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# **Agricultural Product Quality Control and Certification (QCC) Program: Final External Evaluation Report**

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# **Agricultural Product Quality Control and Certification (QCC) Program: Final External Evaluation Report**

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## ACRONYMS

AFDL	Agro Food Development center and Lab in Saida
AOR	Agreement Officer's Representative
CCIAs	Chambers of Commerce, Industry and Agriculture
COP	Chief of Party
COR	Contracting Officer's Representative
CPD	Consumer Protection Directorate
DCOP	Deputy Chief of Party
DO	Development Objective
EU	European Union
FDA	Food & Drug Administration
FtF	Farmer to Farmer
FQC	Food Quality Center in Zahle
HACCP	Hazard analysis and critical control points
HORECA	Hotel, Restaurant and Catering( HORECA) trade show
IRI	Industrial Research Institute
ISO	International Organization for Standardization
LARI	Lebanese Agricultural Research Institute
M&E	Monitoring and Evaluation
MENA	Middle East and North Africa
MOA	Ministry of Agriculture
MOET	Ministry of Economy & Trade
MOU	Memorandum of Understanding
PMP	Performance Management Plan
PMPL	Performance Management Program for Lebanon
QCC	Lebanon Agricultural Product Quality Control and Certification
QCC	Quality Control Center in Tripoli
QUALEB	Quality Unit at the Ministry of Economy & Trade
SGS	Société Générale de Surveillance
SI	Social Impact
SLFI	Syndicate of Lebanese Food Industries
SME	Small or Medium-sized Enterprise
SOW	Scope of Work
TOR	Terms of Reference
USAID	United States Agency for International Development
USG	United States Government

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## EXECUTIVE SUMMARY

The QCC project was designed to support the Chambers of Commerce, Industry and Agriculture (CCIA) food labs in Saida, Zahle and Tripoli. The objective was to assist the labs to become recognized leading facilities for testing in Lebanon. The project sought to assist the labs with equipment and capacity building so that each lab would achieve ISO 17025 and ISO 9001 accreditation. ISO (International Organization for Standardization) is the internationally recognized body established to ensure that products and services are safe, reliable and of good quality. ISO 17025 is the main ISO standard used by testing and calibration laboratories. ISO 9001 sets the standards for quality management systems. Compliance with the ISO 17025 and ISO 9001 standards ensures that quality management and technical systems are in place that will see the labs consistently produce valid results.

Lab accreditation coupled with CCIA certifications allows the CCIA to operate as one-stop export shops and that provide reliable and efficient test results to Lebanese processors. The project came at a time when food safety in Lebanon became a major concern as some Lebanese products were rejected from export markets. High levels of pesticide residue and low-quality standards had affected Lebanon's ability to export. Supporting testing facilities and expanding the range of services outside Beirut was viewed as key for improving the competitiveness of the agro-food industry and raising the quality of exported products ultimately resulting in increased exports. Overall the project has succeeded in enhancing Lebanon's export potential by supporting the three CCIA labs in achieving ISO 17025 and ISO 9001 accreditation.

Summary of the key findings of the evaluation include the following:

1. The CCIA labs in Tripoli and Zahle and Saida achieved ISO 17025 accreditation that is inclusive of ISO 9001 accreditation. A majority of clients of the three facilities reported satisfaction with the services provided in terms of efficiency, reliability of results and proximity of the facilities.
2. All three labs now have the capabilities of one-stop-export shops. The Tripoli lab is being mainly used for exports and is thus significantly utilizing the available one-stop export shop services; while Zahle and Saida to date are being mainly used for validating internal testing of producers and have not yet had an effect on the export market.
3. QCC has helped the food industry by developing the enabling environment for export so that food processors can demonstrate to the export market that they produce high quality and safe products. However the link between the overall agro-food strategy and QCC's achievements is indirect and the QCC contribution to the overall strategy for agro-food industry has been limited.
4. Lab accreditation and the proximity of the labs to producers will act as a catalyst for increased exports. The project activities mainly included upgrading the capabilities and facilities of the labs and their staff and had limited built-in direct engagement with food processors, hence the project cannot be said to have directly contributed to an increase in exports.
5. Based on revenue generated from the lab tests reported in income statements, two out of the three labs are currently assessed to be financially sustainable. The third lab only recently began to provide services, and there was not sufficient financial data to make an assessment. The recent ISO accreditation adds value for all clients as it raises the value of tested products by demonstrating that they are compliant with international standards and deemed as safe.

6. None of the clients faced difficulty in export following testing their products in Lebanon and none had their goods returned which is evidence that the testing services provided are reliable and trustworthy.

## I. INTRODUCTION

The Agreement Officer's Representative (AOR) for the Agricultural Product Quality Control and Certification (QCC) Program, requested an end-of-project evaluation. The AOR described the evaluation as an external technical review of the project that was implemented by ACDI/VOCA.

The proposed suggested objectives of the evaluation are:

1. Examine if QCC has expanded the availability and access for agro-food processors to recognized high quality food testing laboratories in three decentralized areas in Lebanon: North, Bekaa and South Lebanon.
2. Examine if QCC has built the institutional capacity of the Chambers and its labs (local institutions) in terms of human resources, management, business and financial sustainability, as well as capability and capacity to provide, disseminate and manage an export information and standards database and website established under the program.
3. Examine if each of the labs has become a 'one-stop export shop' for food exporters enabling them to obtain needed documentation and tests to export their goods.
4. Examine if the availability of the three labs has increased the exports of agro-processors (and how many are small and medium agro-processors) through the improved facilities.
5. Identify successes and/or lessons learned.

The Performance Management Plan for Lebanon (PMPL) was tasked with elaborating an evaluation scope of work for the QCC project based on the above objectives. The resulting evaluation scope of work (SOW) is attached as Exhibit 1. This evaluation is a final performance evaluation as defined in the USAID Evaluation Policy.<sup>1</sup>

USAID/Lebanon awarded the Performance Management Plan for Lebanon (PMPL) to Social Impact, Inc. on September 30, 2010 as a mechanism to assist the Mission in carrying out its program performance monitoring, verification, evaluation and communication responsibilities. PMPL's staff of four monitoring and evaluation specialists augments and enhances the capacities of USAID's Implementing Partners to manage for results by ensuring that projects are progressing as expected and are reporting their performance indicators according to their performance management plans.

Upon review of the evaluation SOW and in order to complete the evaluation as quickly as possible, it was decided that PMPL in-country staff would conduct the evaluation rather than external experts. The current PMPL team members are well acquainted with the project and possess the required expertise to conduct a final evaluation in this sector. Over the duration of the QCC project PMPL has conducted project site visits to each of the laboratories and has completed data verifications for the indicators reported in its performance management plan. In general the PMPL team is well informed about what the project has been able to achieve. Fieldwork for this evaluation was conducted from the 9<sup>th</sup> to the 27<sup>th</sup> of July 2012.

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<sup>1</sup> USAID EVALUATION POLICY, Bureau for Policy, Planning, and Learning, January 19th, 2011, page 4

## II. BACKGROUND

### BRIEF OVERVIEW OF QCC PROJECT CONTEXT

On July 21, 2009, the United States Agency for International Development (USAID) awarded ACDI/VOCA the Agricultural Product Quality Control and Certification Program (QCC) in order to increase the global competitiveness of Lebanon's agro-processing industry through sustainable expansion and improved quality of market-oriented services provided by accredited and certified laboratories and plants. QCC is a three-year, \$3 million cooperative agreement (number 268-A-00-09-00040-00) funded as an associate award under the Middle East and North Africa Farmer to Farmer (FTF) Leader with Associates (number EDH-A-00-08-0000-6-00). The program was designed to support the testing labs and plants by enhancing the services provided while focusing on compliance, quality and food safety. The intention of the project has been to expand the number of accredited testing laboratories that can serve as a viable platform for Lebanese exporters and expand their sales.

The QCC program had three main objectives:

- Better services: improving the quality, market orientation and range of plant and laboratory services available to agro-industrial processors and producers
- More-effective business models: improving marketing efforts and increasing profitability and sustainability
- Increased collaboration: expanding systematized collaboration among service providers and the broader agro-industry

The initial phase included a market assessment for the three facilities in Tripoli, Zahle and Saida and identified the main constraints and means for addressing them. Following the market assessment, the program was able to identify areas of support for each lab facility according to its needs. Support areas included procurement of new equipment and physical upgrades to improve and broaden the range of testing services. Moreover, ISO 17025<sup>2</sup> accreditation was identified as a key area of support where the Tripoli lab had already started the process prior to QCC project and the Zahle and Saida labs were starting for the first time.

The expected outcome was that the labs will be able to provide a wider range of services according to internationally recognized quality standards. This would lead to an increase in number of clients. Furthermore, with a wider client base and higher quality service, local producers are expected to have access to new markets and they are able to reduce the time and cost of quality and compliance testing and hence be more competitive in accessing export markets.

The agro-food processors face a challenge in exporting due to lack of information about export market requirements and scarcity of available testing facilities that provide reliable and efficient results. Prior to QCC project, the existing quality and compliance testing labs were concentrated in Beirut, which added to the cost of testing on processors that are located outside the capital. All

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<sup>2</sup> ISO 17025 is the main ISO standard used by testing and calibration laboratories. ISO 9001 sets the standards for quality management systems. Compliance with the ISO 17025 and ISO 9001 standards ensures that quality management and technical systems are in place that will see the labs consistently produce valid results. In this document ISO 17025 includes reference to ISO 9001.

three Chamber labs were initially operating under their capacity due to lack of new equipment and lack of expertise in marketing and innovative testing. At the same time, more processors were demanding new required tests for export such as for dairy, juice, baked goods and olive oil.

### **III. EVALUATION METHODOLOGY**

As graphically outlined in Annex 1, the evaluation team assessed the achievement of the project by reviewing the Revised Technical Application submitted by the project to USAID on May 26, 2009 and the achievements of the project noted in the quarterly reports and performance indicators. The team reviewed the support provided for each chamber in accordance with each project objective (as shown in Section IV below) at each of the three labs. This approach yields findings and conclusions relevant to each evaluation question for each lab.

The evaluation of the QCC project was initiated by a desk review of project documents and collection of primary and secondary data. The evaluation team spent one day at the QCC office gathering information and reviewing supportive documents. Through the desk review phase, secondary data was gathered from project proposal, initial work plan, initial market assessment, quarterly reports, the business plans developed by QCC for each supported laboratory, financial performance figures and the client database for each facility. The list of program documents reviewed is shown as Annex 1. Based on findings from the desk review, four sets of key-informant interview questionnaires were created. Primary data was collected from key informant interviews with: 1) QCC staff, 2) CCIA representatives 3) laboratory managers and 4) clients of each facility. The sample questionnaires for each category of key informant are attached as Annex 2.

Qualitative data generated from key informant interviews with chambers' representatives and laboratory managers validated reported project achievements related to the expansion and improvement of a range of services, the sustainability of the lab and the cooperation with other facilities providing a similar range of services. Qualitative data generated from the client survey, was analyzed and crossed checked in order to validate the project achievement and the improvement of the lab services within each chamber of commerce.

A nonprobability sample<sup>3</sup> based on convenience and judgement was used. There was insufficient time available to formulate and implement a probability sample. Rather interviewees were selected that were thought to best represent the spectrum of clients in terms of three parameters: location (which lab provided the services), the food sector being served, and the amount of revenue generated by the client. Tripoli is the oldest of the labs and has a much larger client base than either Zahle or Saida. Difficulties in reaching some clients due to the instability in Tripoli and Saida and frequent road blocks during the evaluation period was challenging. The evaluation team defined a survey sample that has representation from diverse food sectors (olive oil, spices, canned food, ready mix, juice, honey, cereals and chicken production) and includes a combination of clients who generated the highest income for each facility (roughly a representation of clients based on lab revenue generated). The assumption for seeking the opinions of the highest revenue generating clients was that the sustainability of the labs rested largely on the ability of the labs to retain them as customers. The list of clients interviewed per facility is shown as Annex 2.

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<sup>3</sup> Paul S. Levy and Stanley Lemeshow (1999), "Sampling of Populations: Methods and Applications" 3<sup>rd</sup> edition, Wiley Series in Probability and Statistics, page 20.

A total of 13 clients were interviewed, which included 10 quality managers of which eight are female. The sample size is divided per facility as follows: six clients of the Tripoli lab, five clients of the Zahle lab and two clients of the Saida lab. Additionally the evaluation team met with three QCC staff members, the president of Saida Chamber of commerce, three chamber's representatives, and three Lab managers of which two are female.

## IV. QCC TECHNICAL PROPOSAL REVIEW

### OBJECTIVE 1: IMPROVING THE QUALITY, MARKET-ORIENTATION AND RANGE OF PLANT AND LABORATORY SERVICES TO AGRO-FOOD PROCESSORS AND PRODUCERS.

#### Direct procurement and Technical Assistance:

The project proposal stated that findings of the market assessment for the three labs have guided the procurement process. Moreover, the objective was to expand the range of services of the labs according to their needs. As such, direct procurement took place which extended over the period of six months due to the large quantity of the equipment purchased (some 500 items) and associated cost. The equipment was delivered to the facilities and training was conducted by the suppliers to ensure that lab staff is able to operate the new equipment.<sup>4</sup> Delivery of equipment is in its final stages in all three facilities. A list of delivered equipment is shown as Annex 3.

Below is the list of technical assistance activities included in the proposal compared with activities that the project implemented.

Activity stated in the proposal	Implemented activity
Training and equipment upgrades associated with ISO 17025 accreditation and ISO 9001 accreditation.	This was completed for all three chambers. Accreditation was conducted for selected tests and parameters. For Tripoli: 4 parameters were selected, Saida two for microbiology and one for chemical test and in Zahle for microbiology <sup>5</sup> .
Explain FDA, EU and GCC standards and import processes.	The project organized a workshop for processors in June, 2012 on FDA and EU market requirements. A total of 42 processors attended.
Assistance with specific types of equipment and tests.	The Business plan identified specific equipment for testing per chamber.
Implementation of new services.	A total of 5 lab managers and staff members received training on advanced microbiology techniques. The training was conducted by the Faculty of Sciences at the University of Saint Joseph.
Unique tests and analysis required for specific products	Each chamber identified tests that they wish to introduce such as honey and olive oil for the Tripoli lab, and quality control of wheat flour and shelf life of oil for Saida lab. The project delivered equipment requested for new types of tests requested.
Packaging and labeling innovation	According to the market assessment conducted

<sup>4</sup> PMPL verified the equipment delivered to the Tripoli lab in a site visit dated 15 February, 2012.

<sup>5</sup> The ISO accreditation for each lab was conducted for the following parameters: Tripoli: *Listeria monocytogenes*, *Salmonella* species, and peroxide value in oil and free fatty acid in oil. Zahle: *Salmonella* species, *E. coli*, Peroxide value in oil and Free fatty acid in oil. Saida: *Salmonella* species and *E. coli*.

	by QCC; this activity was not viewed as a need as it is mainly focused on research and development for the pilot plants. Instead, the assessment highlighted that procurement of new equipment as priority that would develop the testing services for labs. As such, the project did not work on packaging and labeling as recommended in the assessment
Training on serving as third party provider of market conformity assessments and certificates, including training pilot plan personnel to serve as certified auditors in accredited assurance programs such as HACCP , ISO 9001 and 22000, EU organic programs , etc	The project trained three lab staff selected from the three chambers on ISO lead audit by SGS.

**Shared Database:** It is stated in the technical proposal that the project would create a shared database for all three chambers with relevant client information, and sales data. According to project staff key informant, the project has not pursued this activity per se as the three chambers fall under the Federation of Chamber of Commerce, Industry & Agriculture and this is designed as a joint activity mandated by the federation. Moreover, the federation is not a partner to the project and QCC cannot make suggestions to the federation as an entity. Instead, the project shifted efforts to developing a database for the Syndicate of Lebanese Food Industries (SLFI) through providing the necessary tools and templates to develop a client database. The members of the Syndicate are simultaneously members of the various Chambers. A sample of a client database is attached as in exhibit 2.<sup>6</sup>

**Web portal:** In the proposal, QCC committed to developing a joined web portal which would help the three labs operate as one-stop export shop which would serve as an export data source for local processors. The portal includes data on export regulations, country-specific requirements, tests and certification bodies. Moreover, it also points users to where they can test their products in Lebanon and provides related information on ministries and labs. The TASDIER web portal was officially launched on July 2, 2012 and the site can be accessed on this link: <http://www.cci-fed.org.lb/English/index.aspx?pageid=415>. The portal is hosted and managed by the Federation of Chamber of Commerce, Industry & Agriculture (of which all three Chambers are members).

**Internship & professional development:** The QCC proposal states that the project will build the competence of lab staff through arranging internships and sponsor participation in the Dubai International Food Safety Conference. According to the project's quarterly reports the project sponsored the participation of three lab staff (one representing each chamber) to attend the Dubai International Food Safety Conference in 2010. During the interviews their attendance was confirmed.

**Quality Seal:** in the initial stages of the proposal, the project aimed to provide support to the three chambers to develop a quality seal with a set of policies and guidelines that need to be administered. However, the project did not pursue this activity as the quality seal was intended for the pilot plants. At the onset of program implementation market assessment/business and

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<sup>6</sup> This report contains both annexes and exhibits. Exhibits are reference documents not easily attached to the main report, or documents that were thought too long to include with the main body of the report.

sustainability planning was conducted. Recommendations ensued stating that the project should focus on developing lab services that generate significantly more income for the facilities and are thus more important to sustainability rather than the pilot plants. Moreover, once ISO 17025 accreditation was achieved, the ISO 17025 accreditation would be internationally recognized and accepted in the export market guaranteeing a high quality service by the labs obviating the need for a quality seal.

## **OBJECTIVE 2: IMPROVING MARKETING EFFORTS AND INCREASING PROFITABILITY AND SUSTAINABILITY OF THE TARGETED FACILITIES.**

With reference to the project proposal, the increase of marketing awareness, profitability and sustainability was supported by a range of targeted activities that focused on developing a business plan for each lab, increasing the range of services, improving the management capacity of the lab staff, and developing marketing tools for each facility. Following a market assessment three action plans were developed in a participatory manner in order to customize the support for each CCIA lab.

According to the year three work plan and quarterly reports, QCC project ensured that facilities become and remain profitable by developing the following range of activities for each laboratory:

**Develop improved business and marketing plans:** As stated in the year three work plan, QCC team supported each facility during the second year of the project in developing a business and marketing plan. The third year of the project involved monitoring and evaluation as the QCC Business Advisor closely observed the implementation of each facility's strategies and objectives listed in the business plan. CCIA staff key informants indicated that they followed the objectives mentioned in the business plan such as pricing policy, ISO accreditation, signing MOUs with ministries, and developing a marketing strategy.

**Provide assistance improving financial modeling and forecasting:** During year two, QCC assisted the facilities in building their own fee structure including a cost sheet for every product or service. During the second quarter of year three, work sessions were held with the lab managers, and the structure of the pricing template was built. QCC provided training to the lab managers so that they are able to fill-in the pricing gaps and structure the cost of every parameter independently. QCC identified a major need for automating administrative processes, from data entry to reporting and decision making. In year three, QCC was planning to work with the facilities to implement a data management system named Laboratory Information Management System (LIMS). This activity was not completed by the end of the project since ALIGN and the University of Saint Joseph team which supported the chambers in the accreditation process, recommended to postpone this activity until the second year of accreditation because the automated management system was not taken into consideration in the developed Standard Operating Procedures (SOP) submitted for accreditation. A detailed list of trainees and trainings conducted by QCC through the life of project is attached as Annex 4.

**Provide follow up technical assistance to build facility's internal capacity:** After receiving the required trainings, QCC planned to ensure that by the end of the program the lab managers will have the tools needed to independently manage their operations in an effective and sustainable way. During Q3 of year three the business development specialist delivered the tools that support lab managers in monitoring their financial performance, which included income analysis template, break even analysis template and a pricing template. In Q3 of year three lab managers started reporting on their financial performance without the support of QCC Business Advisor.

As stated in the work plan and quarterly reports, in order to increase the awareness of the CCIA labs the project improved the marketing efforts of the CCIA through the following activities:

**Facilitate and implement basic upgrade to existing facility public websites:** Following the re-branding efforts that resulted in new names and logos for the facilities, reminders were sent in Q4 of year two to all CCIAs' facilities in order to urge them to update their website on a continuous basis. The QCC marketing advisor planned to continue supporting the facilities in developing and updating their independent web pages within the CCIA websites. During Q2 of year 3, the Marketing Advisor identified the main tasks that would be required by the focal marketing person in each facility. The necessity to delegate and support a focal point that would be responsible for updating the news feed on the CCIAs' website was identified. Key informants from QCC staff confirmed that this activity wasn't achieved since a focal point couldn't be identified that had the necessary advanced competency in IT and marketing. QCC had fulfilled its requirements by developing all the materials that were to be uploaded onto the website. However, the Tripoli CCIA did not have the budget to hire a qualified IT specialist to develop and maintain the website. The CCIA is seeking support from another organization to fill the vacancy. Zahle and Saida CCIA did manage to update the website with the QCC materials.

**Develop improved marketing plan, marketing materials, design templates for facilities:**

QCC Marketing Advisor worked with the lab managers, who were the focal marketing contacts in each facility, on developing a marketing plan that was included in each facility business plan. A new identity, mission and vision for each facility were created at the beginning of year two. Marketing materials were also designed and printed in order to support each lab manager during its planned outreach program. A sample brochure developed for the chamber in Zahle is shown as Annex 5. During year two, the CCIA participated in the Hotel, Restaurant and Catering (HORECA) trade show. As planned, a customer satisfaction survey was conducted with clients of each facility, the results were to be shared with the evaluation team by the end of July 2012. A sample of the questionnaire used in the client satisfaction survey is shown as Annex 6.

**OBJECTIVE 3: EXPANDING SYSTEMATIZED COLLABORATION AMONG SERVICE PROVIDERS AND THE BROADER AGRO-INDUSTRY**

**Collaboration with Other Facilities:**

In the proposal, it is stated that QCC will enhance collaboration between CCIA labs and other laboratories and plants in Lebanon by creating an action-oriented working group. The aim is to organize events such as joint marketing campaigns, and provide assistance in developing group plans, an institutional capacity-building volunteer assignment and modest counterpart funding for select activities.

Under this activity, a meeting was held at the Ministry of Economy & Trade (MOET) with the head of the quality unit at the MOET (QUALEB), the USAID AOTR and the QCC team discussed the role of QUALEB as an umbrella for sustainable coordination between different stakeholders in the food sector. However, coordination among those entities was already taking place. For example, the main food testing labs (including the three CCIA labs supported by QCC) have joined within one committee under the Ministry of Agriculture (MOA) to unify the testing methods and standards. QCC therefore pursued working with QUALEB rather than the Ministry of Agriculture and thus created a joint initiative with QUALEB that would hold workshops and events related to the agro-food industry in Lebanon. One of the activities launched was the Food Safety and Export Challenges Workshop for Lebanese Food Processors which was hosted by two experts one in FDA regulations and another on the EU market. The workshop was held at Le Royal Hotel on June 19-20, 2012.

**Collaboration with the Industrial Research Institute (IRI):** QCC planned to coordinate with IRI for a variety of services including technical assistance on export market specifications,

verifying and assessing equipment needs, and pre-audit assessments. Moreover, the head of IRI wished to sign a memorandum of understanding (MOU) directly with the CCIAAs to facilitate their development. As such, QCC facilitated the signature of three MOUs between each chamber and IRI for technical exchange and inter- lab testing and coordination.

**Collaboration with the Syndicate of Lebanese Food Industries (SLFI):** In order to stay responsive to their clients' needs, it was vital for the lab facilities to coordinate with stakeholders such as SLFI on activities such as training on the Food & Drug Administration (FDA) regulations and stronger linkages with the pilot plants market-conformity services, SLFI has agreed to assist the plants in marketing their services to SLFI members. QCC committed to look for additional ways to expand this initial collaboration into a longer-term MOU.

QCC did not pursue an MOU with SLFI since all members of SLFI are members of the various CCIAAs; therefore, coordination between the three CCIA is taking place under the umbrella of the CCIA federation and SLFI members have access to various activities. QCC provided SLFI with an IT application/database template that enables quicker outreach to provide export and testing related information to its members based on member name, related Chamber membership, main export product and main destination of products.

**Technical Exchanges:** QCC wished to facilitate technical exchanges with laboratories in the U.S. or Europe that are willing to commit to a long-term mentoring relationship with the plant managers where CCIA lab managers can intern. QCC has opted to develop this activity with a lab in the region and not in the US or Europe as it will make these more sustainable if the labs wished to sign an agreement. The project put the three labs in contact with the Jordanian lab to enroll three staff members in an internship program. The three labs committed to cover the costs of this activity.



Picture 1 : Overview of FQC Lab



Picture 2: Overview of AFDL Lab



Picture 3: Overview of QCC Lab

## V. EVALUATION QUESTIONS

### EXPLAIN THE RESULTS AND NET IMPACTS OF ACTIVITIES UNDERTAKEN, AND IDENTIFY ANY UNINTENDED IMPACTS

QCC's indicator tracking table covering the reporting period April-June,2012 is as shown below:

Indicators	FY09	FY010		FY011		FY012		LOP		Comments
	Baseline	Target	Achieved	Target	Achieved	Target	Achieved	Target	Achieved	
Impact Indicators										
% change in value of international exports of targeted agricultural commodities as a result of USG assistance (MPMP 2.1.1)	4,685,913	0%	12,821,958	10%	1416% 71,028,553	10%	–	20%	1416%	Exceeded target
<i>Objective 1. Improve the quality, market-orientation and range of plant and laboratory services to agro-food processors and producers</i>										
Outcome Indicators										
O.1 1. Number of agr-related firms benefitting directly from USG-supported interventions (MPMP 2.1.2)	0	0	0	100	200	150	127	250	327	Exceeded target
O.1 2. Increased percentage of enterprises/clients reporting satisfaction with services provided by facilities (P I)	–	–	–	50%	–	75%	–	75%	70%	Target not met
O.1 3. Number of policy reforms, regulations, and procedures for which implementation has begun with USG assistance (MPMP 2.2)	0	1	1	1	0	0	1	2	2	Target met
Output Indicators										

1.1.1. Number of facilities that obtain international quality control certification & other process standards/ regulations (FSA Element:EG2.2 Trade and Investment Capacity)	0	0	0	1	0	2	3	3	3	Target met
1.1.2. Number of individuals who have received USG supported short-term agricultural enabling environment technical assistance or training (FSA Element:EG5.1 Agricultural Enabling Environment / Mission Agriculture Indicator)	0	50	86	50	2	50	63	150	151	Exceeded target
1.1.3. Number of SMEs accessing market information (web portal) (P I)	0	-	-	200	-	200	-	400	-	To be determined
<i>Objective 2. Improve marketing efforts and increase profitability and sustainability</i>										
Outcome Indicators										
0.2 1. Increased financial performance of assisted facilities (P I)	<0.3	0	0	0.5	CCIAZ 1.65 CCIAT 1 13 CCIAS 0 10	0.8	CCIAZ 4.47 CCIAT 1 13 CCIAS 0 10	0.8	CCI AZ 4.47 CCI AT 1.13 CCI AS 0.10	Target met
Output Indicators										
2.1.1.1. Number of facilities with improved business and marketing plans including a sustainability strategy (P I)	0	0	0	3	3	0	0	3	3	Target met
<i>Objective 3. Expand systematized collaboration among service providers</i>										

Outcome Indicators										
3.1.1.2. Number of joint initiatives launched by working group (P I)	0	0	0	3	0	3	0	6	1	Target not met
Output Indicators										
3.1.1.1 Number of new formalized partnerships among assisted facilities, and between assisted facilities and other testing laboratories and plants and agro-food industry stakeholders. (P I)	0	0	0	3	3	3	0	6	3	Target not met

### Summary of indicator table achievements:

The QCC project has met three of its eleven indicators, exceeded targets for three indicators and , did not meet four of its indicator targets. Two indicators are yet to be determined as one relates to the number of enterprises that are using the web portal which was recently launched in July 2012 (indicator 1.1.3), and another to the customer satisfaction survey that was not yet analyzed at the time of this evaluation (indicator O.1.2).

For the goal impact indicator: “% change in value of international exports of targeted agricultural commodities as a result of USG assistance”; the project reported an achievement of an increase of 1416%. Although, the project did not provide direct assistance to exporters, this indicator captures an increase in exports for lab clients who were already exporting prior to QCC support. As such, it is difficult to make the assumption that the project support directly lead to this substantial increase in exports. Moreover, this value is largely attributed to one client that was able to enter a new export market and multiply sales. The breakdown of exports is as shown below:

	<i>Value in USD</i>		
<b>Zahle Clients export values in 2011</b>	<b>62,609,514</b>		
<b>Tripoli Clients export values in 2011</b>	<b>8,419,039</b>		
<b>Total value 2011</b>	<b>71,028,553</b>		
<b>Total Value 2010</b>	<b>12,821,958</b>	Tripoli clients 2010 export value	Zahle clients 2010 export value
		3,514,793	9,307,165
<b>Baseline 2009</b>	<b>4,685,913</b>	Tripoli Baseline	Zahle Baseline
		1,004,389	3,681,525

increase in exports value 2010/2011	454%		
increase in exports value 2011 compared to baseline	1416%		

For Indicator O.1.1 “Number of agro-related firms benefitting directly from USG-supported interventions.” The project reported an achievement of 327, PMPL has verified that the achievement for this indicator is 317 (which does not affect the overall achieved result of exceeding the target) and is broken down as follows:

In 2011 : Tripoli lab supported 142 clients and Zahle lab supported 48 clients.

In 2012 : Tripoli lab supported 85 new clients and Zahle lab supported 42 new clients.

For indicator O.1.2 “Increased percentage of enterprises/clients reporting satisfaction with services provided by facilities” the project is yet to verify the level of client satisfaction reported as the survey results are expected to be included in the final project report that will be submitted to USAID later this year.

For indicator O.1.3 “Number of policy reforms, regulations, and procedures for which implementation has begun with USG assistance (MPMP 2.2),” the project reported two as an achievement which capture the organic certification for the Zahle lab as one regulation and the ISO 17025 accreditation for all three labs as another procedure.

For indicator 1.1.1 “Number of facilities that obtain international quality control certification & other process standards/ regulations (FSA Element:EG2.2 Trade and Investment Capacity)” the project reported an achievement of three which relates to each CCIA in Tripoli, Zahle and Saida . As stated under lab-specific-results section, all three chambers are in the final stages of accreditation.

For indicator 1.1.2 “Number of individuals who have received USG supported short-term agricultural enabling environment technical assistance or training,” the project reported an achievement of 151 which exceeded the set target as shown in the table of provided trainings in Annex 4.

For indicator 1.1.3 “Number of SMEs accessing market information (web portal),” the actual number of SMES using the web portal is yet to be determined as it has only been launched since July, 2012.

For indicator O.2.1 “Increased financial performance of assisted facilities,” it is calculated based on a formula<sup>7</sup> developed by QCC business advisor which takes into consideration the sales and the expenses of each chamber according the calendar year of the chambers. FQC and QCC exceeded breakeven for the year 2010 by 65% and 13% respectively. However for 2011 only the breakeven for Zahle was updated since data from Tripoli was not available at the time of the report submission. The achieved LOP takes into consideration data from January till June, 2012.

For indicator 2.1.1.1 “Number of facilities with improved business and marketing plans including a sustainability strategy”, the project reported an achievement of three which is evident in the business plans that were developed for all three CCIAAs.

<sup>7</sup> Breakeven per chamber is shown as annex 7

For indicator 3.1.1.2 “Number of joint initiatives launched by working group”, the project reported an achievement of one which relates to the workshop for the European market and US market requirements for food processors held in June, 2012 and attended by 42 processors. The project did not meet the set target of three as establishing a working group and implementing joint initiatives was not possible in the light of the inability of the program to work or interact with the Ministry of Agriculture which was beyond the control of the program.

For indicator 3.1.1.1 “Number of new formalized partnerships among assisted facilities, and between assisted facilities and other testing laboratories and plants and agro-food industry stakeholders”, the project reported an achievement of three where each CCIA in Tripoli, Zahle and Saida signed an MOU with the Industrial Research Institute

## **AVAILABILITY AND ACCESS TO TESTING:**

### **Examine if QCC has expanded the availability and access for agro-food processors to recognized high quality food testing laboratories in three decentralized areas in Lebanon: North, Bekaa and South Lebanon.**

Based on the conducted key informant interviews, the lab managers have indicated that the project supported them in increasing the range of services provided by acquiring new equipment needed for new testing services. The project expanded the microbiological testing services for Saida and Zahle labs, and improved honey and olive oil range of testing for the Tripoli lab. Furthermore the project increased the capacity of production of the three labs by increasing and upgrading the amount of already existing equipment.

QCC key informants indicated that the support provided through technical assistance and procurement of new equipment is based on a market assessment that highlighted areas for potential growth for each chamber. Furthermore, the fact that LARI and IRI are in Beirut represented an opportunity for the labs to decentralize such services, and serve other areas with high quality services.

Client key informants indicated that the proximity of the accredited labs is an added value and all of them are satisfied with the service provided as it has saved time and cut transportation costs. They also showed confidence in test results as some of the clients are using the lab services to validate tests done in their internal labs. The labs are also providing after sales services such as consultancies on quality improvement and free delivery of results.

As for the pricing policies, the three labs applied different pricing. Prices of services in Tripoli are less than IRI and 30% higher than LARI. Prices of services in Zahle were being readjusted in order to compete with IRI which is providing a 50% discount for the members of the ALI (Association of Lebanese Industrialists). Prices of Zahle services were expected to be discounted by 25%. The chamber of Zahle cannot price compete with LARI which has subsidized prices and is currently taking into consideration a price adjustment. As for Saida, the lab manager believes they are competing with LARI in some microbiology tests as they provide tests for same prices with higher quality service.

The ISO 17025 accreditation of the CCIA labs is viewed as a major achievement by key informants as it gives national and international credibility for the labs and builds confidence for their clients who can be certain that their products conform to the export standards.

#### **Lab specific results:**

Tripoli: The Tripoli lab had previously worked on implementing ISO 17025 requirements through a donor program. QCC continued to support the lab's endeavors, which has now led to accreditation. The lab's technical feedback addressing the findings was accepted by the accreditation body in July, 2012. The lab was officially accredited on August 31, 2012 (see Exhibit 7 for scope of accreditation).

Zahle: An external Audit was conducted for the lab in Zahle during February and March, 2012 and follow-on visits were completed in July, 2012. A gap analysis was completed following the audit visits and identified minor non-conformities with regards to calibration of equipment and the need for a quality management system. The University of Saint Joseph team has been supporting the lab to address the non-conformities and implement the required corrective actions. The lab was visited by ISO 17025 auditors in July, 2012, and the Zahle lab technical feedback

addressing the findings were technically accepted by the accreditation body in July, 2012 .The lab was officially accredited on August 31, 2012 (see Exhibit 7 for scope of accreditation).

Saida: Expansion of Saida laboratories was completed in March 2012 according to ISO 17025 requirements and the official launching ceremony took place on July 27, 2012 where a memorandum of understanding was signed between MOET and the Saida lab for collaboration on testing. The new microbiology lab adheres to the required standards and was visited by ISO auditors in July, 2012. The auditor identified a number of minor non-conformities which the lab worked on addressing. The lab technical feedback addressing the findings was accepted by the accreditation body in July, 2012.The lab was officially accredited for ISO 17025 on August 31, 2012 (see Exhibit 7 for scope of accreditation).

## **INSTITUTIONAL CAPACITY**

**Examine if QCC has built the institutional capacity of the Chambers and its labs (local institutions) in terms of human resources, management, business and financial sustainability, as well as capability and capacity to provide, disseminate and manage an export information and standards database and website established under the program.**

The business plan developed by QCC in collaboration with the CCIAs supported each institution in setting targets, estimating their cost and segmenting their clients. In Tripoli the implementation and update of the plan is done by two vice presidents, the treasurer, the program director and the lab manager. However, in Zahle a business development specialist is assigned to update the business plan and the deputy general manager (GM) is the key person for implementing it. The Saida lab manager who was trained on business planning and financial modeling supports the GM in implementing and updating the plan.

A desk review of the developed business plans, sales figures<sup>8</sup> and client lists<sup>9</sup> for the Quality Control Center (QCC) in Tripoli, the Food Quality Center (FQC) in Zahle and Agro Food Development center and Lab (AFDL) in Saida indicated the following:

- QCC lab exceeded the targeted of \$96,000 for 2011 that was stated in the business plan by generating an income of \$104,170, compared to \$47,970 in 2010. During the first six months of 2012 the lab generated an income of \$65,285; the yearly sales target was forecast to be \$192,000.
- QCC lab reached its target number of clients where the lab served 142 clients in 2011 and served 85 new clients in the first half of 2012.
- According the sales figures of QCC lab for 2011, 7 clients are generating 62% of the income, 28 % of the total income is generated by one client and only 12% are common clients from the MOEA and the MOA.
- As stated by the Program Coordinator at CCIA<sup>10</sup> and based on 2011 audited financial figures, QCC lab is currently covering all expenses except the rent of the facility and depreciation of lab equipment. It was argued that the lab is therefore not breaking even. However, the lab produced revenues that exceeded expenditures by \$9,060. This lab “profit” reverts to the CCIA as the lab itself has no discretionary authority to spend this profit. As such this profit can be described as a rent payment to the CCIA. Whether or not this means that the lab breaks even is academic. The lab currently generates

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<sup>8</sup> Sales figures for each facility are shown as annex7

<sup>9</sup> Client lists for each facility are attached as exhibit 3,4,5 and 6

<sup>10</sup> Refer to annex 8: Correspondence with the Program Coordinator in the CCIAT, and annex 9 income statement for the period of January till June 2012 provided by the Program Coordinator in CCIAT

- approximately 20% of total CCIA Tripoli income according to the Program Coordinator. The evidence therefore supports the argument that it is sustainable.
- FQC lab exceeded the target of \$20,570 for 2011 that was stated in the business plan. The lab has generated an income of \$141,000 in 2011, exceeding the yearly target of 2012. The lab has generated an income of \$147,191 during the first 6 months of 2012. A sales value of \$300, 000 for the year 2012 is expected by the head of the lab.
  - FQC lab reached a total number of 42 agro related clients during the first six months of 2012. The target for 2012 in the business plan is 75 and still to be reached.
  - The ISO accreditation of the FQC Lab is a major achievement that will enable the lab to be internationally recognized. FQC is already recognized by the MOET to test exported Lebanese products. Such an achievement has increased the sustainability and expands the customer profile of the lab.
  - The FQC lab is highly dependent on the flow of imported products through the Lebanese-Syrian border, based on the first six months sales figures, the tests conducted by the ministries of agriculture, and the MOEA make up 92% of the total income generated by the lab.
  - AFDL lab: Due to the delay in the renovation process, AFDL in Saida resumed its operation in March 2012. The lab provided free testing services during the first month of operation to promote its services. It has generated an income of \$900 until the end of June, 2012. The sales projection mentioned in AFDL business plan is a simulation based on the experience of the CCIA Tripoli lab, which has been a successful business model. However, the model did not take into consideration the delay in the construction and rehabilitation process. The financial planning forecasted the target sales of \$7000 in 2011 and \$24,000 in 2012. The main challenges encountering the lab have to do with location, since the port of Saida is not active and food industries located in the South are few compared to other Lebanese regions. The Lab was recognized by the MOEA as a testing facility in July, 2012 and the Consumer Protection Unit (CPU) started sending samples to be tested at the lab. CPU cannot ensure the sustainability of the lab because of the limited allocated budget. The lab receives a large number of tests when complaints are filed from consumers. The CCIA is committed to supporting the lab, and to covering its expenses until it breaks even.

Technical assistance provided by QCC to build the facility's internal capacity improved the managerial capacity of the lab managers and the confidence in the competency of their staff. Lab managers of each facility have now the capacity to delegate technical responsibilities and focus on managerial tasks. They have acquired the financial tools to support them in calculating the cost of tests, the facility breakeven point and the monthly sales disaggregated by services and by clients. According to the project coordinator at the chamber of Tripoli, the lab is still in need for an accounting and management software.

After receiving their technical training, lab managers became capable to train newly recruited staff. Tripoli lab recruited three technical persons, and now five lab analysts are operating the lab. Zahle lab started out with two employees and is now operating with four employees; due to the unexpected high workload and requested tests, Zahle lab is planning to hire more staff.

The CCIA are committed to support the lab and improve their competitiveness and sustainability, such commitment is demonstrated by:

- In Tripoli by the \$66,000 investment in equipment (Mini Vidas) that can perform microbiology tests in one day;
- In Saida by the \$7,600 investment in infrastructure improvement; and
- The almost \$13,000 which was paid by the three chambers for coaching and calibration in order to accelerate the accreditation process for each facility.

To ensure compliance with ISO standards before the final auditing, QCC requested from a third party “Align” to provide additional coaching and to verify the calibration of the equipment. As such, the chambers agreed with QCC on covering the fees for this service. The remaining fund which was initially allocated to Align was disbursed on the procurement of additional equipment. QCC requested from the lab managers to supply their labs with needed equipment locally provided. As mentioned by the Lab manager in CCIAT, the calibrated weights which are required for ISO17025 accreditation could not be purchased using the remaining funds since they were not available in stock. The Chamber had to order the tools at its own expense.

QCC trained the three lab managers to be in charge of marketing and client outreach because a marketing plan based on one-on-one interaction with clients is needed given the specific testing and product development needs of each client. Despite the valuable support provided by QCC in terms of improvement of marketing awareness and visibility, the project coordinator in Tripoli believed they need to hire a marketing specialist at Tripoli lab to promote the activities and the services provided by the lab.

As for the lab in Saida, the lab manager believes they need additional marketing support to attract exporters located in the South and promote local industries to test their products before commercializing them on the local market.

QCC project developed the content and the material for marketing the labs including brochures, mission and vision, promotional texts and a tailored documentary for each lab in cooperation with each lab/Chamber. This material was meant to be used by the chambers and labs as well as uploaded and updated by the chambers and the labs on each of their websites. Zahle Chambers and Saida Chambers successfully uploaded the material on their websites and are currently maintaining and updating them. Tripoli Chamber has not uploaded this information yet due to internal staffing issues. The project coordinator of the chamber in Tripoli is seeking support from another organization to improve the website of the CCIAT and hire a qualified employee to manage and update it. The CCIAAs also received support in branding the lab and in participating in client attraction yearly events such as the HORECA food trade show. The three lab managers participated in the Dubai Gulf food exhibition and had the chance to visit and attend a one day workshop in Dubai central Lab. The participation in the previously mentioned exhibitions improved the exposure of the CCIAAs and its lab services.

All three labs in Tripoli, Zahle, and Saida were successfully accredited for ISO 17025 on August 31, 2012.

## **ONE-STOP EXPORT SHOP**

**Examine if each of the labs has become a ‘one-stop export shop’ for food exporters enabling them to obtain needed documentation and tests to export their goods.**

All the interviewed clients of Tripoli lab including the leading food processors such as Al Wadi, Second House products, Lebanon Mountains and Cedars Premium indicated that the Tripoli lab provides them with all the necessary information, paperwork and testing facilities for export purposes. All clients expressed high satisfaction with the Tripoli lab services and stated that the staff is very supportive and knowledgeable on different market requirements and steps for export. Seven out of eight interviewed clients of Tripoli lab indicated that they use the lab as a one-stop export shop. One client, a major honey producer, uses the lab to test for Tetracycline however, for export he relies on IRI services. He was not aware that the Tripoli lab provides export information and support services.

Some tests are not available in the chambers labs such as pesticides residues in fish, chemical residues and colorants in food, so clients resort to the IRI lab and the American University lab services instead.

As for Zahle lab, the clients indicated that they use it only to check the validity of their in-house testing. Clients are satisfied with the range of microbiology testing provided which are currently serving the purpose of making sure that their products are safe and their results are accurate. Clients however stated that such services are conventional compared to same services provided by IRI which is investing in automated equipment that are more accurate and can reduce the duration of tests. Zahle clients rely on IRI as the main lab for testing export goods mainly for physical and chemical tests and clients expressed satisfaction with obtained results and services despite the long time it takes to get results. One of the Zahle clients stated that IRI has 80% of the tests that they need. FQC is also used for research and development purposes by some clients. IRI results are believed to be reliable since it is an accredited lab and offers 50% discount to all interviewed clients. However, they indicated that they would switch gradually to Zahle lab once it becomes accredited as it would reduce their transportation cost and offers more efficient services.

Two clients of the Saida lab were interviewed; the Consumer Protection Directorate (CPD) in Saida shifted from IRI to AFDL when it became officially recognized by the ministry. The proximity of the lab is considered as an advantage since some food samples need good preservation and the CPD does not have the required equipment to preserve the samples. CPD has sent 12 samples of meat, ice cream and ice cubes to be tested at the Lab since it started operating. The head of Unit cannot evaluate the service of the lab as they have only recently started using its service. Testing meat is a major need following the supply of spoiled meat that was discovered in the local market and became a major health concern. The lab in Saida is developing a procedure that enables the CPU to identify the shelf life of meat and indicate if the sample is made up of a mixture of frozen and fresh meat.

The second interviewed client of Saida lab recently started using the lab services to test for microbiology and the Tripoli lab for export. The client is willing to outsource microbiology testing to Saida lab since his factory lacks a sufficient power supply. Moreover, the ISO 22000 requirements oblige the factory to continually test the products. The client expressed satisfaction with the services provided by both labs.

## **INCREASE IN EXPORTS OF PROCESSORS**

**Examine if the availability of the three labs has increased the exports of agro-processors (and how many are small and medium agro-processors) through the improved facilities.**

All lab clients in Tripoli, Zahle, and Saida indicated that they were already exporting when they started testing in the CCIAs' labs. A key informant stated that testing is a requirement that they cannot export without. However, none indicated that they have increased their exports due to the use of lab services.

QCC staff indicated that the project did not directly lead to increase in the export of agro-food processors, but it has improved the infrastructure aiming to facilitate export procedures, increase the number of accredited labs and decentralize testing services. Anticipating an impact by the labs on agro processor exports may be pre-mature as lab testing services are recent in Zahle and Saida.

## **SUSTAINABILITY**

### **What are the prospects for sustainability of the end results produced by QCC?**

#### **What identified results appear to be less sustainable and why?**

Prospects for sustainability of the end results of the project are high because the project promoted ownership through collaborating with local counterparts who have demonstrated their motivation to improve competitiveness and the quality of services. The cost sharing in infrastructure in the Saida lab, investment in equipment in Tripoli and the commitment of the three chambers in acquiring ISO accreditation demonstrate the sustainability of the results and commitment of the CCIAAs.

According to the shared financial data:

- Tripoli lab is generating income and reached breakeven, however with reference to the correspondence with the project director at the chamber (Annex 7), the financial figures did not take into consideration the rent which should be allocated to the facility. Such fees are considered as an opportunity cost for the chamber which is providing a prime location free of charge for the lab. The project Coordinator did not indicate the exact renting fees which should be allocated to the Lab.
- Zahle lab is generating income, reached breakeven and is planning to increase its staff members. However the ministries of agriculture and economy and trade are generating 90% of the income. The major threat for Zahle lab is the political situation which will affect directly the import of goods through the Lebanese--Syrian border. The accreditation of the lab will diversify the client base of the lab making it more sustainable. Exporters will be gradually shifting to the chamber's lab and using the testing services to export their products.
- Saida Lab started generating income in May, 2012. The facility is not financially sustainable yet and needs to expand marketing awareness in order develop a client database that generate sustainable income. According to the President of the chamber, the launching event will increase the awareness of the chamber and lab services. However, the accreditation of the lab will encourage more exporters to use the testing services. The chamber is planning to sign an MOU with the customs in order to be able to test all food products imported through the airport.

The trend of the increase in income generation is likely to continue since, according to the project AOR, all labs have passed the final evidence approval stage of ISO 17025 accreditation and more exporters are likely to seek their services. On the other hand, the MOA is expected to issue a law that obliges all agro-processors to test their products in both the local and export markets. When this occurs demand for testing should increase significantly.

Regarding the technical sustainability, the staff of each facility possesses the required tools and skills to perform daily monitoring tasks and the ability to train and increase the competency of new staff. The main threat to sustainability according to some key informants is political instability and internal management of the Chambers. If the borders close, fewer products will be tested.

Client key informants said they are requesting additional testing and expressed the need for support studies on the determination of the product shelf life. The price of testing is also a concern stated by four out of thirteen clients that test quantities of their products and use lab service on regular basis.

One client was quoted as saying that, “Lebanese products are classified as high-risk products, testing is a requirement, we cannot export without it.” This indicates that testing will continue to be a need and lab services will continue to be a demand for exporters.

According to a QCC staff key informant, the main challenge for sustainability and profitability was that the lab staff has the technical expertise but is not market-oriented. The training provided through QCC on financial modeling, break-even analysis, and costing analysis has helped the labs to focus on business development and addressing client needs. By operating as a business the labs should be able to generate more income that ensures their sustainability.

## **WAS THE SCALE OF THE PROJECT APPROPRIATE TO ENSURE SUSTAINABILITY?**

According to the CCIA and QCC staff the scale of the project is believed to be appropriate as the support provided was customized according to the market assessment, the business plans and the facility action plans developed in participation of each CCIA. The Tripoli business plan was taken as a blue print and the needs of each CCIA were addressed as such. Moreover, the tools provided match their needs and are expected to have a long term impact on how the labs operate.

## **CUSTOMER SATISFACTION**

**Determine if the benefactor’s needs were met, and if not what wasn’t met and how can that be corrected?**

**CCIAs Staff:** All key informants from the CCIA staff stated that they are grateful for the support provided since the inception of the project. Specifically, the new equipment purchased allowed the labs to expand their services and meet the demand for innovative tests such as honey in Tripoli, and microbiology in Zahle. Moreover, the ISO accreditation was an aspiration for all labs that will further add to the credibility of their services and ensure their sustainability. Lab staff have also indicated that they saw benefit in the technical assistance provided that helped them position their services in comparison to other labs.

**Clients:** 13 out of 15 clients believe that the labs provide efficient service and reliable results. All the clients stated that the results obtained are trustworthy. None of the clients faced difficulty in export following testing their products in Lebanon and none had their goods returned. However, according to the Head of Unit at MOET in Tripoli “ it is difficult to cross check the obtained test results from the lab as technically and legally the Ministry is not allowed to test the same sample more than once; thus, for them, checking the reliability of samples in this way is not possible”.

The MOET in Tripoli is regularly relying on the services of IRI to perform microbiology test on products that require pesticide residues, chemical residues and colorants which are not available in QCC Tripoli. The lab in Tripoli is losing the opportunity to test some food products since as mentioned previously the ministry cannot legally send a tested sample to be tested for a second time in a different lab.

Another client indicated that he uses the Tripoli lab for testing honey for Tetracycline and Oxytetracycline which is unique for the Tripoli lab entity. Hence, he cannot validate the obtained results elsewhere. He has previously split a single sample and sent it as two separate

samples to the Tripoli lab to cross check the accuracy of results for Oxytetracycline. However he obtained different results which made him question the validity of the test.

IRI lab is unique in providing a range of services which are not available in the Tripoli lab such as: atomic absorption (used for testing heavy metals in fish) wheat derivatives, pesticide residue, diapers, methanol and colorings.

## **RELEVANCE**

### **How relevant is the QCC program to the GOL short, middle and long term development plan of the food export market in Lebanon?**

Key informants from both the CCIA's staff and the QCC staff indicated that the project is relevant to developing the export market as it has enhanced the enabling environment for export and increased the number of accredited labs. However, the data collected showed that the results of the project will have impact in the long run where the ISO accreditation and the procurement of new equipment will attract new clients and help exporters enter new markets.

The project AOR stated the project fits the overall strategy of Lebanon for supporting the agro-food industry and the National Strategy for Agriculture Development national plan of agriculture that seeks to increase exports and provide testing facilities for imported and exported goods.

## **VALIDITY OF ASSUMPTIONS**

### **To which extent is Lebanon now different as a result of QCC's focused interventions? How did Lebanon's global competitiveness increase? And to which extent has its agro-processing industry now has expanded availability and improved quality of accredited and sustainable food testing and food product development labs?**

Through the support of the QCC project, all three labs have become officially recognized by the MOET as key testing labs and are in the final stages of becoming ISO 17025 certified. New and improved testing facilities have been introduced for products such as honey, olive oil and bakery products that target processors from new sectors. It is pre-mature to assess the extent that Lebanon is now different, or increased its global competitiveness as a result of QCC interventions.

However, the impression gained from this evaluation is that Lebanon is better placed to improve competitiveness of its agro-food exports and hence engender growth in the sector. It is certainly the case that the agro-processing industry has expanded availability of accredited food testing facilities.

## **VI. CHALLENGES**

According to key informants, the signature of the memorandum of understanding between USAID and MOET remained pending for six months which caused a delay in the procurement process and the provision of technical assistance during the first year. Moreover, the procurement processes were in general lengthy as they included many pieces of equipment that further delayed the bidding process. The project received offers from 17 different companies for a total of 500 items, and it took a high level of staff effort to identify the winning bidder. This delay and level of effort was unforeseen.

Changing the outlook of the CCIA management to become more business oriented and build the capacity of the facilities was not immediate. QCC staff stated that hiring additional staff for the labs that possess the expertise and knowledge was another challenge. Moreover, building trust with the CCIA and having access to their financial data took longer time than expected because these data are confidential. QCC needed the data to build their capacity for financial analysis and financial modeling.

## **VII. FINDINGS/CONCLUSIONS**

Following the support of the QCC project:

- The Tripoli, Zahle and Saida labs are in the final stages for ISO 17025 accreditation and this along with the Chambers continued commitments will guarantee the sustainability of the lab after the closure of the project.
- Clients of all labs expressed satisfaction with lab services and stated that they foresee a need for additional tests such as colorant testing and chemical residues, as well as support in meeting export regulations. This is additional evidence that the labs will be sustainable.
- All three labs have the potential to operate as one-stop export shops. The Tripoli lab is operating as such already.
- The Zahle and Saida labs are currently being used primarily for internal testing and validation of results. The staff in the three labs has the necessary export knowledge to address client queries.
- Over the life of the project QCC has been able to adjust to a changing context to achieve the intended results. Since the change of government in January, 2011 the implementing partners were advised not to engage directly with some ministries including the Ministry of Agriculture. This led to some work-around adjustments such as the decision to work with QUALEB (see page 10 above). This proved to be a satisfactory solution.
- Overall, considering the delays in procurement, this evaluation concludes that the QCC project has met the expectations expressed in the project SOW.

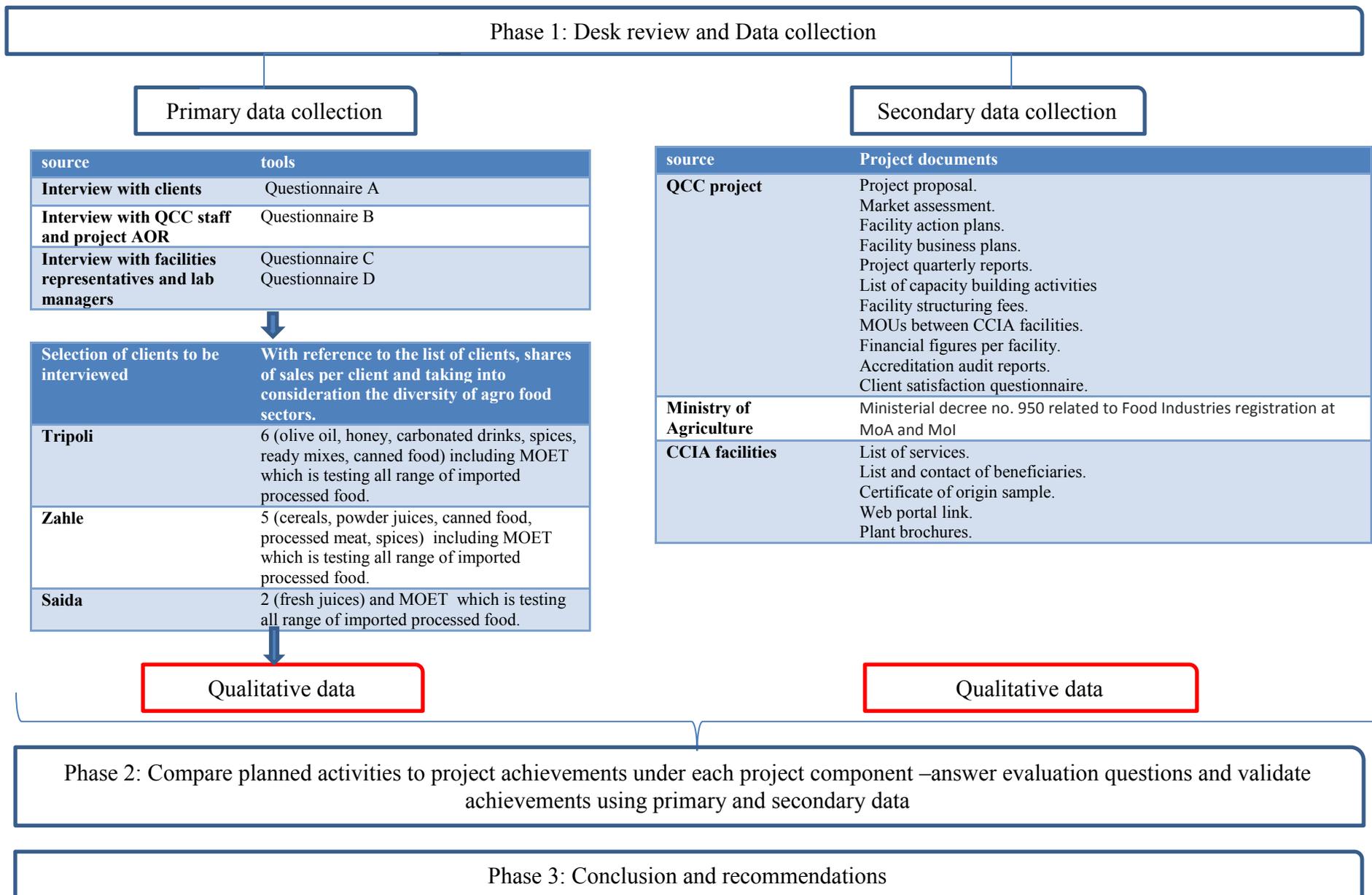
## **VIII. RECOMMENDATIONS**

- USAID funded projects such as DHAIM, LIM and the forthcoming Value Chain project can all benefit from collaboration with the CCIA labs that are a result of QCC. Using these accredited labs to establish product quality and safety of food processors' products will add value to those products and enable reaching an export market.
- A periodic review of the labs may lead to additional development opportunities. Should the Food Safety Law be implemented lab capacity may need to be enhanced, or additional equipment provided. The demand for lab testing may be sufficient to open opportunities for SME value chain development of labs in parts of the country that are not well served.

- The project impact indicator “% change in value of international exports of targeted agricultural commodities as a result of USG assistance” was not well conceived for QCC. The activities in the approved work plan had limited activities that supported this indicator, and hence attribution by the project to this indicator was also limited. The focus of project level of effort (LOE) was primarily on bringing the labs to accreditation, and not working directly with exporters. In developing indicators consider where project emphasis is actually placed.
- The WRF Assistance for Landmines and War Victims program has funded High Performance Liquid Chromatography (HPLC) lab equipment for the Jezzine Development Cooperative that is currently underutilized. Discussions are underway with the Saida lab to transfer this equipment to them where it would expand the range of lab services offered. In exchange, the B-Balady cooperative would receive free lab services related to this equipment. This transfer makes good sense for both institutions and negotiations should be supported by USAID and concluded by the Jezzine Development Cooperative.

**ANNEXES**

## Annex 1: Methodology outline



## Annex 2: List Key informant interviews and questionnaires

	<b>Contact person</b>	<b>Position</b>
<b>USAID/L</b>	Ms. Christine Sayegh	AOR
<b>QCC staff</b>	Ms. Celine Melki	Project COP
	Mr. Kamil Wanna	Project V-COP
	Ms. Tamara Nassereldine	Project Business Advisor
<b>CCIAT</b>	Ms. Rana Mawlawi	Program Director
	Mr. Khaled Omari	Food Laboratory Manager
<b>CCIAZ</b>	Mr. Said Gedeon	Deputy GM
	Ms. Aida Farah	Laboratory Responsible
<b>CCIAS</b>	Mr. Zahi Chahine	General Manager
	Ms. Joelle Ojeil	Coordinator food Center and Laboratory
<b>CCIAT clients</b>		
<b>Al Wadi Al Akhdar</b>	Ms. Hana Sabra	Quality Assurance Manager
<b>Second House Products</b>	Ms. Joyce Rizk	CEO
<b>Cedars premium Food and Beverages</b>	Ms. Elena Hawi	Research and Development
<b>Jibal Loubnan</b>	Mr. Molhem kadmani	Owner
<b>Maalouf Industry and Trade</b>	Ms. Maria Mouawad	Quality Manager
<b>Ministry of Economy and Trade</b>	Mr. Zuhair Hleis	Head of department
<b>AL Halab</b>	Ms. Lena Abi Khatar	Quality Assurance Manager
<b>CCIAZ clients</b>		
<b>Daher International Food Co.</b>	Mr. georges Afeiche	Assistant Quality Manager
<b>Tanmia</b>	Ms. Nidal Jazar	Quality Manager
<b>Darnaco</b>	Ms. Kawsar Dirani	Quality Manager
<b>Ministry of Economy and Trade</b>	Mr. Fawzi Saba	Head of department
<b>Gardenia</b>	Ms. Maria Karam	Quality Manager
<b>CCIAS Clients</b>		
<b>Ministry of Economy and Trade</b>	Mr. Ali Chakour	Head of department
<b>Balkis</b>	Mr. Hasan Baydoun	Owner

### **Questionnaire A: Key informant Questionnaire for lab Clients**

1. What kind of products do you produce?
2. DO you sell in the local and the export markets? If you export to which countries?
3. How did you know about this Lab?
4. When did you start using the lab services at the CCIA?
5. What services provided by the CCIA are most important to you?
6. Are you satisfied with the quality of service received from the lab? If yes how? And if no Why? And what do you think is needed to improve?
7. Do you trust the results of its tests?
8. Has the lab provided any additional support other than testing services?
9. Is the price of tests affordable to you as a business?
10. How often did you use the lab to test your products?
11. Do you use lab services from other providers? If so, why don't you use the CCIA lab?
12. Where did you test your products prior to using the CCIA lab services?
13. Are you aware of other labs where you can test your products?
  - a. If yes why did you choose this lab?
14. Were you able to increase your sales in the local market or enter new market after testing?
15. What additional support from the lab do you need in order to increase your sales in the local market? And in the export market?
16. What is the added value of using this lab for testing your products?
17. What is the main challenge for Lebanese products to expand their exports?

### **Questionnaire B: AOR/QCC Staff Key Informant Interview**

#### **Objective 1: Improve the quality, market-orientation and range of plant and laboratory services to agro-food processors and producers**

1. Do you think the project succeeded in achieving its objective of increasing the competitiveness of Lebanon's agro processing industry? If yes how is that so with respect to Improving the quality of the labs' services
2. Do you believe you were able to expand the exports of agro processors and help them enter new markets? Can you cite any evidence showing that exports have expanded; can you cite any examples of specific processors who have expanded?
3. What kind of assistance was provided to each lab and how did it succeed in addressing their needs?
4. What was the quality of services like at the labs before the QCC interventions?

#### **Objective 2: Improve marketing efforts and increase profitability and sustainability**

5. How did QCC ensure the sustainability and the profitability of the facilities? (Tripoli, Bekaa, Saida)
6. What evidence can you cite that supports the proposition that the labs are sustainable, or are not sustainable?
7. What are the threats to the sustainability of the labs, e.g., competition from other labs...

(all equipment supplied maintenance guaranteed, trainings provided, BPs implemented, diversified range of services) can you provide any figures of before and after profitability?

8. What were the major challenges that affected the progress of work?
  - a. USAID, CCIA, Lab staff, clients

9. How did QCC increase the marketing awareness of the facilities?

(website upgraded, client segmentation, staff trained, collaboration with other institution, visibility improved through campaigns and brochures)

10. How would you describe the cooperation between QCC and each of the facilities of the Chamber of commerce?
11. Was the scale of the project appropriate to ensure the sustainability of each facility? (Budget, resources, project lifetime), if yes, can you elaborate how?
12. Do you believe that the Chamber of commerce labs succeeded in becoming 'one-stop export shop' for food exporters enabling them to obtain needed documentation and tests to export their goods? If yes, can you elaborate how?

13. Do you think that the facilities need additional support? If yes, in terms of what ?

**Objective 3. Expand systematized collaboration among service providers**

14. How were you able to increase service coordination among facilities to effectively meet client local and export market needs ? were there any obstacles/ challenges encountered in the process? If yes what were they?

15. How did you promote cooperation between the three different chambers?

a. Was this cooperation important? What did it achieve?

16. How has QCC helped in understanding the local market and addressing its needs?

17. What is the impact of the joint initiatives launched by working group you created?

**General questions**

18. How would you describe the relationship with USAID throughout the implementation of the project?

19. What are the major lessons learned from QCC's experience?

20. What is the most significant achievement of the project?  
future support/ follow-up action needed

### **Questionnaire C: Key informant Questionnaire for the Chamber Staff:**

#### **Objective 1: Improve the quality, market-orientation and range of plant and laboratory services to agro-food processors and producers**

1. How did the project build the capacity of the chamber of commerce?
2. Do you believe it succeeded in increasing the sales of CCIA members?
3. Did it succeed in increasing the competitiveness of agro-food processors? If so how?
4. Was the business plan developed by QCC well implemented by the chamber with the support of QCC? Who is the key person responsible for implementing the business plan?
5. Is the facility well equipped in order to serve the main industries of the surrounding areas of the chamber?
6. Are the prices of the services affordable for all the industry sizes located in your target areas?
7. Is the facility staff well trained on equipment and operations?
8. What are the competitive advantages of the Food Quality Center at the CCIA?
  - a. What is being done to attract new customers to the lab?
9. How has QCC helped in understanding the local market and addressing its needs?

#### **Objective 2: Improve marketing efforts and increase profitability and sustainability**

10. How important is the revenue generated by operation of the lab in terms of the overall CCIA revenue?
11. Do you believe that the results are sustainable and you are able to attract new clients and sustain income generation?
12. Which piece of equipment is the biggest cash spinner?
13. What additional support do you need to ensure sustainability?
14. Can you explain the structure of the chamber and how it operates with relation to the labs? What is the main source of income for the chamber?
15. DO you believe that the Chamber of commerce labs succeeded in becoming 'one-stop export shop' for food exporters enabling them to obtain needed documentation and tests to export their goods.
16. What was the main challenge? And how did you address it?
17. Were there any objectives that the project was not able to achieve?
18. What is the added value of QCC's support?
19. How did QCC improve the marketing awareness of the facility?
20. How was the CCIA assisted in participating in local food trade show? How would you evaluate such support?
21. Did the CCIA receive support for initiating an industry wide market campaign?
22. How did QCC improve the development of the CCIA web portal? Who is responsible of maintaining and upgrading the website?
23. What is the added value of the plant becoming ISO 17025 certified? How will it impact overall income for the lab?

#### **Objective 3: Expand systematized collaboration among service providers**

24. How are you collaborating with other facilities (CCIA or other national/international labs)?
25. What is the benefit of becoming part of the working group created by QCC?

#### **General questions**

26. What is the main lesson learned from your experience with QCC project?
27. How do you evaluate the overall collaboration with QCC?
28. Can you identify specific areas where additional support for the labs may be necessary?
29. What kind of services could the labs be doing that they are not doing now?

### **Questionnaire D: Key informant Questionnaire for the lab managers Staff:**

#### **Objective 1: Improve the quality, market-orientation and range of plant and laboratory services to agro-food processors and producers**

1. In your view , what was the overall goal of the project?
2. Do you believe the project reached its objective?

3. How was lab finances managed before the project started to provide support?
4. What lab equipment was available before the QCC project provided its equipment?
5. How useful was the assistance provided to the lab in the following areas?
  - Ability to offer new lab services
  - Capacity building
  - Business plans
  - Marketing strategy (market segmentation, cost analysis..etc)
  - Financial modeling
6. How has QCC helped in understanding the local market and addressing its needs?
7. Do you believe that the Chamber of commerce labs succeeded in becoming 'one-stop export shop' for food exporters enabling them to obtain needed documentation and tests to export their goods.
8. What new clients have been attracted to the labs because of QCC?

**Objective 2: Improve marketing efforts and increase profitability and sustainability**

9. Did you receive all the equipment agreed on with QCC project? Does the lab need more equipment to serve the regional market needs? (Dairy and wine industries)
10. Is the equipment of good quality?
11. Do you have a maintenance plan for the equipment?
12. Which of equipment is used the most?
13. What equipment is generating the highest revenue?
14. Was the staff trained on all equipment?
15. Is the staff well trained on monitoring, financial analysis and structuring fees?
16. How has QCC helped in expanding the range of services provided by the lab?
17. Which service is generating the highest revenue?
18. How did you segment/ profile your customer database?
19. Which institutions are providing a similar range of services in the local market?
20. Are the prices and range of the services competitive?
21. Were you trained on measuring costs and benefits of marketing campaigns?
22. Is the lab sustainable? How would you plan for improving the sustainability and increasing the awareness of the services provided?
23. What is the added value of becoming ISO 17024 certified?

**Objective 3:Expand systematized collaboration among service providers**

24. How are you collaborating with other facilities (CCIA or other national/international labs)?
25. What is the benefit of becoming part of the working group created by QCC?

**General questions**

26. What is the main lesson learned from your experience with QCC project?
27. How do you evaluate the overall collaboration with QCC?
28. Do you believe you need additional support to ensure sustainability of the labs?

### Annex 3: List of procurements

CCIA	Supplier	Equipment Description	Brand	Price / unit	Units	Serial Number
Zahle	Numelab	Analytical balance 230 g	Sartorius	\$1,700	2	26502087 0026502089
Zahle	Numelab	Analytical balance 500g	Sartorius	\$1,385	1	26403679
Zahle	Biotech	API 20E	Biomerieux	\$534	1	n/a
Zahle	Numelab	Autoclave 50l	Tuttnauer	\$6,465	2	1102012 2710445
Zahle	Numelab	Autoclave 65l	Tuttnauer	\$6,640	1	1008070
Zahle	Scientific Instruments	Bottle dispenser 0.5-5ml	Dispensette/Cole-Parmer	\$548	3	12H08579 12H08581 12H08592
Zahle	Labotech	Bunsen burner	Fischer Scientific/Argos fireboy	\$1,383	4	00679 00719 00727 00765
Zahle	Scientific Instruments	Colony counter	Cole-Parmer	\$2,907	1	1043960
Zahle	Scientific Instruments	Dessicator	Pyrex/Cole-Parmer	\$630	1	H1083081- 250C03W
Zahle	Scientific Instruments	Distillation System	Cole-Parmer	\$2,033	1	9091
Zahle	Numelab	ELISA	Thermo scientific	\$4,300	1	357900992
Zahle	Technoline	HPLC	Agilent technologies	\$49,170	1	USABI01780 USABE03877 USAA301021 USCFU03086
Zahle	Multilab	Incubator 40l	Shellab	\$1,670	2	11034510 11033910
Zahle	Multilab	Incubator 40l refrigerated	Shellab	\$2,380	2	11047610 11047910
Zahle	Numelab	Incubator 80l	Barnstead	\$2,070	1	349298
Zahle	Multilab	Kjeldahl	HACH Lange	\$6,118	1	23130
Zahle	Scientific Instruments	Muffle furnace	Thermo scientific	\$1,780	1	1.52911E+14
Zahle	Numelab	Normal oven	Barnstead	\$1,015	1	33375
Zahle	Labotech	Shower system	Fischer scientific	\$690	1	M11 370186008
Zahle	Numelab	Somatic cells	Chemetech	\$12,335	1	550-0002
Zahle	Labotech	Turbidity	Thermo scientific	\$650	1	653426
Zahle	Numelab	Water bath dual	Barnstead	\$1,905	1	TE 18802A- 1CEQ
Zahle	Numelab	Water purification system	Easypure Barnstead	\$3,620	1	257024
Zahle	Biodiagnostic	Biosafety cabinet	labnet	\$5,390	1	9041304
Zahle	Biodiagnostic	Vaccum Oven		\$3,800	1	a120215
Zahle	Biodiagnostic	Water bath	memmert labtech	\$960	2	I5110090 2010071623
Zahle	STS	fumehood	Labolan	\$5,610	1	2100357
Zahle	STS	Hot Plate	Falc	\$484	2	a11986 a110609
Zahle	Biolab	Stomacher bag mixer	Interscience	\$3,135	1	1021213031
Tripoli	Technoline	HPLC	Agilent technologies	\$49,170	1	USAA600856 USAA301024 USABE03886 USABI01816
Tripoli	Biolab	Stomacher bag mixer	Interscience	\$2,475	1	1011211055
Tripoli	Biotech	API 20E	Biomerieux	\$534	0.33	n/a
Tripoli	Multilab	Incubator 40l	Shellab	\$1,670	2	11034010 11034410

Tripoli	Multilab	Incubator 40l refrigerated	Shellab	\$2,380	2	11047810 11048010
Tripoli	Multilab	Conductivity meter bench top	HACH Lange	\$1,070	2	10050C370772 10060C470817
Tripoli	Numelab	Analytical balance 230 g	Sartorius	\$2,054	3	26502090 26502092 26502086
Tripoli	Numelab	Analytical balance 500g	Sartorius	\$1,666	2	26403680 26403678
Tripoli	Numelab	Autoclave 50l	Tuttnauer	\$6,465	1	2710439
Tripoli	Numelab	ELISA	Thermo scientific	\$4,300	1	357-900593
Tripoli	Numelab	Melting point	Thermo scientific	\$2,730	2	10031232/01 10031232/02
Tripoli	Numelab	Vacuum oven	Barnstead	\$5,200	1	607024-1
Tripoli	Numelab	Water bath	Barnstead	\$1,120	2	209943-1 250634-6
Tripoli	Numelab	Water bath dual	Barnstead	\$1,905	2	277090-18 277091-19
Tripoli	Labotech	IC	Dionex	\$73,035	1	11020493 11012014 11050187 11030010
Tripoli	Labotech	Shower system	Fischer scientific	\$690	1	19-120-2316
Tripoli	Labotech	Turbidity	Thermo scientific	\$650	1	653436
Tripoli	Labotech	Bunsen burner	Fischer Scientific/Argos fireboy	\$1,383	4	00684 00712 00688 00764
Tripoli	Labotech	Gerber centrifuge	Astori	\$1,507	1	480
Tripoli	Scientific Instruments	Bottle dispenser 0.5-5ml	Dispensette/Cole-Parmer	\$548	3	12H08590 09H66253 12H08583
Tripoli	Biolab	Biosafety cabinet	Biobase	\$6,380	1	SXA500097
Tripoli	Biolab	Stomacher bag mixer	Interscience	\$3,135	1	1021213042
Tripoli	Multilab	kjeldal	HACH Lange	\$2,400	1	110900005228
Tripoli	Multilab	Normal oven	Shellab	\$1,210	1	11035910
Tripoli	Mina Industry	Refrigerator horizontal	Mina	\$3,300	2	n/a
Saida	Multilab	Incubator 40l	Shellab	\$1,670	2	11034310 11034210
Saida	Multilab	Incubator 40l refrigerated	Shellab	\$2,380	2	11047510 11047710
Saida	Multilab	Conductivity meter bench top	HACH Lange	\$1,070	2	10060C470819 10050C470769
Saida	Numelab	Analytical balance 230 g	Sartorius	\$2,054	3	26502091 26502093 26502088
Saida	Numelab	Analytical balance 500g	Sartorius	\$1,666	1	26391117
Saida	Numelab	Autoclave 50l	Tuttnauer	\$6,465	1	1008062
Saida	Numelab	Autoclave 65l	Tuttnauer	\$6,640	1	1102013
Saida	Numelab	Normal oven	Barnstead	\$1,015	1	610347-22
Saida	Numelab	Incubator 80l	Barnstead	\$2,070	2	333700-18
Saida	Numelab	Vacuum oven	Barnstead	\$5,200	1	610345-2
Saida	Numelab	Rancimat	Metrohn	\$17,650	1	1.743E+12
Saida	Numelab	Water activity bench top	Rotronics	\$3,500	1	60732476
Saida	Numelab	Water bath	Barnstead	\$1,120	1	250634-5
Saida	Numelab	Water bath dual	Barnstead	\$1,905	1	247245-13
Saida	Numelab	Water purification system	Barnstead	\$3,620	1	257023-56

Saida	Labotech	Shower system	Fischer scientific	\$690	1	191202316
Saida	Labotech	Turbidity	Thermo scientific	\$650	1	639625
Saida	Labotech	Bunsen burner	Fischer Scientific/Argos fireboy	\$1,383	3	00724 00728 00756
Saida	Labotech	Gerber centrifuge	Astori	\$1,507	1	481
Saida	Scientific Instruments	Bottle dispenser 0.5-5ml	Cole-Parmer	\$548	3	12H08591 12H08588 12H08576
Saida	Scientific Instruments	Colony counter	Cole-Parmer	\$2,907	1	1102971
Saida	Scientific Instruments	Distillation System	Cole-Parmer	\$2,033	1	E09629
Saida	Scientific Instruments	Muffle furnace	Thermo scientific	\$1,780	1	1.52817E+14
Saida	STS	Alveographe	Chopin	\$43,750	1	6500 727
Saida	STS	Glutomatic	Perten	\$17,000	1	1183447
Saida	STS	Fume Hood	Labolan	\$5,610	1	2100358
Saida	Biolab	Biosafety cabinet	Biobase	\$2,970	1	TXA 200230

## Annex 4: List of trainings conducted by QCC

### ACDI/VOCA QCC Program - Training beneficiaries report

Event Type: Training CCIAs/SMEs

Event Name: Conception and optimization of industrial chemical

Date:

17 Mar 2010

Attendees	Beneficiary
Kyriacos\Soula\Pharmaline	<input checked="" type="checkbox"/>
Haddad\Ziad\ACDIVOCA	<input type="checkbox"/>
Rhaime\Maria\MEFOSA	<input checked="" type="checkbox"/>
Idris\Atef\MEFOSA	<input checked="" type="checkbox"/>
Rizk Maksoud\Joyce\Second House products	<input checked="" type="checkbox"/>
Salloum\Roula\Second House Products	<input checked="" type="checkbox"/>
Rammal\Abir\MOET-QUALEB	<input checked="" type="checkbox"/>
Kahwaji\Caroline\Mediphar	<input checked="" type="checkbox"/>
Nakhle\Hanane\Pharmaline	<input checked="" type="checkbox"/>
el Hajj\Ali\Koteish Food	<input checked="" type="checkbox"/>
Abi Khattar\Lena\Hallab 1881	<input checked="" type="checkbox"/>
Gerges\Marwan\Difco 9delta group poppins)	<input checked="" type="checkbox"/>
Afeiche\Georges\Difco (Delta group poppins)	<input checked="" type="checkbox"/>
Khalil\Claude\Algorithm S.A.L.	<input checked="" type="checkbox"/>
Zahran\Maguy\Algorithm S.A.L.	<input checked="" type="checkbox"/>
Alameddine\Souleima\Chemical plus	<input checked="" type="checkbox"/>
Abdo\Ziad\Chemical plus	<input checked="" type="checkbox"/>
Nasrallah\Rola\MOET-QUALEB	<input checked="" type="checkbox"/>
Abou Abdallah\Paul\Saga Concept	<input checked="" type="checkbox"/>
Akhras\Christian\ACDI/VOCA	<input type="checkbox"/>
Choucair\Bassem\ACDI/VOCA	<input type="checkbox"/>
Awad\Claude\ACDI/VOCA	<input type="checkbox"/>
Harik\Ziad\Obegi Chemicals	<input checked="" type="checkbox"/>
al Baba\Zahi\Al Baba sweets	<input checked="" type="checkbox"/>
Safi\William\Multilab	<input checked="" type="checkbox"/>
Keyrouz\Mona\CCIAT	<input checked="" type="checkbox"/>
Gerges\Robert\Sika	<input checked="" type="checkbox"/>
Nakouzi\Shereen\Al Gondoline	<input checked="" type="checkbox"/>
Chaddad\Najwa\Chateau Ksara	<input checked="" type="checkbox"/>
el Kojok\Hiyam\Yamama	<input checked="" type="checkbox"/>
Skaff\Hill\Sonaco-al Rabih	<input checked="" type="checkbox"/>
Fayad\Fady\ELCIM	<input type="checkbox"/>
Daou\Fady\Adonis Valley	<input checked="" type="checkbox"/>
Helou\Elie\Interbrand	<input checked="" type="checkbox"/>
Sabbagh el Khoury\Aline\Delta Trading	<input checked="" type="checkbox"/>
Issa\Wafi\Patisserie chez Arlequin	<input checked="" type="checkbox"/>

Milan\Hady\Lebanese University	<input type="checkbox"/>
Naoum\Lisa\Lebanese University faculte des sciences	<input type="checkbox"/>
Francis\Helga\Lebanese University/USJ	<input type="checkbox"/>
Saliba\Chawki\Lebanese University	<input type="checkbox"/>
Medawwar\Wissam\Lebanese University	<input type="checkbox"/>
Najem\Sami\Lebanese University	<input type="checkbox"/>
Saab\Joseph\USEK	<input type="checkbox"/>
Laham\Magyu\Liban Jus	<input checked="" type="checkbox"/>
Maalouly\Jacqueline\Lebanese University	<input type="checkbox"/>
el Hindy\Joelle\Lebanese University	<input type="checkbox"/>
Rahbani\Georges\Lebanese University-Facultes des Sciences 2	<input type="checkbox"/>
Hanna\Chebib\Lebanese Universite	<input type="checkbox"/>
Jabre\Imad\Lebanese University	<input type="checkbox"/>
Souaid\Eddy\Lebaneses University	<input type="checkbox"/>
Choueiry\Mireille\Abdul Rahman Hallab	<input checked="" type="checkbox"/>
Matta\Joseph\IRI	<input type="checkbox"/>
Farah\Aida\CCIAZ	<input checked="" type="checkbox"/>
Assaad\Joseph\NDU	<input type="checkbox"/>
Arki\Sally\Lebanese University	<input type="checkbox"/>
Nassr\Yolla\Liban Jus	<input checked="" type="checkbox"/>
Bakhos\Thelma\Cortas	<input checked="" type="checkbox"/>
Salibi\Rachelle\Cortas	<input checked="" type="checkbox"/>
el Hachem\Carine\Cortas	<input checked="" type="checkbox"/>
Saliba\Rabih\Wooden Bakery	<input checked="" type="checkbox"/>
Farah\Patricia\Wooden Bakery	<input checked="" type="checkbox"/>
Eid\Maha\Wooden Bakery	<input checked="" type="checkbox"/>
Matta\Chaoul\Lebanese University	<input type="checkbox"/>
Diab\Youssef\Lebanese University	<input type="checkbox"/>
Mikael\Charbel\Lebanese University	<input type="checkbox"/>
Melhem\Rita\Lebanese University	<input type="checkbox"/>
Abi Younes\Nadine\Lebanese University	<input type="checkbox"/>
Sayed Ahmad\Mohamad Ali\Lebanese University	<input type="checkbox"/>
Antonios\Mike\Lebanese University	<input type="checkbox"/>
Mitri\Maguy\Lebanese University	<input type="checkbox"/>
Moussa\Layale\Lebanese University	<input type="checkbox"/>
Sarkis\Ines\Liban Jus	<input checked="" type="checkbox"/>
al Bitar\Jessica\Wooden Bakery	<input checked="" type="checkbox"/>
Maarouf\Maarouf\Al Gondoline	<input checked="" type="checkbox"/>
Wanna\Kamil\ACDI/VOCA	<input type="checkbox"/>
Jweidy\Abdul Karim\Al Gondoline	<input checked="" type="checkbox"/>
Keyrouz\Robert\Lebanese University	<input type="checkbox"/>
Habib\Roula\Lebanese University	<input type="checkbox"/>
Ojeil\Joelle\PPS/CCIAS	<input checked="" type="checkbox"/>

Fehaily\Helena\ACDI/VOCA	<input type="checkbox"/>
Omari\Khaled\CCIAZ	<input checked="" type="checkbox"/>
Sayegh\Christine\USAID	<input type="checkbox"/>
Melki\Celine\ACDI/VOCA	<input type="checkbox"/>
Nasser Eddine\Tamara\ACDI/VOCA	<input type="checkbox"/>

Event Type: Training CCIAs/SMEs

Event Name: Food Quality day-Zahle CCIAZ

Date: 18 Mar 2010

Attendees	Beneficiary
Greiche\Wafaa\Wada (Deir el Ahmar Women Association)	<input checked="" type="checkbox"/>
Knayher\Elie\Daher International	<input checked="" type="checkbox"/>
Saide\Hanine\Alfa Interfood	<input checked="" type="checkbox"/>
el Bast\Khaled\Alfa Interfood	<input checked="" type="checkbox"/>
Ghazaly\George\Future news	<input type="checkbox"/>
Mallo\Jessica\Future news	<input type="checkbox"/>
al Masri\Abdallah\Al Majmouha	<input checked="" type="checkbox"/>
Greiche\Yasmin\Wada (Deir el Ahmar Women Association)	<input checked="" type="checkbox"/>
Abu Alwan\Toufic\Agricultural Coop Barouk and Fraidiss	<input checked="" type="checkbox"/>
Abou Chacra\Samira\Mefosa	<input checked="" type="checkbox"/>
Lama\Nasser\ACDI/VOCA-LBLI	<input type="checkbox"/>
Naim\Josephine\Coop Kherbet Anafar	<input checked="" type="checkbox"/>
Abbas\Achwak\Coop Kherbet Anafar	<input checked="" type="checkbox"/>
Eid\Hiyam\Ayn Allarrish	<input checked="" type="checkbox"/>
Ojeil\Joelle\PPS/CCIAS	<input checked="" type="checkbox"/>
Skaff\Camille\Ayn Allarrish	<input checked="" type="checkbox"/>
Mairhabi\Layal\Relief International	<input type="checkbox"/>
Abou Chehade\Toni\Arsoun Association	<input checked="" type="checkbox"/>
Khazzaka\Celine\Mechalani Foods	<input checked="" type="checkbox"/>
Husseiny\Samer\Press	<input type="checkbox"/>
Jamal\Wafaa\Coop najmat al Sobh	<input checked="" type="checkbox"/>
Abou Hala\Majida\Coop Najmat Al Sobh	<input checked="" type="checkbox"/>
Mahal\Nader\Coop Najmat Al Sobh	<input checked="" type="checkbox"/>
Jamal\Wanida\Coop Najmat el Sobh	<input checked="" type="checkbox"/>
Moussa\May\Ayn Allarrish	<input checked="" type="checkbox"/>
Makdessi\Georges\Industrial Research institute	<input type="checkbox"/>
Jazzar\Nidal\Individual	<input checked="" type="checkbox"/>
Jabre\Imad\Lebanese University	<input checked="" type="checkbox"/>
Fehaily\Helena\ACDI/VOCA	<input type="checkbox"/>
Wanna\Kamil\ACDI/VOCA	<input type="checkbox"/>
Assaf\Mona\Tanmia	<input checked="" type="checkbox"/>
Al Murr\Takla\Tanmia	<input checked="" type="checkbox"/>
Abi Abdallah\Gaby\Conserves modernes chatura	<input checked="" type="checkbox"/>
Chouman\Adib\Al Majmouha	<input checked="" type="checkbox"/>

Jbeily\Christiane\Industrial Research institute	<input type="checkbox"/>
Daou\Sabine\Numelab	<input checked="" type="checkbox"/>
Haddad\Darine\Intajouna/Caritas	<input checked="" type="checkbox"/>
Seblany\Siham\Dirani Factory	<input checked="" type="checkbox"/>
Sayah Chebli\Amal\Rayon d'espoir	<input checked="" type="checkbox"/>
Dirani\Kawthar\Dirani factory	<input checked="" type="checkbox"/>
Chebli\Jean\Rayon d'espoir	<input checked="" type="checkbox"/>
Gerges\Mona\Relief International	<input type="checkbox"/>
Houshaymi\Bilal\Lebanese University	<input checked="" type="checkbox"/>
Berkachi\Rima\Deir el Ahmar Women Association	<input checked="" type="checkbox"/>
Madi\Mohamad\Al Majmouha	<input checked="" type="checkbox"/>
Omari\Khaled\CCIAT	<input checked="" type="checkbox"/>
Karout\Mireille\Individual	<input checked="" type="checkbox"/>
Ghazarian\Jessica\Technoline	<input checked="" type="checkbox"/>
Riachi\Zeina\Technoline	<input checked="" type="checkbox"/>
Assaad\Zgheib\Association fro Social Development	<input checked="" type="checkbox"/>
Nasser Eddine\Tamara\ACDI/VOCA	<input type="checkbox"/>

Event Type: Training CCIAs/SMEs

Event Name: Training SGS

Date: 01 Oct 2010

Attendees	Beneficiary
Omari\Khaled\CCIAT	<input checked="" type="checkbox"/>
Ojeil\Joelle\PPS/CCIAS	<input checked="" type="checkbox"/>
Gebara\Rayan\Pilot Plant	<input checked="" type="checkbox"/>

Event Type: Training CCIAs/SMEs

Event Name: Microbiology training: Theoretical part

Date: 02 Feb 2011

Attendees	Beneficiary
Omari\Khaled\CCIAT	<input checked="" type="checkbox"/>
Ojeil\Joelle\PPS/CCIAS	<input checked="" type="checkbox"/>
Soukarieh\Dounia\CCIAS	<input checked="" type="checkbox"/>
Farah\Aida\CCIAZ	<input checked="" type="checkbox"/>
Sadaka\Carmen\CCIAZ	<input checked="" type="checkbox"/>

Event Type: Training CCIAs/SMEs

Event Name: Microbiology training:Preparation of culture media

Date: 22 Mar 2011

Attendees	Beneficiary
Farah\Aida\CCIAZ	<input checked="" type="checkbox"/>
Sadaka\Carmen\CCIAZ	<input checked="" type="checkbox"/>
Ojeil\Joelle\PPS/CCIAS	<input checked="" type="checkbox"/>
Omari\Khaled\CCIAT	<input checked="" type="checkbox"/>
Soukarieh\Dounia\CCIAS	<input checked="" type="checkbox"/>

Event Type: Training CCIAs/SMEs

Event Name: Microbiology training USJ 2

Date:

01 Jan 2012

Attendees	Beneficiary
Antoun\Elias\CCIAS	<input checked="" type="checkbox"/>
Hachicho\Dana\CCIAS	<input checked="" type="checkbox"/>
Kanso\Ali\CCIAS	<input checked="" type="checkbox"/>
Abou Khalil\Rima\CCIAZ	<input checked="" type="checkbox"/>
Charbel\Rima\CCIAZ	<input checked="" type="checkbox"/>

Event Type: Training CCIAs/SMEs

Event Name: Food Safety and Export Challenges Workshop

Date:

19 Jun 2012

Attendees	Beneficiary
Nasraoui\Ralph\SONACO	<input checked="" type="checkbox"/>
Istaytiyyah\Hassan\ACDI/VOCA – FtF	<input type="checkbox"/>
Jabbour\Magui\شركة اطياب	<input checked="" type="checkbox"/>
Kaakejian\Hovsep\Mile s.a.r.l	<input checked="" type="checkbox"/>
Kawas\Issam\Balkis SAL	<input checked="" type="checkbox"/>
Kazan\Nathalie\Delta Group	<input checked="" type="checkbox"/>
Keyrouz\Mona\DHAIM Program	<input type="checkbox"/>
Korban\Mayssoun\DHAIM Program	<input type="checkbox"/>
Ladki\Said\LAU	<input checked="" type="checkbox"/>
Lama\Nasser\ACDI/VOCA	<input type="checkbox"/>
Islnbouly\Mazen\SGS Liban s.a.l	<input checked="" type="checkbox"/>
Mazboudi\Rola\SGS Liban s.a.l	<input checked="" type="checkbox"/>
Diab\Tony\DIABCO sarl	<input checked="" type="checkbox"/>
Nawar\Maya\Castania	<input checked="" type="checkbox"/>
Massoud\Elie\Agriculture Department at the CCIA-BML	<input checked="" type="checkbox"/>
Almasri\Sally\Al Baba Sweets	<input checked="" type="checkbox"/>
Afeich\George\Delta Trading	<input checked="" type="checkbox"/>
AL Lakis\Antoine\Antoin AL Lakis	<input checked="" type="checkbox"/>
Al Mayda\Khodor\نقابة مزارعين الخضار في الشمال و عكار	<input checked="" type="checkbox"/>
Bakhos\Thelma\Cortas Canning & Refrigerating Co.	<input checked="" type="checkbox"/>
Boutros\Tony\Wilco PM	<input checked="" type="checkbox"/>
Fares\Joe\JUNAL	<input checked="" type="checkbox"/>
Bissat\Karim\Mounir Bissat factories	<input checked="" type="checkbox"/>
Hallab\Rami\شركة رفعت الحلاب	<input checked="" type="checkbox"/>
Chaddad\Najwa\Chateau Ksara	<input checked="" type="checkbox"/>
Chemaly\Jean Michel\American University of Beirut	<input checked="" type="checkbox"/>
Ryechi\Mireille\DRINKO Company	<input checked="" type="checkbox"/>
Farah\Aida\ "Food Quality Center Zahle@CCIAZ "	<input checked="" type="checkbox"/>
Omari\Khaled\CCIAZ Program	<input checked="" type="checkbox"/>
Gedeon\Said\ "Food Quality Center Zahle@CCIAZ "	<input checked="" type="checkbox"/>

Bou Yazbeck\Elie\Ministry of Economy & Trade	<input checked="" type="checkbox"/>
Nasrallah\Rola\QUALEB	<input checked="" type="checkbox"/>
Abi El Hessen\Tania\Ministry Of Economy & Trade	<input checked="" type="checkbox"/>
Abi khattar\Lena\1881 عبد الرحمن الحلاب	<input checked="" type="checkbox"/>
Abou Nader\Fadi\SONACO	<input checked="" type="checkbox"/>
Abo Richi\Hussien\نقابة مزارعين الخضار في الشمال و عكار	<input checked="" type="checkbox"/>
Al Sissi\Phillipe\AL Sissi Group	<input checked="" type="checkbox"/>
El Kadanen\Hussien\Jiballoubnan Company	<input checked="" type="checkbox"/>
Zaatar\Joseph\CCIA Zahle	<input checked="" type="checkbox"/>
Nohra\Maya\LIBNOR Acting DG	<input checked="" type="checkbox"/>
Dargham\Lene\LIBNOR Acting DG	<input checked="" type="checkbox"/>
Ballouz\Irene\FCCIAL	<input checked="" type="checkbox"/>
Cortas\Raja\SLFI	<input checked="" type="checkbox"/>
Maroun\Richard\F5/USJ	<input checked="" type="checkbox"/>
Rizk\Toufic\Doyen	<input checked="" type="checkbox"/>
Fayad\Fady\Fayad Food Consulty	<input type="checkbox"/>
Sawan \Elias\CCIAT Program	<input checked="" type="checkbox"/>
Rashed\Ritta\CCIAT Program	<input checked="" type="checkbox"/>
Razzouk\Elie\Cortas Canning & Refrigerating Co.	<input checked="" type="checkbox"/>
Rizk Maksoud\Joyce\Second House Products Sarl	<input checked="" type="checkbox"/>
Abo Shabki\Souhad\Barista Espresso	<input checked="" type="checkbox"/>
Sabbagh Khoury\Aline\Delta Trading	<input checked="" type="checkbox"/>
Kassab\Adel\Abido	<input checked="" type="checkbox"/>
Salloum\Roula\Second House Products Sarl	<input checked="" type="checkbox"/>
Osman\Awatef\CCIAT Program	<input checked="" type="checkbox"/>
Takla\Michel\Mile s.a.r.l	<input checked="" type="checkbox"/>
Tannous\Fady\شركة منتوجات الضيعة	<input checked="" type="checkbox"/>
Youssef\Fares\Olive Trade	<input checked="" type="checkbox"/>
Wakim\Roula\	<input checked="" type="checkbox"/>
Weidmann\ Wilhelm F.\	<input checked="" type="checkbox"/>
Rammal\Abir\QUALEB	<input checked="" type="checkbox"/>
Sabra\Hana\Al Wadi Al Akhdar	<input checked="" type="checkbox"/>

Event Type: Training CCIAs/SMEs

Event Name: Tasdier Web Portal training

Date: 25 Jun 2012

Attendees	Beneficiary
Omari\Khaled\CCIAT	<input checked="" type="checkbox"/>
Massoud\Elie\ Agriculture Department at the CCIA-BML	<input checked="" type="checkbox"/>
Keyrouz\Mona\CCIAT	<input checked="" type="checkbox"/>
Zaatar\Joseph\CCIA Zahle	<input checked="" type="checkbox"/>
Ballouz\Irene\FCCIAL	<input checked="" type="checkbox"/>
Osman\Awatef\CCIAT Program	<input checked="" type="checkbox"/>
Rashed\Ritta\CCIAT Program	<input checked="" type="checkbox"/>

Safieddine\Ali\CCIAS



Ojeil\Joelle\PPS/CCIAS



Abou Zeid\Elie\CCIABML



Total Attendees: 225

Total Beneficiaries: 151

## Annex 5: Sample of brochure for FQC Zahle

**FQC**  
Food Quality Center

**Food Quality Center**

**Email:**  
fqc@cciaz.org.lb; lab@cciaz.org.lb; ppcciaz@hotmail.com  
Telefax: +961 8 931 120

**Address:**  
Industrial city Zahle - Kfarzabad road - 1.7 km from  
zahle highway / Bekas / Lebanon

Chamber of Commerce, Industry & Agriculture  
Zahle & Bekas, PO Box: 100 Mar Mikhael Street.  
Tel: +961 8 802 602  
www.cciqz.org.lb

*For a  
Continuous Growth...*

USAID FROM THE AMERICAN PEOPLE Chamber of Commerce, Industry & Agriculture Of Zahle & Bekas ACDI/VOCA Leading Opportunities Worldwide

**FQC Vision:**  
FQC's vision is to be the premium quality assurance, safety and knowledge sharing center in the region.

**FQC Mission:**  
For continual growth and innovation in the agro-food sector, FQC's mission is to provide high-level technical assistance through our qualified experts and accredited lab services.

**FQC Core Values:**  
Excellent quality of services  
Innovation in product development  
Confidentiality and credibility  
Accuracy and integrity of results  
Community development  
Consumer safety  
Customer satisfaction and reliability

**History:**  
The Food Quality Center, FQC, is an entity within the Chamber of Commerce, Industry & Agriculture of Zahle and the Bekas. Established in 2007, it is located in the heart of the Bekas region to serve the agro-food industry sector in quality assurance, food safety, product development as well as microbiological and physico-chemical testing. The site is slated currently under the ISO 9001:2008 and the Organic Operation certifications. It is expected to become ISO 17025 accredited through the support of the ACDI/VOCA Quality Control and Certification program funded by the U.S. Agency for International Development (USAID). The laboratory is recognized by the Ministry of Agriculture for agro-food products.

**Analytical Food Testing Services**  
The food laboratory at FQC provides testing support for most of the food and agriculture industries. In response to the growing need of the food producers in the Bekas region to offer high-quality, safe products, FQC has recently expanded its microbiology lab space and services. The team is extensively involved in preparing for the ISO 9001:2008 laboratory management accreditation to provide nationally approved tests: Food Chemical analysis, Chemistry, Rheology, Analysis of food products: jams, ready-to-eat, frozen or dried meats, dips & sauces, products, vegetable oils, Honey & drinking water.

**Microbial Tests:**

- Analysis of food for indicator organisms like coliform count, coliforms, yeasts and molds, and total aerobic bacteria.
- Detection and enumeration of pathogenic bacteria like *Staphylococcus aureus*, *Salmonella* species, and *Listeria monocytogenes*.
- Research microbiology (shelf-life evaluation, process validation and trouble shooting).

**Facing Quality problems? FQC is your Right Solution**  
Our problem-solving and food safety experts can help create solutions for your product development needs. Detecting potential problems before they occur is essential to protecting your brand. To increase efficiency and eliminate risks we offer advanced safety audits and sampling programs alongside assistance in HACCP planning. Our consultancy services include:

- Product development: design formulation, sensory evaluation
- Process and packaging systems: freezing, drying, processing, Modified Atmosphere Packaging
- Nutritional facts calculation
- Workshops and trainings on targeted subjects
- Pilot plant production, test kitchen trials

**ISO 9001 & organic certifications**

**Are You an Organic Producer?**  
Are you struggling to make use of your excess fresh organic crops? Creative ideas are available at our center such as drying fruits and vegetables, making jam and trying new recipes. Contact us and we will develop and produce unique organically certified products with you.



<b>Protection of information</b>	1	2	3	4	5	6	7	8	9	10
----------------------------------	---	---	---	---	---	---	---	---	---	----

**6- If you have used these services, please rate your SATISFACTION with each of the following on a scale of 1-10, with 10 being most satisfied, by placing a circle around the appropriate number:**

	N/A	1	2	3	4	5	6	7	8	9	10
<b>Staff courtesy and friendliness</b>	N/A	1	2	3	4	5	6	7	8	9	10
<b>Staff knowledge and competence</b>	N/A	1	2	3	4	5	6	7	8	9	10
<b>Scope of tests offered</b>	N/A	1	2	3	4	5	6	7	8	9	10
<b>Timeliness of results delivery</b>	N/A	1	2	3	4	5	6	7	8	9	10
<b>Ability to meet needs</b>	N/A	1	2	3	4	5	6	7	8	9	10
<b>Support and follow-up after service</b>	N/A	1	2	3	4	5	6	7	8	9	10
<b>Value for price</b>	N/A	1	2	3	4	5	6	7	8	9	10
<b>Availability of export information</b>	N/A	1	2	3	4	5	6	7	8	9	10
<b>Protection of information</b>	N/A	1	2	3	4	5	6	7	8	9	10

**7- If you used our services in the past please rate your SATISFACTION with each of the following, on a scale of 1-10, for each year below:**

	2008	2009	2010	2011
<b>Staff courtesy and friendliness</b>				
<b>Staff knowledge and competence</b>				
<b>Scope of tests offered</b>				
<b>Timeliness of results delivery</b>				
<b>Ability to meet needs</b>				
<b>Support and follow-up after service</b>				
<b>Value for price</b>				
<b>Availability of export information</b>				
<b>Protection of information</b>				

**8- Overall, how satisfied are you with our services?**

Very satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied

**9- If dissatisfied, can you please state briefly why?**

**10- Compared to alternative service providers available on the market, would you say that our center is:**

Much better know	Somewhat better	About the same	Somewhat worse	Much worse	Don't know

**11- Would you recommend our center to other companies?**

Definitely	Probably	Probably not	Definitely not	Not sure

**If you have any additional comments please share them:**

**Annex 7: Sales and Breakeven per chamber****BREAK EVEN ANALYSIS Tripoli-Jan to June 2012**

usd

Sales 2012 - first half	<b>97,927,000</b>	65,285
Variable cost	15,310,990	10,207
Contribution Margin	82,616,010	55,077
Contribution Margin Ratio	84%	84%
Fixed cost	67,312,784	44,875
Production needed to break even	79,787,670	53,192
Ratio of break even achievement	123%	123%

**BREAK EVEN ANALYSIS Zahle-Jan to June 2012**

usd

Sales 2012 - first half	254,474,500	169,650
Variable cost	38,367,320	25,578
Contribution Margin	216,107,180	144,071
Contribution Margin Ratio	85%	85%
Fixed cost	74,760,168	49,840
Production needed to break even	88,032,968	58,689
Ratio of break even achievement	289%	289%

**BREAK EVEN ANALYSIS Saida-Jan to June 2012**

usd

Sales 2012 - first half	1,334,000	889
Variable cost	6,245,700	4,164
Contribution Margin	-4,911,700	-3,274
Contribution Margin Ratio	-368%	-368%
Fixed cost	89,782,015	59,855
Production needed to break even	(24,384,471)	(16,256)
Ratio of break even achievement	-5%	-5%
BE Saida	0%	0%

## Annex 8: Correspondance between CCIAT program coordinator and evaluation team

The screenshot shows an Outlook email client interface. At the top, there are navigation tabs for 'Home' and 'Outlook', and a user profile for 'Carine Khoury' with a 'sign out' link. Below this, there's a search bar with '5' results and a 'Find Someone' button. The main area is divided into a left sidebar and a right pane. The sidebar shows a list of emails, with one from 'Rana Mawlawi' dated '7/12/2012' selected. The right pane displays the details of this email, including the sender's name 'Rana Mawlawi [ranam@cciat.or]', the recipient 'Carine Khoury', and the date 'Thursday, July 12, 2012 1:18 PM'. The email body contains a message in Arabic, starting with 'Dear Carine,' and mentioning a report and sales/expenses figures. An attachment 'Copy of Lab expenses inc-1.xlsx (11 KB)' is listed. The email concludes with 'Best' and contact information for Rana Mawlawi.

Home Outlook sign out Carine Khoury

ntire mailbox

New • Delete • Move • Filter • View

From: rana

Conversations by Date Newest on Top

Last Month

CCIATLAB Rana Mawlawi 7/12/2012

Carine Khoury 7/19/2012

Rana Mawlawi [ranam@cciat.or]

Thursday, July 12, 2012 1:18 PM

To: Carine Khoury

Attachments: Copy of Lab expenses inc-1.xlsx (11 KB) (Open in Browser)

You forwarded this message on 7/19/2012 9:20 AM.

Dear Carine,

Thank you for your visit yesterday, and I hope that your report will reflect the reality in order for all of us to improve their performance.

As requested, attached please find the sales and expenses figures; of course, as you can see, the lab is sustainable if we exclude rental charges.

Best

Rana Mawlawi  
Program Director  
Chamber of Commerce Industry & Agriculture  
Tripoli & North Lebanon  
P.O Box 47 Tripoli-Lebanon  
e-mail: ranam@cciat.org.lb  
Tel: +961 6 425600  
Mob: +961 3 204342  
Fax: +961 6 442047

SOCIAL Internet

Annex 9: Income Statement provided by CCIAT for the period of January till June 2012

مصاريف وايرادات لخبتمبرل عام 2012 لى لىة حنيران

لمصاريف

Lab sales till june

2012

ل مودا ال بشري ة

January	16,629,000
February	23,250,000
March	9,682,000
April	13,834,000
May	18,129,000
June	16,403,000
<b>Total</b>	<b>97,927,000</b>

19,195,000	مديرال م تقير
5,448,175	مس عة فري ة - 1
5,236,000	مس عة فري ة - 2
900,000	مس عة فري ة - 3
3,560,000	بدل نقل
2,470,339	ح اسة
2,300,000	عامل متن ظيف
6,230,523	اشتركات الضمان

45,340,037

امصريف تش غ لبي ة

	ي اءءك مباءم ح روقات،
2,027,817	نر طاسري ة
2,035,902	ءاتف نولت نر نر مويء
33,220,018	لوازم مخابر و نثرياء و مصاريف اءرى

37,283,737

**82,623,774**

مء موع لمصاريف

**97,927,000**

ليراءاء

15,303,226

نتيجة

## **EXHIBITS (Exhibits are separate documents)**

**Exhibit 1: QCC evaluation scope of work.**

**Exhibit 2: Sample of client Database.**

**Exhibit 3: FQC client list for 2011.**

**Exhibit 4 : FQC client list for 2012.**

**Exhibit 5: QCC client list for 2011.**

**Exhibit 6: QCC client list for 2012.**

**Exhibit 7: Scope Of ISO/IEC 17025:2005 Accreditation for the CCAI Labs in Tripoli, Zahle and Saida.**

For more information, please visit  
<http://www.socialimpact.com>

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Arlington, VA 22201  
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Fax: (703) 465-1888  
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