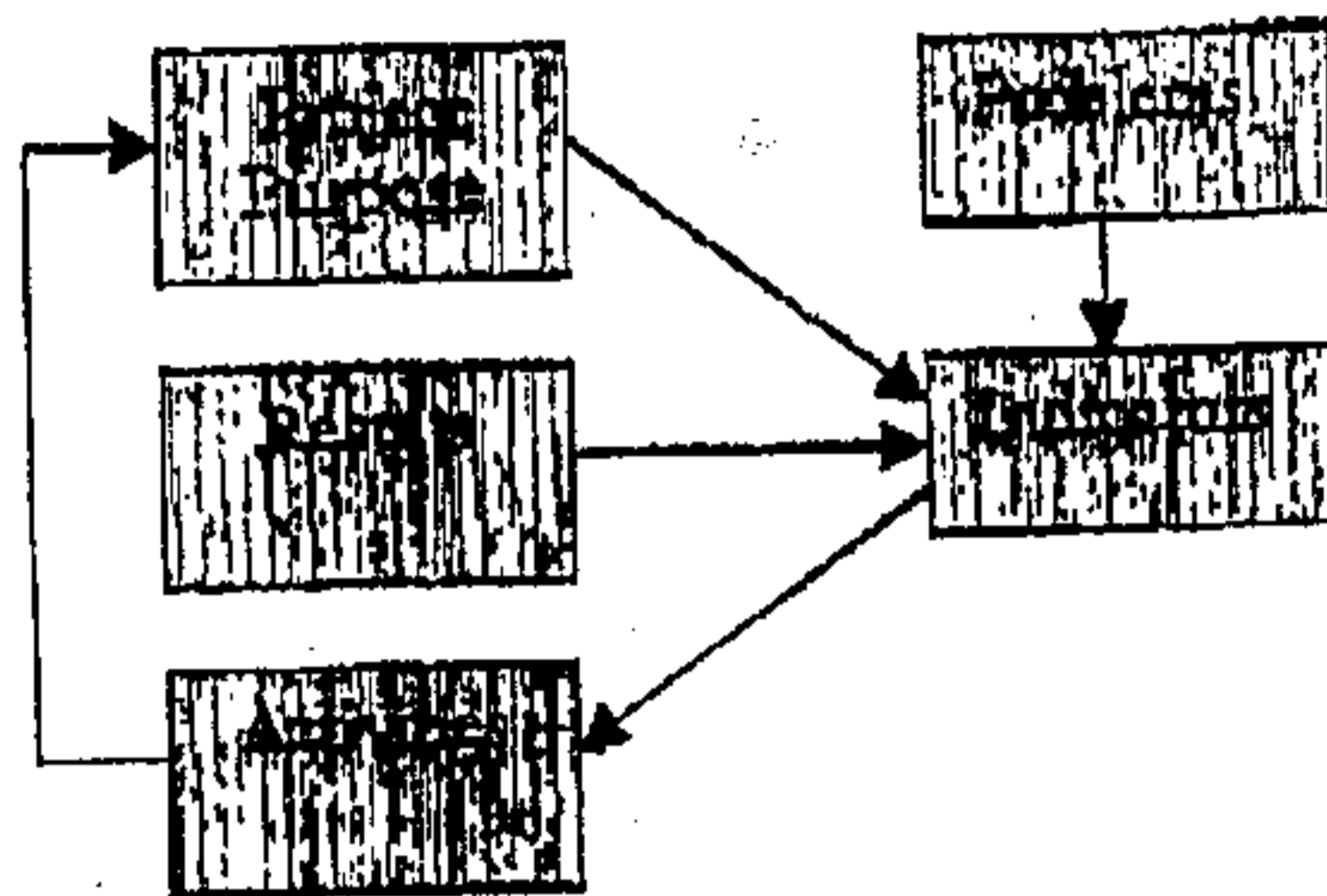
All stakeholders, such as those below, benefit from monitoring.

- Project Management, will have access to a valuable management tool.
- Beneficiaries, both intermediary and grassroots, will have the benefit of a better project.
- The Commission, both HQ and the Delegations, will be able to judge if a project is achieving results.
- The National Authority, the signatory to the Financing Agreement, can judge if the programme is achieving results.

The Monitoring Report alone will not solve problems but it will indicate the key actions required and who should implement them. It is the responsibility of the relevant parties to take necessary corrective actions.

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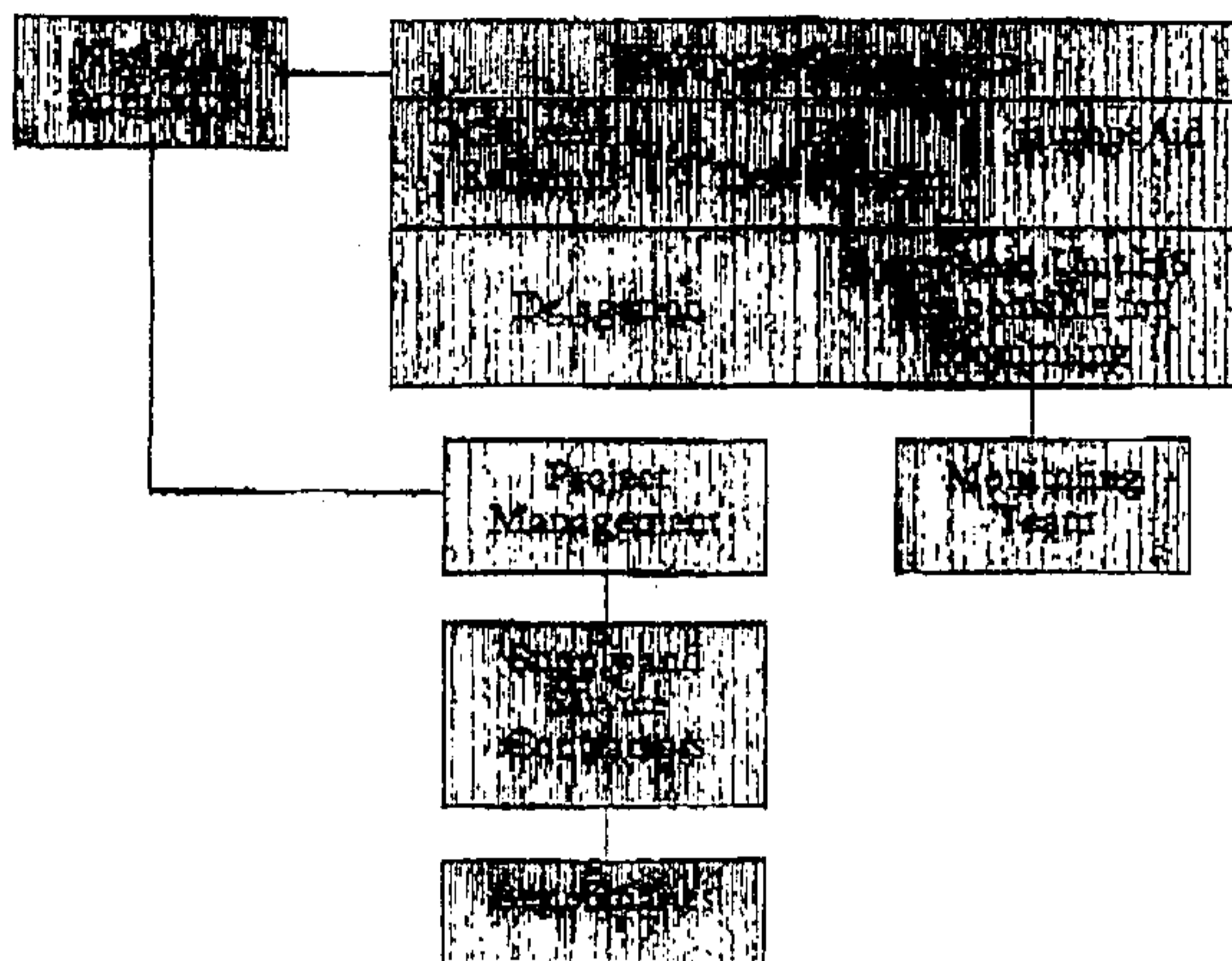
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### 3. Structure and Organisation of the Monitoring Programme

The diagram below shows the general structure applied to most projects. It is important to note however that there are many different aid instruments and the approach to the monitoring process may differ although part of the monitoring contractors brief is to aim towards a uniform system.



**Commission Services in Brussels.** The organisation and management of external projects is divided between services in Brussels. The EuropeAid Cooperation Office, which was established on 1 January 2001, results from an external aid reform process initiated by the Commission in May 2000. The Office will manage the full project cycle, from identification to evaluation and be responsible for the technical and financial aspects of most EU and European Development Fund external assistance programmes.

The 'geographical' External Relations and Development DGs will remain responsible for the pluri-annual programming of external assistance. They will retain responsibility for the overall formulation of policies towards non-EU Member States in order to ensure that actions of external assistance genuinely reflect the EU's priorities and better complement other EU policy areas.

The EuropeAid Cooperation Office will function on the principle that "Everything that can be better managed and decided on the spot will not be managed or decided in Brussels". It will therefore as its immediate priority devolve key management responsibilities to EC Delegations overseas. The shift in responsibilities will be accompanied by a shift in personnel. By the end of 2003, it is planned that all EC Delegations should manage the external assistance programmes in the countries under their remit.

Within EuropeAid, Unit H-6 is specifically responsible for evaluation and the monitoring programme being described here.



**EC Delegations.** The EC Delegation is the extension of the Commission in the partner country and as such has an extremely important consultative role as well as giving advice on local issues. The role of the Delegation is increasing as more responsibility moves out of Brussels to the stakeholders. This on-going process of 'deconcentration and decentralisation' is being accelerated and seeks to put stakeholders at the centre of the cooperation process and involve them throughout the project cycle, setting out each party's role and responsibilities, in accordance with the principle of subsidiarity. It is a partnership approach to cooperation built on five main tenets:

- Active involvement of all the various stakeholders,
- seeking consultation and complementarity between stakeholders,
- decentralised management,
- introducing a 'process' approach,
- giving priority to capacity building and institutional development.

**The National Authority.** Each financing agreement represents a legal commitment between the Commission and the recipient state including a financial commitment by the Commission to finance (or partly finance) an agreed project or programme. The National Authority is the representative body of the recipient government, which is party to the financing agreement. (Government's may appoint global representatives, for example National Authorising Officers or designate ministries as representatives for the purpose of concluding agreements.)

**Technical Assistance (TA) and Contractors for Supply and Services.** TA is frequently recruited for a Project Management Unit (PMU) or Project Implementation Unit (PIU) in support of a project. More and more local institutions are being contracted for this purpose. Contracts are normally issued by the representative of the government concerned, although in certain circumstances the contract might be directly with the Commission. Standard EC procedures have to be followed when issuing contracts and awards have to be approved by the Commission services.

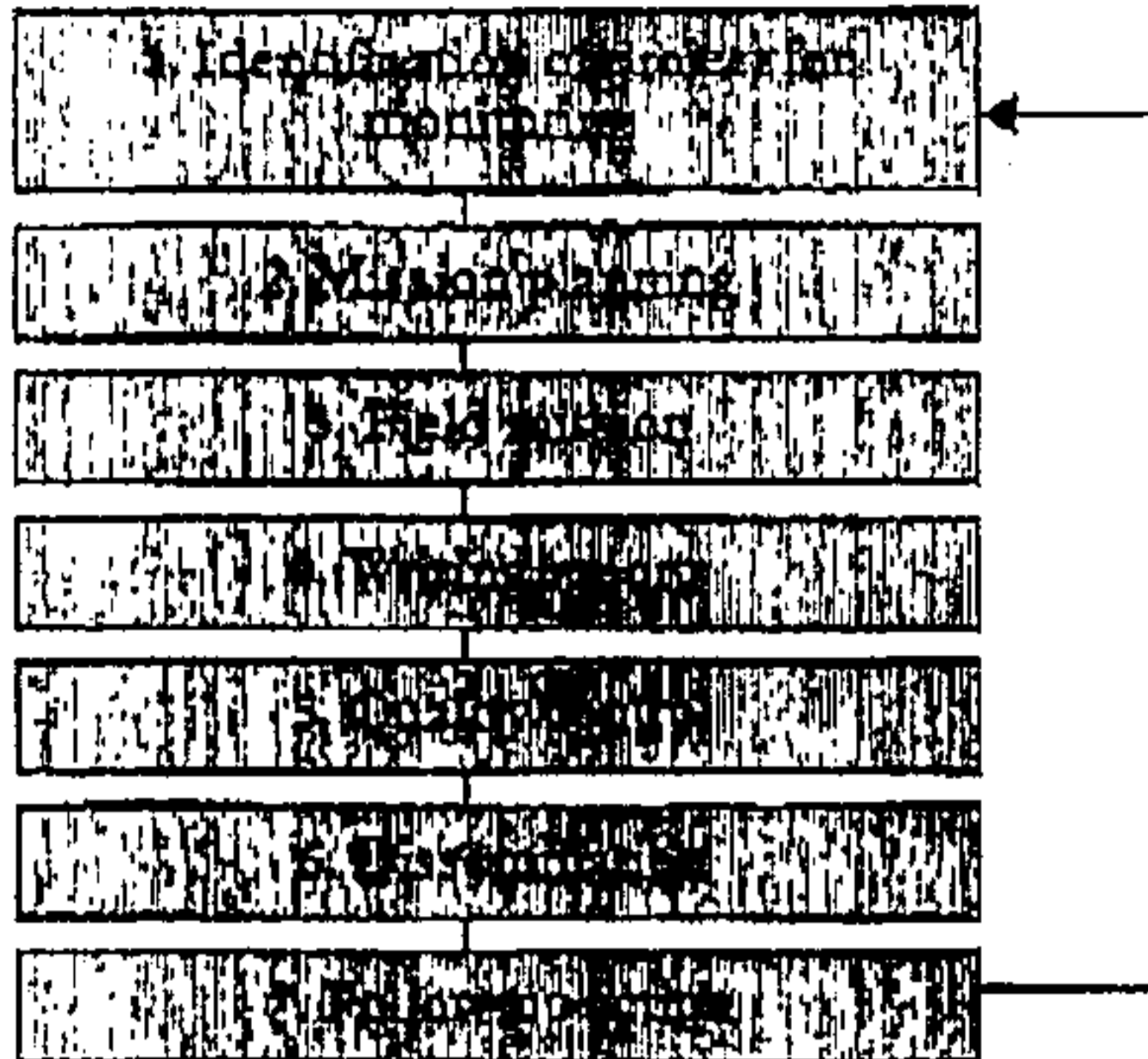
#### **The Beneficiary**

The beneficiaries are the persons or groups of persons targeted for assistance. During project formulation they should be clearly identified although it is not unusual for projects to have spin-off benefits for others also. During the monitoring process, the monitors will always pay close attention to the opinions of the beneficiaries and also note if wider benefits are produced for others.

#### 4. The Monitoring Process

The decision to monitor projects in a country is made by the Commission Services coordinated by EuropeAid H-6.

There are presently seven clear stages in the monitoring process.



During the identification of projects, the Monitoring Office in Brussels collects data from the Commission's CRIS database and other sources. The main objective is to identify projects or programmes in each region that:

- Represent a variety of programme types and sectors,
- maintain a balance across the major programme areas,
- are active, i.e. at least six months into implementation,
- have a contribution of preferably more than one million EUR.

When a list of countries for monitoring has been drawn up, it is forwarded to EuropeAid H-6, which then sends a formal notification to the Delegations concerned. This is followed by a letter from the Monitoring Office in Brussels to the Delegation, giving further details and the requirements of the mission. The monitoring team then select with the aid of Commission Services in Brussels and the Delegations the projects for monitoring. Logistics are agreed with the Delegation.

Prior to departure of a mission the first task is to gather from the Commission services and the CRIS data base available information on the projects selected for monitoring. On arrival in country, a Field Mission will hold a briefing session with the Delegation, at which the Mission's strategy will be discussed, additional project documentation requested and a presentation of the monitors' work given. Depending on the number of projects, the monitors can be expected to spend between a half and two days at the Delegation. The monitors will not usually contact the national representatives directly. It will be normal for the Delegation to do this for them.

Most of the Mission's time will be spent with the projects according to the schedule agreed by the mission leader and the delegation/projects. It is expected that each monitor will spend between three to five days per project.

The monitors must liaise very closely with all the main stakeholders of a project, especially the beneficiaries. The beneficiary in particular will provide valuable information as to whether projects are potentially sustainable and on schedule.

There are four important aspects of field monitoring, of which you should be aware.

- **Uniformity and consistency.** This is essential for the monitoring programme to provide a viable and accurate source of information. All projects will be monitored using the same criteria and considering the same issues. The report format has been designed to narrow the possibility of different interpretation, while leaving room for the monitors to use their judgement. Follow-up monitoring visits will normally be conducted by the same monitors in order to increase consistency.
- **Use of judgement.** Monitoring is an objective exercise. Whilst monitors must follow laid down guidelines in the monitoring formats, they still have to apply judgement in reaching their conclusions. You may discuss this with them if you need clarification.
- **Monitoring against a Logical Framework Matrix (LFM).** If a LFM exists, the implementing agency or PMU should update it and include the latest version in the project progress report. Many pre-1996 projects did not have LFMs, in which case the monitors can advise that a LFM is now a requirement of the Commission for all projects. Where appropriate, the monitors might assist in producing one. Of particular importance in monitoring, are the Objective Verifiable Indicators (OVIs) and the Sources of Verification (SOVs) of the LFM. The LFA will also describe the overall objectives, the project's purpose and project's results in measurable terms (i.e. quantity and quality, target group/s, time and place).
- **Monitoring against a time schedule.**  
As well as the LFM, each project should have a time or implementation schedule. The activities set out in the logical framework should be reflected in the schedule; the exact format of which might vary between projects. There should also be a Work Plan, which in most cases will be prepared annually. The Work Plan is the essential document against which the monitors will be able to monitor. On the basis of the time schedule, the monitors will monitor actual progress against planned progress. Specifically, the monitors will review the project's progress against benchmarks or milestones (and OVIs in particular). Monitors can provide a draft implementation schedule if requested.

We trust that this brief paper answers some of your questions and addresses some of your concerns. The monitors will no doubt fully brief all participants during their first missions and be able to satisfy you that your cooperation in regular, objective and transparent monitoring will be of benefit to all those interested in improving the efficiency and effectiveness of projects and programmes. There is much to commend a monitoring system, such as the one that has been operating in Tacis for some years.



ELCIM  
Euro-Lebanese Center for Industrial Modernisation

Handwritten: "Avec M. Patrick"

Handwritten: "مركز دراسات صناعية"

بيروت في ٢١/٢/٢٠٠٢

الجمهورية اللبنانية  
مكتب وزير الشؤون الاقتصادية والإدارية  
مركز دراسات صناعات القطاع العام

لجانبة السيدة أنيس غصن المحترمة  
وزارة الصناعة والنقطة  
بيروت - لبنان

تحية طيبة وبعد،

نتشرف بإعلامكم. بصفتكم المستفيد الأساسي من برنامج التحديث الصناعي، بأن البرنامج قد أصبح الآن في طور إنطلاقته بدءاً من كانون الثاني/يناير ٢٠٠٢. منذ ذلك الوقت، نشط الفريق بشكل فعال بالتعريف عن البرنامج حيث باشر بزيارة الصناعات المستهدفة وتقديم النصح على كافة الصعد، ومنها إمكانية الحصول على التمويل الصناعي الطويل الأجل. وسوف تستفيد ٨٠ شركة من الدراسات التشخيصية الأولية في الأشهر القليلة القادمة. وقد تم إنجاز بعض الدراسات القطاعية بشكل متوازي مع النشاطات السابقة، ناهيك عن دراسات أخرى يتوقع إنجازها إبان شهري آذار ونيسان.

بالإضافة إلى ذلك، وطبقاً لتوجهات البرنامج، تدرج قضية دعم المؤسسات الحاضنة للصناعة، على غرار مؤسساتكم، على سلم أولويات القضايا الرئيسية الأخرى من ضمن نطاق عملنا، وذلك حرصاً منا على تطوير قدراتهم وساندهم في دعم نمو القطاع الصناعي الخاص وتشجيعه.

إنطلاقاً مما سبق نعتقد بأن هذا التوجه يجب أن يركز على الأهداف الرئيسية التالية:

- تحسين نوعية الخدمات المقدمة إلى الصناعيين وتطويرها.
- التوقف عند حاجيات الصناعيين في ظل البيئة الاقتصادية المتغيرة وخلق خدمات جديدة.
- تقوية قدرة الصناعيين التنافسية وخلق مناخ يساعد على نمو صناعاتهم.
- مواكبة مستوى تطور المؤسسات الأوروبية المماثلة.

وبهدف تحقيق هذه الغاية سيتم تكليف خبير أوروبي يتمتع بمؤهلات متخصصة في التطوير المؤسساتي ليعمل بالتنسيق مع وحدة إدارة المشروع.

وسيقوم الخبير بالتعاون مع القيميين على مؤسساتكم بدراسة تستهدف الشؤون التالية:

- مهام وأهداف المؤسسة،
- النشاطات،
- الخدمات المتوفرة،
- التقنيات المستعملة،
- قدرات المؤسسة الكامنة،
- شبكة العلاقات.

٠٠/٠

وسينجز الخبير في نهاية مهمته الإستشارية تقريراً مفصلاً يأخذ في الحسبان حالة المؤسسة الراهنة مقروناً بخطة للتطور الإستراتيجي.

وستكون هذه الدراسة التشخيصية الأولية بالإضافة إلى خطة العمل الإستراتيجية بدون أي كلفة مترتبة على مؤسستكم.

أما في حال الحاجة إلى دراسات أكثر تفصيلاً إنطلاقاً من الأولويات التي ستحددها الدراسة الإستراتيجية، ستتحمل وحدة إدارة المشروع ٨٠% من مجمل الكلفة على أن تتحمل مؤسستكم الـ ٢٠% المتبقية. وسيتم التعامل مع كافة المعلومات بسرية، من قبل وحدة إدارة المشروع المستقلة بإدارتها إستقلالاً تاماً عن أي جهة تذكر.

من ناحية أخرى سيتم إستدعاء الخبير فور موافقتكم لإنجاز مهمته خلال فترة لا تتعدى شهراً من الزمن.

إذ نقدر لكم إهتمامكم نرجو إعلامنا بموافقتكم على إقتراحنا بهدف تحديد موعد بداية استخدام الخبير المختص، مؤكداً حرصنا على تقديم نوعية مميزة من الخدمات التي سوف تعود بالفائدة الجمة على مؤسستكم الزاهرة.

وتفضلوا بقبول فائق الاحترام ،

باتريك هواردي براكوني  
مدير وحدة إدارة المشروع

لجنة القيادة

## **INDUSTRIAL MODERNIZATION PROGRAM (IMP)**

### **Main Role of Steering Committee**

- A. General monitoring of the progress in implementing the program as specified in the Inception Report, OWP and AWP.
- B. Review and comment on any major amendment to the program's content, structure, operating modalities or benefiting parties.
- C. Comment on the OWP prepared and submitted by the PMU. (once at the beginning of the project).
- D. Comment on the AWP prepared and submitted by the PMU. (each year).
- E. Provide recommendations on improving the program's effectiveness and assist in overcoming substantial hindrances.
- F. Lobby official and public institutions for sponsoring legislation and regulatory changes aimed at supporting the IMP objectives and activities especially in the area of policy formulation.
- G. Promote the program before industrial sectoral syndicates and concerned economical institutions.

*Prepared by:*            *Program Director*  
*Date:*                    *28/11/01*

# الجمهورية اللبنانية

## وزارة الصناعة

### الوزير

قرار رقم ٢٢ / ١٤ / ٢٠٠٠

تاريخ ١٤ / ١٠ / ٢٠٠٠

بتأليف لجنة القيادة لمشروع برنامج التحديث الصناعي  
الممول من الاتحاد الأوروبي

ان وزير الصناعة

بناء على المرسوم رقم ٤٣٣٦ تاريخ ٢٦ / ١٠ / ٢٠٠٠ (تشكيل الحكومة)

يقرر ما يأتي:

**المادة الأولى:** تؤلف لجنة تدعى " لجنة القيادة " تتمثل فيها وزارة الصناعة وبعض الإدارات  
والمؤسسات العامة والنقابات المعنية بالمشروع من الأعضاء السادة المذكورة  
أسماءهم أدناه ومدة عضويتهم:

أ- لمدة ثلاث سنوات :

|   |            |
|---|------------|
| وزير الصناعة أو من ينتدبه                             | جورج افرام |
| رئيس جمعية الصناعيين اللبنانيين                       | جاك صراف   |
| المدير العام لمعهد البحوث الصناعية                    | بسام فرن   |
| المدير العام للمؤسسة العامة لتشجيع الاستثمارات        | كمال حايك  |
| مستشارة وزير الاقتصاد والتجارة                        | ريا الحسن  |
| المدير العام لغرفة التجارة والصناعة والزراعة في بيروت | وليد نجا   |

ب- لمدة سنة واحدة :

|   |            |
|---|------------|
| رئيس نقابة الصناعات الغذائية  | عاطف ادريس |
| رئيس نقابة الطباعة  | جوزف صادر  |
| رئيس نقابة صناعات الورق والتغليف وعضو في تجمع<br>صناعيي المتن الشمالي | فادي جميل  |

ت - ومن الأعضاء المراقبين لمدة ثلاثة سنوات :

|                       |                 |
|-----------------------|-----------------|
| مجلس الإنماء والإعمار | سامية دوكليرك   |
| الاتحاد الأوروبي      | جورجيو فيكاربلي |
| الوحدة الإدارية       | رئيس المشروع    |

وزارة الصناعة - شارع سامي الصلح - بيروت - لبنان

هاتف: ٠٤٧-٤٢-٤٢٧٠ (١-٩٦١) فاكس: ٤٢٧١١٢- (١-٩٦١) البريد الإلكتروني: Minister @ industry gov.lb



المادة الثانية : ينتخب الأعضاء رئيساً لهم لمدة ثلاث سنوات.

المادة الثالثة: تشرف اللجنة على أعمال الوحدة الإدارية ( المركز الأوروبي - اللبناني لتحديث الصناعة) التي ستنفذ المشروع في جميع مراحله وتوافق على البرنامج السنوي الموضوع من قبل المركز لتنفيذ المهمة .

المادة الرابعة: تعقد اللجنة اجتماعها الأول في خلال ٩٠ يوماً من تاريخ صدور القرار على ان تعقد اجتماعاتها مرتين في السنة بناء على دعوة من رئيسها أو عندما تدعو الحاجة.

المادة الخامسة: يبلغ هذا القرار من يلزم .

وزير الصناعة

جورج أفلام



الجمهورية اللبنانية  
وزارة الصناعة  
الوزير

قرار رقم ١٧  
تعديل تأليف لجنة القيادة لمشروع برنامج التحديث الصناعي  
الممول من الاتحاد الأوروبي

ان وزير الصناعة،  
بناء على المرسوم رقم ٤٣٣٦ تاريخ ٢٦/١٠/٢٠٠٠ (تشكيل الحكومة)،

- يقرر ما يلي -

المادة الاولى: تعدل الفقرة -ت- من المادة الاولى من القرار رقم ١/٣٣ مكرر تاريخ  
٢٠٠٠/١٢/١ بحيث تستبدل السيدة سامية دوكيلرك ممثلة مجلس الإنماء  
والأعمار بالسيدة جيهان سليمان حيدر.

والباقى دون تعديل.

المادة الثانية: يبلغ هذا القرار من يلزم.

بيروت في ١٩/١٠/٢٠٠٠

الوزير الصناعة

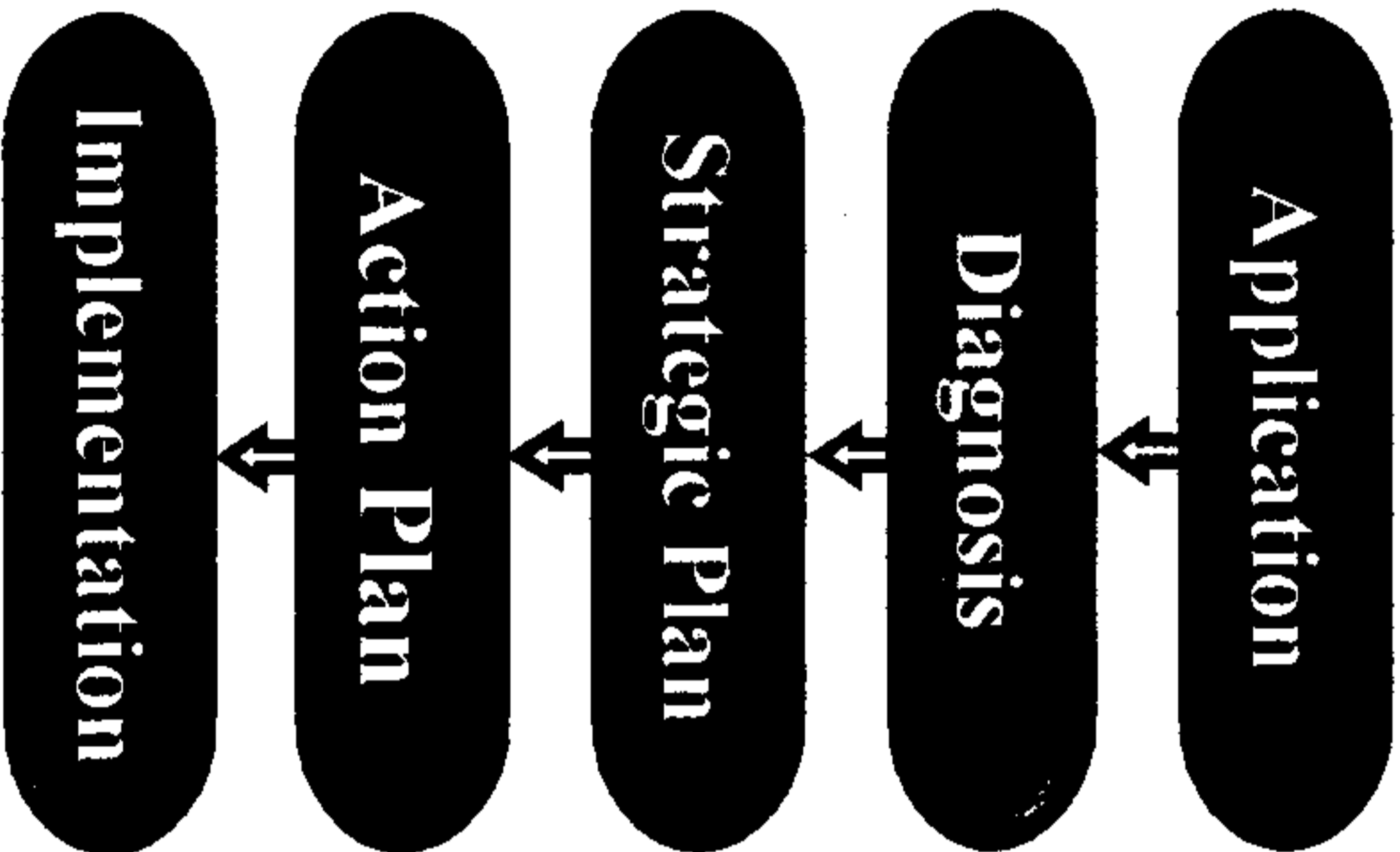
جورج أفلام

وزارة الصناعة - شارع سامي الصلح - بيروت - لبنان

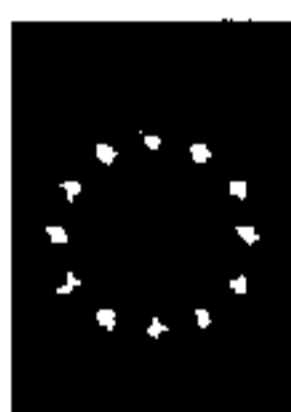
هاتف: ٠٤٧ - ٤٢٧٠٤٢ - (٩٦١-١) فاكس: ٤٢٧١١٢ - (٩٦١-١) البريد الإلكتروني: Minister @ industry.gov.lb

# Steps

followed by EL CIM to document, control,  
and fulfill the process of business upgrading for a beneficiary  
company



المركز الأوروبي للتحديث الصناعي  
مركز مشاريع ودراسات القطاع العام  
مكتب وزير الشؤون الاقتصادية الإدارية  
الجمهورية اللبنانية



# ELCIM

*Euro-Lebanese Center for Industrial Modernisation*  
المركز الأوروبي للتحديث الصناعي

PMU Address: 1, Justinien St., Sanayeh – P.O. Box 11- 1801 Beirut- Lebanon  
Tel.: +961.1.744160 Fax: +961.1.349615 E-mail: [elcim@terra.net.lb](mailto:elcim@terra.net.lb)

PMU Address: 1, Justinien St., Sanayeh – P.O. Box 11- 1801 Beirut- Lebanon  
Tel.: +961.1.744160 Fax: +961.1.349615 E-mail: [elcim@terra.net.lb](mailto:elcim@terra.net.lb)

إِسْتِمَارَات



# ELCIM

Euro-Lebanese Center for Industrial Modernisation

## PROJECT MANAGEMENT UNIT

1 Justinien Street  
CCIAB Bldg - 7<sup>th</sup> Floor  
P.O. Box 11-1801 Beirut  
Beirut - Lebanon  
Telephone: +961 1 744 160  
Fax: +961 1 349 615  
E-mail: elcim@terra.net.lb

## FOR PMU USE ONLY

Ref. N° .....  
Date Received: .....  
 Accepted  Rejected  
Reason: .....

# Application

To Participate In The Industrial Modernisation Programme

## Stage 1: Company Diagnostic Study

Company Name : .....  
Address : .....  
Region (Mohafaza)- ..... Department (Kaza)- .....  
Town/Village - .....  
Telephone/Fax/E-Mail : .....  
Contact Person/Position : .....  
Language(s) Spoken : .....

### ACTIVITIES

Food Processing

Printing

Packaging

Tanning

Shoe Manufacturing

Other Industry

Specify Other Industry: .....

Date Established : ..... N° of Employees : .....

### PRODUCTS / SERVICES

- .....
- .....
- .....
- .....

### LEGAL STATUS

Joint Stock

Limited Liability

Joint Venture

General Partnership

Holding

Others

Specify Other Legal Status: .....





ELCIM

المركز الأوروبي اللبناني للتحديث الصناعي



وحدة إدارة المشروع

الصناعات

غرفة التجارة والصناعة والزراعة في بيروت

ص.ب ١١-١٨٠١ بيروت

بيروت - لبنان

تليفون: +٩٦١/١/٧٤٤١٦٠

فاكس: +٩٦١/١/٣٤٩٦١٥

البريد الإلكتروني: elcim@terra.net.lb

لإستعمال وحدة إدارة المشروع

Ref. N° .....

Date Received: .....

مقبول  مرفوض

..... تعليل:

## إِسْتِمْرَارَة

الإشتراك في برنامج التحديث الصناعي

المرحلة الأولى: دراسة تشخيصية للشركة

اسم الشركة

..... :

العنوان

..... محافظة - قضاء -

بلدة / قرية -

..... رقم التليفون/الفاكس / بريد الكتروني:

..... : المسؤول المعني/ الوظيفة

..... : اللغات المتداولة

النشاطات الصناعية

غذائية

طباعة

تغليف

دباغة

أحذية

صناعات أخرى

تعريف الصناعة الأخرى : .....

..... تاريخ التأسيس : .....

عدد الموظفين

..... :

المنتجات / الخدمات

.....  
.....  
.....  
.....

الشكل القانوني

مغفلة

محدودة المسؤولية

محاصة

تضامن

قابضة

أخرى

تعريف الشكل الآخر : .....

نسبة الملكية اللبنانية في الشركة :

%

هل الشركة خاصة ؟

لا

نعم

حسابات دفترية مدققة:

لا

نعم

| * الوضع المالي | السنة الماضية | السنة الحالية (توقعات) | السنة المقبلة (توقعات) |
|----------------|---------------|------------------------|------------------------|
| المبيعات       | ل.ل. ....     | ل.ل. ....              | ل.ل. ....              |
| الربح الإجمالي | ل.ل. ....     | ل.ل. ....              | ل.ل. ....              |
| الربح الصافي   | ل.ل. ....     | ل.ل. ....              | ل.ل. ....              |
| تصدير          | % .....       | % .....                | % .....                |

\* إختياري: هذه المعلومات هي فقط لتقييم حجم عمليات الشركة

المشاكل الرئيسية، المعوقات أو التحديات التي تواجه الشركة

- .....
- .....
- .....
- .....

ما هو نوع الخدمات المطلوب من وحدة إدارة المشروع؟

- .....
- .....
- .....

إن مجرد الإنتهاء من تعبئة هذه الإستمارة وتوقيعها هو بمثابة قبول شركتكم بمبدأ إمكانية إنجاز دراسة تشخيصية للشركة (بدون تكلفة) وذلك بمساعدة إستشاري يتم إختياره عبر المركز الأوروبي اللبناني للتحديث الصناعي. وعليه يطلب من شركتكم تقديم المستندات اللازمة لتأكيد المعلومات المذكورة في الإستمارة. كما يستلزم تعاونكم أثناء مرحلة إتمام الدراسة التشخيصية. ويتوقف استمرار المركز الأوروبي اللبناني للتحديث الصناعي بتقديم الخدمات اللاحقة لشركتكم على نتائج الدراسة التشخيصية. إن وحدة إدارة المشروع هي الجهة الوحيدة المخولة في قبول أو رفض اشتراك الشركة أو استمرارها في المشروع. وسوف يتم التعامل مع كافة المعلومات والمستندات الخاصة بشركتكم بسرية تامة من قبل وحدة إدارة المشروع المستقلة بإدارتها إستقلالاً تاماً عن أي وزارة، أو أي إدارات، أو أي مؤسسات أخرى في لبنان وأوروبا.

أقر أنا..... الموقع أدناه بأنني مفوض من شركة.....  
بطلب التعامل مع البرنامج ، وأوافق على جميع الشروط الخاصة بالمركز الأوروبي اللبناني للتحديث الصناعي.

التوقيع

الوظيفة

التاريخ



## **PRESELECTION QUESTIONNAIRE**

The framework for this questionnaire is to be used by the Project Management Unit as the first stage in the selection of enterprises who wish to enter the Diagnostic Assistance Programme. It will also be used as the basis of evaluation during the first contact with all prospective customers of the P.M.U..

---

### **1. General Information**

- 1.1. Company Name:
- 1.2. Chairman:
- 1.3. Chief Executive Office
- 1.4. Legal Form Owner structure
- 1.5. Capital: Annual turnover
- 1.6. Date of Establishment:
- 1.7. Number of Employees:
- 1.8. Bankers:
- 1.9. Auditors: – Lawyer:
- 1.10. Industry:
- 1.11. Main Products:
- 1.12. Mailing Address:
- 1.13. Telephone:
- 1.14. Fax:
- 1.15. E-mail:
- 1.16. http :

## **2. Attitude to outside consultants**

- 2.1. What type of consultants has the enterprise employed previously?
- 2.2. For what purpose?
- 2.3. On whose invitation?
- 2.4. What was the outcome?
- 2.5. On what basis is the enterprise willing to work with consultants at present?
- 2.6. Will the enterprise provide all the information, which a consultant will need?

## **3. Market Position**

### **3.1. Market share for main product**

- 3.1.1. Is this known? What is it?
- 3.1.2. How does the competition compare for quality and price?
- 3.1.3. Is this market understood in terms of segmentation and size?
- 3.1.4. What is the potential for development?

### **3.2. Market Strategy**

- 3.2.1. Is there a current marketing plan?
- 3.2.2. What plans are there for further penetration of the market?
- 3.2.3. What plans are there for product development?
- 3.2.4. What plans for geographical expansion?
- 3.2.5. What is the export potential? (See also section 6)
- 3.2.6. Can the marketing manager think in terms of the above?

## **4. Quality of Management**

### **4.1. Team Management**

- 4.1.1.1. Does a functioning team exist?
- 4.1.1.2. Comment on the experience and qualifications of individual members
- 4.1.1.3. How far does the team have experience of western management techniques?
- 4.1.1.4. What foreign language skills exist in the team?

**4.2. Acceptance of Change**

- 4.2.1. Is there previous experience of management training?
- 4.2.2. Are there plans for restructuring?
- 4.2.3. Is there recognition of a need for change?

**5. Quality of Assets**

- 5.1. Suitability of existing buildings for current and future production needs
- 5.2. Required investment in necessary improvements
- 5.3. Assessment of existing intellectual property
- 5.4. List of social sphere assets

**6. Strategic Position**

- 6.1. Importance for the Region
  - 6.1.1. Social importance of enterprise assets
  - 6.1.2. Economic importance of enterprise's employment ability
  - 6.1.3. Value of products to regional market
- 6.2. Importance for the IMP Project
  - 6.2.1. Ability of Enterprise to influence or attract further clients
  - 6.2.2. Ability of the Enterprise to enhance project profile

**7. Potential for Exports**

- 7.1. Existing experience of exporting
  - 7.1.1. Has the Enterprise exported to Europe?
  - 7.1.2. To Western USA?
  - 7.1.3. To other regions?
- 7.2. Managerial experience in exporting
  - 7.2.1. Have the managers worked with foreign partners or customers?
  - 7.2.2. Have the managers attended or organised trade fairs and exhibitions?
  - 7.2.3. Have the managers any plans to attend in the near future?
  - 7.2.4. Are the managers aware of international standards and compliance?

## **8. Status of the Enterprise**

### 8.1. Financial Position

- 8.1.1. What is the value of the net assets of the Enterprise?
- 8.1.2. Can debts be repaid or rescheduled realistically?
- 8.1.3. What sources of finance are available to the Enterprise?

### 8.2. Structure

- 8.2.1. What is the attitude of the shareholders to change?
- 8.2.2. Is the management structure compatible with possible change?
- 8.2.3. Is there a potential for fragmentation?

## **9. Reputation of the Enterprise**

- 9.1. What is the Enterprise's standing with the local Administration, with its competitors and with its customers?

## **10. Environmental Issues**

- 10.1. Are there any major ecological problems, which threaten the future of the Enterprise?

## **11. Product Range**

### 11.1. Logic of the Range

- 11.1.1. Does the range of products share similar suppliers or raw materials?
- 11.1.2. Is the range of products aimed at similar markets?

### 11.2. Product Potential

- 11.2.1. Where are existing products on the product life cycle?
- 11.2.2. Does the Enterprise have the ability to use new technologies?

## **12. Expert's Intervention**

- 12.1. Which business management functions are most likely to require an expert's intervention?

## **13. Ability to pay for services**

- 13.1. What discussion has taken place about fees and hours necessary for an intervention?

# التقارير الشهرية



ATT : M. Samy Assy

SUBJECT: - Rapport Mensuel

Beyrouth, le 28 Février, 2002

*M. Samy,*

En annexe, tu trouveras notre rapport mensuel concernant la période de ~~de Janvier~~ 2002.

En te remerciant de ton attention,

*Très amicalement,*

*Patrick*



## MONTHLY REPORT

Period: February 2002

### I. General Comments

- Up to now, we did not receive yet the formal approval on AWP & OWP by the EC Delegation in Beirut (no signed copy);
- We are still waiting for the advance payment;
- JBA2 was supposed to be mobilized on August 2001!

### II. ELCIM

#### II.1. TORs

The Consortium has completed the 12 m/m of EU & LB STEs. This include the following TORs:

1. VET Agro-Food (Feasibility Study) - Completed
2. VET Printing (Feasibility Study) - Completed
3. Sectoral Analysis Agro-Food - Completed
4. Sectoral Analysis Packaging – April 2002
5. Sectoral Analysis Printing – March 2002
6. Sectoral Analysis Shoe Industry - Completed
7. Sectoral Analysis Tanning – March 2002
8. Institutional Policy - Completed
9. European Standard & Bio-Certification Seminars – March 2002 → 21 - 23 Mar

#### II.2. Framework Contracts

The PMU has launched and awaits for the approval of the following 10 framework requests:

- 400 m/d EU STEs for 80 diagnosis in 4 contracts
- 400 m/d LB STEs for 80 diagnosis (the same)
- 20 m/d EU STE for market survey (pantyhose)
- 24 m/d LB STE "AOC"

#### II.3. Project's presentations

ELCIM has presented the project including SPX and EICC through the following Institutions:

Agro-Food – Packaging – Printing – Tanning Syndicates, Tripoli Chamber of Commerce, and ALI (UNESCO).

We will continue with: Beirut, Saida, and Zahleh Chambers of Commerce, and the ALI in the different regions.

We have agreed to open an office (free of charge) in Tripoli to represent ELCIM. One employee for the Chambers will receive a specific training for the ELCIM Technical Assistance Unit, and the Financial Unit to be able to answer to the most common question from the North Lebanon Industrialists.

**III. Technical Assistance Unit**

We are approaching the one hundred visits to the enterprises, eighty-four application forms signed by the enterprises (table in annex – for confidential reasons, we had to delete some information).

**IV. Financial Unit**

- 30 companies are working with the financial unit to obtain a loan (table in annex – for confidential reasons, we had to delete some information). The total amount in USD of the loans requested is more or less forty million USD via EIB, Kafalat, and the Commercial Banks;
- Participation to ELCIM promotion conferences.
- Attached with the present document a table on the EIB and Kafalat loans.

**V. Contracting & Logistics Unit**

- An Internal Procedures will be implemented very soon;
- The Frame Work Contract Procedure have been updated;
- All the equipment required and still needed but that we couldn't buy, as we did not receive our advance payment have been listed; technical specifications and short-lists are being drafted. A minimum of three proposals will be requested.

\*\*\*\*\*



| Nr. | Name of the company | Date of visit | Contact | Position | Sector | Region | Department | Nr. Of Employees | Date of establishment |       |       |       |       | Access to Investment financing | Access to Foreign Market | SPX Application | Diagnosis |
|-----|---------------------|---------------|---------|----------|--------|--------|------------|------------------|-----------------------|-------|-------|-------|-------|--------------------------------|--------------------------|-----------------|-----------|
|     |                     |               |         |          |        |        |            |                  | Lot 1                 | Lot 2 | Lot 3 | Lot 4 | Lot 5 |                                |                          |                 |           |
| 1   |                     |               |         |          |        |        |            |                  |                       |       |       |       |       |                                |                          |                 |           |
| 2   |                     |               |         |          |        |        |            |                  |                       |       |       |       |       |                                |                          |                 |           |
| 3   |                     |               |         |          |        |        |            |                  |                       |       |       |       |       |                                |                          |                 |           |
| 4   |                     |               |         |          |        |        |            |                  |                       |       |       |       |       |                                |                          |                 |           |
| 5   |                     |               |         |          |        |        |            |                  |                       |       |       |       |       |                                |                          |                 |           |
| 6   |                     |               |         |          |        |        |            |                  |                       |       |       |       |       |                                |                          |                 |           |
| 7   |                     |               |         |          |        |        |            |                  |                       |       |       |       |       |                                |                          |                 |           |
| 8   |                     |               |         |          |        |        |            |                  |                       |       |       |       |       |                                |                          |                 |           |
| 9   |                     |               |         |          |        |        |            |                  |                       |       |       |       |       |                                |                          |                 |           |
| 10  |                     |               |         |          |        |        |            |                  |                       |       |       |       |       |                                |                          |                 |           |
| 11  |                     |               |         |          |        |        |            |                  |                       |       |       |       |       |                                |                          |                 |           |
| 12  |                     |               |         |          |        |        |            |                  |                       |       |       |       |       |                                |                          |                 |           |
| 13  |                     |               |         |          |        |        |            |                  |                       |       |       |       |       |                                |                          |                 |           |
| 14  |                     |               |         |          |        |        |            |                  |                       |       |       |       |       |                                |                          |                 |           |
| 15  |                     |               |         |          |        |        |            |                  |                       |       |       |       |       |                                |                          |                 |           |
| 16  |                     |               |         |          |        |        |            |                  |                       |       |       |       |       |                                |                          |                 |           |
| 17  |                     |               |         |          |        |        |            |                  |                       |       |       |       |       |                                |                          |                 |           |
| 18  |                     |               |         |          |        |        |            |                  |                       |       |       |       |       |                                |                          |                 |           |
| 19  |                     |               |         |          |        |        |            |                  |                       |       |       |       |       |                                |                          |                 |           |
| 20  |                     |               |         |          |        |        |            |                  |                       |       |       |       |       |                                |                          |                 |           |
| 21  |                     |               |         |          |        |        |            |                  |                       |       |       |       |       |                                |                          |                 |           |
| 22  |                     |               |         |          |        |        |            |                  |                       |       |       |       |       |                                |                          |                 |           |
| 23  |                     |               |         |          |        |        |            |                  |                       |       |       |       |       |                                |                          |                 |           |
| 24  |                     |               |         |          |        |        |            |                  |                       |       |       |       |       |                                |                          |                 |           |
| 25  |                     |               |         |          |        |        |            |                  |                       |       |       |       |       |                                |                          |                 |           |
| 26  |                     |               |         |          |        |        |            |                  |                       |       |       |       |       |                                |                          |                 |           |
| 27  |                     |               |         |          |        |        |            |                  |                       |       |       |       |       |                                |                          |                 |           |
| 28  |                     |               |         |          |        |        |            |                  |                       |       |       |       |       |                                |                          |                 |           |
| 29  |                     |               |         |          |        |        |            |                  |                       |       |       |       |       |                                |                          |                 |           |
| 30  |                     |               |         |          |        |        |            |                  |                       |       |       |       |       |                                |                          |                 |           |
| 31  |                     |               |         |          |        |        |            |                  |                       |       |       |       |       |                                |                          |                 |           |
| 32  |                     |               |         |          |        |        |            |                  |                       |       |       |       |       |                                |                          |                 |           |
| 33  |                     |               |         |          |        |        |            |                  |                       |       |       |       |       |                                |                          |                 |           |
| 34  |                     |               |         |          |        |        |            |                  |                       |       |       |       |       |                                |                          |                 |           |
| 35  |                     |               |         |          |        |        |            |                  |                       |       |       |       |       |                                |                          |                 |           |
| 36  |                     |               |         |          |        |        |            |                  |                       |       |       |       |       |                                |                          |                 |           |
| 37  |                     |               |         |          |        |        |            |                  |                       |       |       |       |       |                                |                          |                 |           |
| 38  |                     |               |         |          |        |        |            |                  |                       |       |       |       |       |                                |                          |                 |           |
| 39  |                     |               |         |          |        |        |            |                  |                       |       |       |       |       |                                |                          |                 |           |
| 40  |                     |               |         |          |        |        |            |                  |                       |       |       |       |       |                                |                          |                 |           |
| 41  |                     |               |         |          |        |        |            |                  |                       |       |       |       |       |                                |                          |                 |           |
| 42  |                     |               |         |          |        |        |            |                  |                       |       |       |       |       |                                |                          |                 |           |
| 43  |                     |               |         |          |        |        |            |                  |                       |       |       |       |       |                                |                          |                 |           |
| 44  |                     |               |         |          |        |        |            |                  |                       |       |       |       |       |                                |                          |                 |           |
| 45  |                     |               |         |          |        |        |            |                  |                       |       |       |       |       |                                |                          |                 |           |
| 46  |                     |               |         |          |        |        |            |                  |                       |       |       |       |       |                                |                          |                 |           |
| 47  |                     |               |         |          |        |        |            |                  |                       |       |       |       |       |                                |                          |                 |           |
| 48  |                     |               |         |          |        |        |            |                  |                       |       |       |       |       |                                |                          |                 |           |

Note: The Companies in [redacted] were provided by the Financial Unit



| FINANCIAL UNIT                    |                     | DATE: February 20, 2002 |               |         |                    |             |            |                  |                       |                 |                     |                    |                    |             |         |     |        |
|-----------------------------------|---------------------|-------------------------|---------------|---------|--------------------|-------------|------------|------------------|-----------------------|-----------------|---------------------|--------------------|--------------------|-------------|---------|-----|--------|
| 1- Financial advice               |                     |                         |               |         |                    |             |            |                  |                       |                 |                     |                    |                    |             |         |     |        |
| 2- Letter of Credit               |                     |                         |               |         |                    |             |            |                  |                       |                 |                     |                    |                    |             |         |     |        |
| 3- Request for Debt Restructuring |                     |                         |               |         |                    |             |            |                  |                       |                 |                     |                    |                    |             |         |     |        |
| 4- Request for Local Loan         |                     |                         |               |         |                    |             |            |                  |                       |                 |                     |                    |                    |             |         |     |        |
| 5- Request for EIB Loan           |                     |                         |               |         |                    |             |            |                  |                       |                 |                     |                    |                    |             |         |     |        |
| 6- Other                          |                     |                         |               |         |                    |             |            |                  |                       |                 |                     |                    |                    |             |         |     |        |
| Nr.                               | Name of the company | ID Number               | Date of visit | Contact | Position           | Sector      | Location   | Nr. of Employees | Date of Establishment | Type of Service | Amount of Loan - \$ | Source of the Loan | Name of the Bank   | Application | Dignity | T.A | Result |
| 1                                 | F-TO-071            | 20-12-01                |               |         | General Manager    | Tourism     | Mein       | 4                |                       |                 | 200,000             |                    | SGBL/Kafala        | No          |         |     |        |
| 2                                 | T-025               | 19/12/01                |               |         | General Manager    | Shoes       | Kerouan    | 3                |                       |                 | 2,500,000           |                    |                    | No          |         |     |        |
| 3                                 | A-009               | 07-01-02                |               |         | General Manager    | Agro Food   | South Mein | 2                |                       |                 | 6,000               |                    |                    | No          |         |     |        |
| 4                                 | A-018               | 11-01-02                |               |         | Chairman           | Agro Food   | Beirut     |                  |                       |                 | 2,000,000           |                    | Kafala             | No          |         |     |        |
| 5                                 | F-T-072             | 11-01-02                |               |         | Managing Partner   | Tanning     | Beirut     | 4                |                       |                 | 200,000             |                    | BLOM/EIB           | No          |         |     |        |
| 6                                 | F-S-073             | 10-01-02                |               |         | General Manager    | Shoes       | Beirut     | 4/S              |                       |                 | 2,000,000           |                    | SCBL               | No          |         |     |        |
| 7                                 | S-058               | 04-01-02                |               |         | General Manager    | Furniture   | Kerouan    | 3                |                       |                 | 2,000,000           |                    | Credit Lib/Kafala  | No          |         |     |        |
| 8                                 | O-067               | 14/01/02                |               |         | General Manager    | Textiles    | Kerouan    | 5                |                       |                 | 200,000             |                    |                    | No          |         |     |        |
| 9                                 | O-067               | 14/01/02                |               |         | Owner & G.M        | Agro Food   | Beirut     | 4/S              |                       |                 | 4,000,000           |                    | Byblos/Kafala      | No          |         |     |        |
| 10                                | A-065               | 21/01/02                |               |         | General Manager    | Real Estate | Tripoli    | 4/S              |                       |                 | 3,000,000           |                    | Byblos or Lib. Fr. | No          |         |     |        |
| 11                                | F-A-074             | 22/01/02                |               |         | General Manager    | Agro Food   | Beirut     | 5                |                       |                 | 4,000,000           |                    | Local Bank/EIB     | No          |         |     |        |
| 12                                | A-066               | 30/01/02                |               |         | Chairman - GM      | Printing    | Beirut     | 4/S              |                       |                 | 1,000,000           |                    | EIB/7              | No          |         |     |        |
| 13                                | F-O-084             | 01-02-02                |               |         | Financial Expert   | Printing    | Beirut     | 5                |                       |                 | 200,000             |                    | SCBL/EIB           | No          |         |     |        |
| 14                                | A-079               | 05-02-02                |               |         | Director General   | Textiles    | Beirut     | 5                |                       |                 | 200,000             |                    | Kafala/EIB         | No          |         |     |        |
| 15                                | P-026               | 06-02-02                |               |         | President          | Hospital    | Hazmich    | 4/S              |                       |                 | 6,000,000           |                    | Kafala/EIB         | No          |         |     |        |
| 16                                | PK-023              | 06-02-02                |               |         | President          | Resort      | Kerouan    | 5                |                       |                 | 40,000              |                    | EIB/BLF            | No          |         |     |        |
| 17                                | O-042               | 07-02-02                |               |         | Associate          | Agro Food   | Kerouan    | 4/S              |                       |                 | 600,000             |                    | EIB                | No          |         |     |        |
| 18                                | F-O-088             | 09-02-02                |               |         | Fin & Adm. V. Pr   | Others      | Beirut     | 5                |                       |                 | 1,000,000           |                    | EIB                | No          |         |     |        |
| 19                                | F-O-089             | 13/02/02                |               |         | Vice Pr - Manag    | Agro Food   | Mein       | 5                |                       |                 | 250,000             |                    | Kafala             | No          |         |     |        |
| 20                                | F-A-090             | 13/02/02                |               |         | Managing & Adm Dir | Others      | Kerouan    | 4                |                       |                 | 200,000             |                    | EIB/Kafala         | No          |         |     |        |
| 21                                | F-A-091             | 13/02/02                |               |         | Owner & G.M        | Printing    | Beirut     | 4/S              |                       |                 | 7,000,000           |                    | EIB/Kafala         | No          |         |     |        |
| 22                                | O-083               | 14/02/02                |               |         | Assistant G.M      | Packaging   | Mount Leb  | 4                |                       |                 | 600,000             |                    | Kafala/EIB         | No          |         |     |        |
| 23                                | PK-002              | 15/02/02                |               |         | Owner & G.M        | Printing    | Mein       | 4                |                       |                 | 200,000             |                    | EIB                | No          |         |     |        |
| 24                                | F-A-092             | 15/02/02                |               |         | Partner - Manager  | Printing    | Mount Leb  | 4/S              |                       |                 | 200,000             |                    | EIB                | No          |         |     |        |
| 25                                | F-O-094             | 18/02/02                |               |         | Assistant G.M      | Printing    | Beirut     | 4                |                       |                 | 200,000             |                    | EIB                | No          |         |     |        |
| 26                                | P-028               | 18/02/02                |               |         | Partner - Manager  | Printing    | Beirut     | 4/S              |                       |                 | 200,000             |                    | EIB                | No          |         |     |        |
| 27                                | PK-010              | 18/02/02                |               |         | Assistant G.M      | Printing    | Beirut     | 4                |                       |                 | 200,000             |                    | EIB                | No          |         |     |        |
| 28                                | F-P-096             | 21/02/02                |               |         | Assistant G.M      | Printing    | Beirut     | 5                |                       |                 | 200,000             |                    | EIB                | No          |         |     |        |
| 29                                | F-P-098             | 21/02/02                |               |         | Assistant G.M      | Printing    | Beirut     | 5                |                       |                 | 200,000             |                    | EIB                | No          |         |     |        |
| 30                                | F-P-099             | 21/02/02                |               |         | Assistant G.M      | Printing    | Beirut     | 5                |                       |                 | 200,000             |                    | EIB                | No          |         |     |        |
| 31                                |                     |                         |               |         |                    |             |            |                  |                       |                 |                     |                    |                    |             |         |     |        |
| 32                                |                     |                         |               |         |                    |             |            |                  |                       |                 |                     |                    |                    |             |         |     |        |
| 33                                |                     |                         |               |         |                    |             |            |                  |                       |                 |                     |                    |                    |             |         |     |        |
| 34                                |                     |                         |               |         |                    |             |            |                  |                       |                 |                     |                    |                    |             |         |     |        |
| 35                                |                     |                         |               |         |                    |             |            |                  |                       |                 |                     |                    |                    |             |         |     |        |
| 36                                |                     |                         |               |         |                    |             |            |                  |                       |                 |                     |                    |                    |             |         |     |        |
| 37                                |                     |                         |               |         |                    |             |            |                  |                       |                 |                     |                    |                    |             |         |     |        |
| 38                                |                     |                         |               |         |                    |             |            |                  |                       |                 |                     |                    |                    |             |         |     |        |
| 39                                |                     |                         |               |         |                    |             |            |                  |                       |                 |                     |                    |                    |             |         |     |        |
| 40                                |                     |                         |               |         |                    |             |            |                  |                       |                 |                     |                    |                    |             |         |     |        |
| 41                                |                     |                         |               |         |                    |             |            |                  |                       |                 |                     |                    |                    |             |         |     |        |
| 42                                |                     |                         |               |         |                    |             |            |                  |                       |                 |                     |                    |                    |             |         |     |        |
| 43                                |                     |                         |               |         |                    |             |            |                  |                       |                 |                     |                    |                    |             |         |     |        |
| 44                                |                     |                         |               |         |                    |             |            |                  |                       |                 |                     |                    |                    |             |         |     |        |
| 45                                |                     |                         |               |         |                    |             |            |                  |                       |                 |                     |                    |                    |             |         |     |        |
| 46                                |                     |                         |               |         |                    |             |            |                  |                       |                 |                     |                    |                    |             |         |     |        |
| 47                                |                     |                         |               |         |                    |             |            |                  |                       |                 |                     |                    |                    |             |         |     |        |
| 48                                |                     |                         |               |         |                    |             |            |                  |                       |                 |                     |                    |                    |             |         |     |        |



# ELCIM

## Euro-Lebanese Center for Industrial Modernisation



### Les conditions de prêts BEI et Kafalat

| Conditions imposées sur les prêts<br>Finaux | EIB PG Apex Rénovation des Hôtels   | EIB PG Apex Modernisation Industrielle   | KAFALAT   |
|---|---|--|---|
| Type d'investissements                      | Construction et rénovation d'hôtels 4 étoiles et moins au Liban excepté à l'intérieur des limites administratives de la ville de Beyrouth | Investissements de modernisation industrielles, y inclus construction de nouvelles unités de production industrielle ou de service à l'industrie | Financement pour fonder ou aggrandir des unités de production industrielle, agricole, touristique, artisanale, technologie informatique |
| Timing de l'investissement                  | Jusqu'à un an d'antériorité acceptée  | Jusqu'à un an d'antériorité acceptée   | 75% coût de l'investissement  |
| Montant du prêt bénéficiaire                | - Entre un min de 50,000 EUR et un max de 2,500,000 EUR (au delà, appel d'offres et analyse plus détaillée)                               | - Entre un min de 50,000 EUR et un max de 2,000,000 EUR (au delà, appel d'offres et analyse plus détaillée)                                      | LL 300 million ou équivalent en autres devises étrangères   |
| Devises                                     | EUR, USD et autres devises disponibles par la BEI   | EUR, USD et autres devises disponibles par la BEI  |   |
| Taux bénéficiaire                           | Taux de base BEI (environ 5.9) + 0.25% (CDR/BDL) + marge intermédiaire commerciale (non limitée par BEI)                                  | Taux de base BEI (environ 5.9) + 0.25% (CDR/BDL) + marge intermédiaire commerciale (non limitée par BEI)   |   |
| Durée                                       | 10 ans + 2 de différé = 12 ans  | 8 ans + 2 de différé = 10 ans  | 7 ans y inclus la durée d'accord  |
| Echéances                                   | au min 10 échéances annuelles: 1ère au plus tard 10/12/2004 et dernière au plus tard 10/12/2013   | au min 8 échéances annuelles: 1ère au plus tard 30/11/2005 et dernière au plus tard 30/11/2012   | Echéances mensuelles, y inclus les intérêts   |

Pour les prêts en dehors des 2 programmes EIB, le taux à 10 ans en USD est de 5.67% (5.20% en EUR)

note verso

Received July 5, 2001

Patrick HOUARD-DEBRACONIER  
Project Management Unit Director

## MONTHLY ACHIEVEMENT REPORT

Period: June 2001

### 1. Time Table – Preparatory period

Enclosure 1

### 2. The P.M.U. Actual Tasks

#### Logistical tasks:

#### ✓ ➤ The P.M.U. office rent

The P.M.U. Administrator has sent his report concerning the P.M.U. premises to "le Ministre de l'Industrie", and E.U. Delegation on June 28, 2001

#### ➤ Support staff recruitment

To create a list of the P.M.U. potential local employees, recruitment ads have been submitted to the local newspapers: the Daily Star (in English), and the L'Orient le Jour (in French). The publication started the first week of June, and will be repeated the second week of July (Enclosure 2).

To select the candidates on the same basis, a series of selection criteria has been preparing. Following the EC procedures, after conducting the interviews with potential recruits, the P.M.U. management will propose selected candidates to be approved.

#### ➤ Procurement of equipment

The P.M.U. Administrator has prepared procurement of equipment, requests for purchase proposals were sent to a number of suppliers. After receiving the final offers, list of selected suppliers and equipment will be sent for the approval

#### ➤ Financial Planning

Indicative financial planning of the P.M.U. running costs for the first 6 months has been undertaken (Enclosure 3)

### 3. SPX (Sub-Contracting & Partnership Exchange)

- On June 8, an initial meeting at the I.R.I was held for a general discussion concerning the SPX programme. The meeting attended by Mr. Bassam Frenn (General Director IRI), Mr. Bernard Heitz (ONUDI Expert), Mr. Antoine Faycal (Sub-Contracting & Partnership Exchange Unit Head), and myself. Two potential beneficiary companies have been selected for a joint visit. The main aim of the visit is to assess possible involvement of the companies within the project, and to improve my knowledge on the SPX Programme.
- Following the decision taken on the initial meeting, on June 13 we (Heitz -- Faycal -- Houard-Debraconier) visited two selected companies (one in the Plastic sector and one in the Printing Sector). A full presentation of the SPX and the IMP Programmes was given to the General Managers of both companies
- Mr. Ficarelli from the EU Delegation informed the P.M.U. that SPX is intended to involve one hundred companies in the Sub-Contracting & Partnership Exchange before August 2001.

### 4. VET (Vocational Education Training)

- On June 14, following the request of the Minister of Industry, the meeting with Mr Joseph Raidy was held, to have a general discussion concerning the VET project. During the meeting Mr. Raidy explains his own ideas on the establishment of a new Technical College or University, including studies in Printing, Media, and Publicity

This professional school may provide five different types of formation:

- Evening courses for professionals, being actually working in the related fields, from 17:00 till 20:00, 50% practice and 50% theory;
- 4 years of education in the main sectors of the printing to obtain the equivalent of a BTS at the end of the scholarship. The main aim is to provide the printing industry with qualified workers for a specific type of machine;
- Post graduated 4 years studies after obtaining the BAC degree, students will be graduated as a Director of a printing company;
- Advanced 4 years post graduated studies, providing additional courses in management and graphic design, students will be graduated as a General Manager of a printing company

Mr. Raidy had also suggested to organise a kind of professional orientation for the future students after the BAC before entering the school, to present them all the opportunities in studies, and to help them in choosing the best adapted courses in direct relation with their actual skills. This school could attract a lot of students from the surrounding countries, where this type of studies does not exist.

➤ Preparation of feasibility studies that will be carried out in July in the Printing (STE: Michel DUMONT, CV included in the Technical proposal), and the Agro-Food sectors (expecting CV, and date of arrival from the Consortium).

## 5. EXPORT Promotion

Following the first contact established with the Textile Association concerning participation in the FATEX fair (ref. previous monthly achievement report), the working meeting was arranged with the Association management, where it was agreed that they would provide the P.M.U. with the following information:

- Names of the participants and a summary on their companies;
- Budget, including participation of the attendees;
- Estimated growth of their export after the exhibition.

That information is expected at the beginning of July.

## 6. PRELIMINARY VISITS in enterprises

In view to have the best knowledge of the problems of Lebanese companies in the Printing, Packaging, Agro-Food, Tannery, and Shoe manufacturing sectors, the P.M.U. Director prepares visits of + - 24 companies in all the five Lebanese Regions including small, medium, and large companies (5-250 employees, have been in business for at least 2 years) exporting and/or not exporting. Those visits will be organised at the beginning of July.

With the help of the Association of the Industrialists, Printing, Packaging, and Agro-Food that provided the P.M.U. with the list of selected companies, and with the help of the Euro-Info-Centre, we have arranged the entire meeting for the first two weeks of July.

## 7. OTHER MEETINGS

- June 19: Meeting with Mr. Sader (President of the Printing Association) – general discussion on the Project;
- June 20: Meeting with Mr. Herve Morice (Conseiller auprès du Ministre de l'Agriculture) – general discussion on the project;
- June: several meetings with MEDA TEAM concerning the project run;
- June 28: Meeting with MEDA TEAM -- EU representatives – IPP representatives – IMP (Director - Administrator) for a general discussion on future Lebanese EU project.

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Patrick HOUARD-DEBRACONIER  
Project Management Unit Director

*(PMU Director)*

ENCLOSURE 1

IMP

In Charge: E1=Director, E2=Sen. Bus. Adv. 1,  
E3=Sen. Bus. Adv. 2, E4=Jun. Bus. Adv. 1,  
E5=Jun. Bus. Adv. 2, E6=Administrator

Status: D=Done, C=On  
course, T=to be done

| Start      | Dead Line  | Description  | In Charge | Status |
|------------|------------|--|-----------|--------|
| 20.05.2001 | 20.06.2001 | Preparatory<br>Period:                                       |           |        |
| 20.05.2001 | 20.08.2001 | Logistical tasks:  |           |        |
| 20.05.2001 | 20.10.2001 | Financial planning of running costs of the PMU               |           |        |
| 20.06.2001 | 20.08.2001 | Financial planning of running costs of the PMU               |           |        |
| 20.07.2001 | 20.08.2001 | Design the organisation chart of the PMU                     |           |        |
| 20.07.2001 | 20.08.2001 | Design the main procedures of the PMU                        |           |        |
| 20.08.2001 | 20.10.2001 | Refine the procedures of the PMU                             |           |        |
| 20.06.2001 | 20.08.2001 | Design the accounting system and financial procedures        |           |        |
| 01.09.2001 | 20.09.2001 | Information campaign of the project                          |           |        |
| 20.06.2001 | 20.08.2001 | Prepare Overall and Annual Work Plans                        |           |        |
| 01.09.2001 | 20.09.2001 | Approval of OWP and AWP                                      |           |        |
| 20.06.2001 | 20.08.2001 | Carry out the feasibility studies for the 2 pilot VETschools |           |        |
| 20.08.2001 | 20.10.2001 | First selection of SMEs                                      |           |        |
| 10.08.2001 | 20.08.2001 | Reporting:<br>Inception Report<br>Quarterly Reports          |           |        |

This schedule considering the starting date: PMU Director's arrival (May 20, 2001) and the Technical Proposal approved by the beneficiary (Table page 50)

ENCLOSURE 2

International project in Lebanon is recruiting for 3 years:

- Secretary of the Team Leader speaking Arabic French English fluently, perfect written English required. Microsoft office and computer literate, very good presentation, Experience in top level relation appreciated
- Assistant to the administrator speaking Arabic French English. Proven sound experience in accounting. Microsoft and accounting software literate
- Secretary-receptionist, fluent Arabic, French and English, computer literate
- Driver speaking Arabic French or English, good knowledge of Beirut and its surrounding. Experience of administrative tasks and computer literacy appreciated

Please send CV in English by fax to 01 349615  
Or by e-mail to [alphapat@terra.net.lb](mailto:alphapat@terra.net.lb)  
Deadline for application July 10, 2001

ENCLOSURE 3

INP PREPARATORY BUDGET (USD) - May → November 2001

| Items                | May | June | July  | August | September | October | November |
|----------------------|-----|------|-------|--------|-----------|---------|----------|
| 1. Service           |     |      |       |        |           |         |          |
| 2. Supplies          |     |      |       |        |           |         |          |
| Equipment            |     |      | 12000 |        |           |         |          |
| Infrastructure       |     |      |       |        |           |         |          |
| 3. Info - Visibility |     |      |       |        |           |         |          |
| EEIC                 |     |      |       |        |           |         |          |
| Conference           |     |      |       |        |           |         |          |
| 4. Running cost      |     |      |       |        |           |         |          |
| Car rental           |     | 700  | 1000  | 1000   | 1000      | 1000    | 1200     |
| PMU staff            |     |      | 1300  | 2700   | 2700      | 2700    | 2700     |
| Stationary           | 62  | 120  | 400   | 100    | 100       | 100     | 100      |
| Transport            | 60  | 150  | 700   | 700    | 700       | 700     | 700      |
| Communication        |     | 180  | 600   | 600    | 600       | 600     | 600      |
| Office rent          |     |      | 5000  | 5000   | 5000      | 5000    | 5000     |
| Other                |     |      |       |        |           |         |          |
| Monthly expenses:    | 122 | 1150 | 21000 | 10100  | 10100     | 10100   | 10300    |
| Cumulated expenses:  | 122 | 1272 | 22272 | 32372  | 42472     | 52572   | 62872    |

## THE PREPARATORY PERIOD OF THE IMP PROJECT April 26 → September, 2001

### 1. First Visit (April 26 → May 9, 2001)

During my first visit I had meetings with all members of the Steering Committee and its Chairman – the Minister of Industry, with the exception of the member representing the Printing Association. During those meetings we have approached the following subjects:

- All different aspects of the project, and full scope of services that could be provided within the project;
- Type of specific actions they expect from the Industrial Modernisation Programme;
- Economical situation in their industrial sectors.

All the meetings were very productive, and I felt a real motivation to all the Steering Committee's members.

### 2. P.M.U. actual Tasks

#### Logistical problem:

- Renting an office: comparative table has been done – expecting final decision
- Procurement of equipment: comparative table will be ready at the end of *June*
- Selecting and recruiting support staff: will start in *mid-June* to be accomplished in *September*
- Financial planning of running costs of the P.M.U.: *June-July*

#### Organisation of the PMU/ ELCIM system:

- Design of the organisation chart: definition of the attributions of the members of the core team: *July*
- Design of the P.M.U. procedures: guidelines for the delivery of services: *July*
- Design and implementation of the accounting system and financial procedures: *June-July*
- Information campaign on the project: *August*
- Preparation of OWP and AWP + Inception Report: *June -- July*
- Feasibility study for two pilot schools: *June-July*
- First selection of SMEs: *August-September*
- Establish a clear division of responsibilities and operational links between the three service centres of the project (PMU, Euro Info Centre and SPX)

### 3. TORs for STEs

Seven TORs have already been prepared to mobilise STEs in the following fields:

- Feasibility study – pilot schools
- Promotional campaign
- Selection of SMEs in different industrial sectors

All TORs have been submitted to SODETEG for finalization and experts' proposal.

### 4. BEI Loan

Jacques Mamousse, the P.M.U. Senior Business Long Term Expert, had been working here during the last week, and is coming back at the beginning of July. Our main activities were focused on potential Financial support to Lebanese industrialists via the Lebanese Central Bank and 9 selected Lebanese banks (EU-BEI-Lebanese Central Bank 30,000,000 EUR loan).

The basic conditions of this loan are:

- Specific loans are provided in EUR to Industrialists for certain projects through 9 selected Lebanese banks;
- Duration of the loan is maximum 10 years;
- Fixed interest rate is between 9 – 10%;
- The Lebanese Government provides a “bonification” in interest of 7%, reducing the final fixed to 2 – 3%;
- The proposed credit line could not exceed 50% of the total cost of the project;
- On investment projects such a loan can finance maximum 22-30% as running capital
- The selected bank is responsible for risks.

The main advantages of these loans are:

- Duration of 10 years compare to actual maximal term of 7 years for loans provided by the banks in Lebanon;
- Fixed interest rate;
- Obtaining loan in EUR to avoid exchange losses for the industrialists importing or exporting in the European Union.

The project intends to implement the following actions in co-operation with the BEI, EU, and Lebanese Central Bank:

- Organise the first seminar in Beirut to present advantages, and mechanisms of the loan to the selected banks, industrialists, Chambers of Commerce and Industry, and all the Associations concerned. A brochure

prepared by EU and the BEI will be distributed to all the participants. Jacque Mamousse and myself will be the representatives of the P.M.U. to the seminar;

- Similar actions will take place in all the five regions of Lebanon.

At the present time we have already established contacts with two companies to study possibility of receiving such a loan. In the case of first one (plastic sector), the total amount will be +/- 2,700,000 EUR, including 700,000 EUR to replace an existing leasing on equipment already bought, and 2,000,000 EUR for a new investment (machines). That industrial project will give the opportunity to reduce costs, improve competitiveness, and increase its export turnover. In the second case (bakery products under franchising agreement), the total amount will be +/- 2,000,000 EUR for the project of creation a new assembling company supplying furniture's and services to new establishments in Lebanon, Germany, and Italy. This will bring new jobs, and develop export to German and Italian markets.

Both companies were suggested to contact one of the selected Lebanese banks and require their proposal, considering use of the European loan. After receiving report on the results of such a contact, the P.M.U. will organise the next meeting with the selected bank, where we will play our role of facilitator.

#### **5. EXPORT Promotion**

- ELCIM will prepare within the OWP/AWP a proposal for a more integrated strategy of export promotion for the country. To do that a clarification of the institutional responsibilities of the Lebanese administration will be necessary.
- As a first concrete action, the P.M.U. had established a contact with Ms. Line Naufal (M&DS – independent consultant), following the request of the Textile Association and I.R.I., with the purpose to assess within the P.M.U. budget possible assistance to Lebanese Textile Industry, supporting their participation in the FATEX (textile expo) in Paris, November 2001.

The P.M.U. is ready to consider opportunity of such assistance, based on submitted detailed budget and breakdown of planned input of all the parties and institutions involved. A strict coordination with the working plan of the Sub-contracting exchange activities at IRI is also necessary.