



## **STRENGTHENING JOB CREATION AND CREATIVITY IN THE AGRO-FOOD SECTOR IN LEBANON THROUGH TECHNOLOGY TRANSFER AND SKILLS TRAINING**

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### **Second phase:**

**Provision of technical assistance through  
fostering creativity and innovation to the  
Lebanese processing Zaatar Sector**

### **Call for Expression of Interest**

**Micro Small and Medium Enterprises**



## CONTEXT

Since 2011, the Ministry of Industry and UNIDO have been supporting the agro-industrial sector through the CELEP project by helping local micro and small industries to cope with the crisis and training unemployed affected communities on market oriented professional skills in technical sectors.

In addition to upgrading the quality standards of the products as previously done during phases I, II and III, this follow up phase will focus on innovation and creativity. An in-depth assessment of the Lebanese agro-food value chains was done during the inception phase, which will help in understanding the export capacity of small producers and cooperatives and identifying the barriers for trade. This project will be the first, focusing on product development, introduction of creativity tools and innovation for Lebanese products.

Building on the Ministry of Industry and UNIDO's experience, this project will mainly consist of improving the value chain of selected agro-food products by providing a number of agricultural cooperatives, Micro-small and medium enterprises (MSMEs) as well small medium enterprises SMEs with technical assistance, innovative approaches and marketing tools.

### *Project objectives and expected outcomes*

The project mainly consists of developing the Lebanese agro-industry value-chains; a cornerstone of the country's industrial economy which represents 18.2% of the total economic activities, by providing a number of rural communities and enterprises with technical assistance, innovative approaches and marketing tools.

The development objective of the project is to spur economic growth and employment opportunities by improving the competitiveness and value addition of the agro-industrial sector in Lebanon.

The project will assist the beneficiaries by enabling them to improve production/productivity, enhance their marketing capabilities, and access local and global markets.

The project is also expected to contribute to the development of a more capable rural community organization, addressing its own priorities and facilitating the participation of its members in the development process. This is expected to:

1. Revitalize the productive capacity of rural communities.
2. Expand markets, especially in Europe and the MENA region.

At the institutional level, the project will support the diffusion of the lessons learned and success stories from the target to non-target areas thereby creating a platform for the Government to adapt and scale up the project. The MoI will play a crucial role in this regard, as it will provide all the technical know-how needed throughout all the cycle of the project and monitor the results.

The project is expected to generate direct benefits for the economy by developing untapped potential through the diversification of products with higher quality standards and improved access to markets. This should contribute to enhance rural income, strengthen stability, and ultimately work towards poverty reduction and the achievement of



related SDGs. Moreover, engaging the host community in productive activities will enhance their livelihood and revive the local economy.

Apart from the benefits generated by jobs creation, the results will have a multiplier effect on the economy by creating additional jobs in food production. Additional income will allow further investments and development of the organizations' infrastructures, thereby supporting the sustainable economic development of the industrial sector in the selected value chain,

The project will benefit the society by contributing to local development in a human-rights based approach. The project will help in reducing potential tensions between host and displaced communities, which often result from poverty and bad living conditions. It will take into account the specific needs of the community members, including women, youth, vulnerable social groups, and population from secluded areas.

The project will actively promote the protection of environment, raise awareness among beneficiaries on environmental issues and encourage environmentally sound production techniques that would impact the community and enhance the respect of these values in the long run.

### *Expected Outputs and Results*

The expected outputs and results of the project could be summarized as follows:

1. Lebanese products from the Zaatar value chain will benefit from upgrade and innovation.
2. The quality standards of the selected beneficiaries are expected to increase.  
**As a result:** Around 10 Agro-based enterprises specialized in Zaatar making (small and medium can benefit from technology upgrading, civil works, innovation and training aspects of the project.
3. Innovation, creativity and design for a selected number of products from the agro-food value chain and Zaatar are expected to be improved. **As a result:** 10 to 15 products will be upgraded.
4. Business performance and commercial awareness of the beneficiaries will be enhanced.

## **OBJECTIVE OF THE CALL**

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This "call for expression of interest" is addressed to **Zaatar producers** interested in receiving support and assistance from the project to improve their production in terms of quality, market positioning and innovation. Interested producers are invited to fill in the application form and submit the required documentation as indicated below.

The project will provide **technical assistance and support** specifically related to the following:

- a. **Technical assistance to improve quality, productivity and sustainability through specialized training, knowhow transfer, product/package re-engineering and modernization, product upgrade or design at individual level;**
- b. **Facilitate market access through branding, communication and product positioning.**
- c. **Acquire new equipment for industrializing the new and innovative products created by the project.**



## WHO CAN PARTICIPATE?

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The call for expression of interest is open to **micro, small, medium in the Zaatar value chain** located across all regions of Lebanon.

The enterprises applying should adhere to the following requirements:

- Having industrial permit from the Ministry of Industry;
- Active and engaged in the manufacturing of Zaatar;
- Respecting the minimum food safety, hygiene and quality requirements;
- Possessing the basic automated equipment required for Zaatar production;
- Producing enough quantities for retail and/or wholesale;
- Having the possibility to become a model to others (pilot plant);
- Willing to create, develop or innovate new Zaatar products;
- Presenting a logical and applicable action plan with reasonable financial requirements.

## SELECTION CRITERIA

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To be selected:

The applying enterprises should correspond to the targeted thematic area of the project mentioned above. The applying enterprises should commit to providing a share in the project and show willingness for the following:

- Capacity to expand and generate employment;
- Take part of the cost sharing mechanism (Invest in time and resources for product development or innovation) or cost-sharing in civil works and facility upgrading if/when needed;
- Contribution in marketing of the new created products;
- Collaborating with chefs/industrial designers on prototype creation;
- Capacity and willingness to do the required tests of the developed product(s);
- Sharing and working on original product recipes if/when needed;
- Making the facility available for prototype creation if/when needed;
- Adhering to environmentally friendly practices;
- Training staff on operations, safety and environment;
- Involving women directly or indirectly throughout the chain of production;
- Adhering to and considering food safety and quality standards if required.

Each proposal should be submitted by one **micro, small, medium** located in Lebanon.

An evaluation of the quality of proposals will be made on the basis of an **assessment of the enterprise initiative (form in Annex 1, English and Arabic versions)**.



Applications will be assessed according to the following qualitative and quantitative criteria:

1. Initiative feasibility and potential degree of success;
2. Initiative potential for innovation;
3. Differentiation and preservation of cultural heritage;
4. Economic impact and value chain leverage;
5. Sustainability, social impact and social responsibility;
6. Potential for cooperation and partnering with various stakeholders.

## AWARD

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The evaluation and ranking of the applications will be carried out by the Ministry of Industry and UNIDO against the established selection criteria.

Selected enterprises may be required to provide additional technical, legal and financial information.

## APPLICATION

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### *Submission of proposals*

Applicants are strongly encouraged to submit a written application in accordance with the requirements in the call for proposal. To ensure consideration, your complete, detailed Call for Expression of Interest must be submitted in a sealed envelope to the following address: United Nations Industrial Development Organization (UNIDO), Ministry of Industry Building, 8th Floor, Sami El Solh Street, Beirut, Lebanon and with the below description. Due to COVID-19 crisis, applications can be received as well by email to: [n.barakat@unido.org](mailto:n.barakat@unido.org)

**Subject:**

Call for Expression of Interest  
Provision of technical assistance through fostering creativity and innovation in the Lebanese Zaatar Sector

**Address:**

United Nations Industrial Development Organization (UNIDO)  
Ministry of Industry Building, 8th Floor, Sami El Solh Street, Beirut, Lebanon. Tel: +961-1-423644

**Attention:**

Ms. Nada Barakat  
National Project Coordinator  
[n.barakat@unido.org](mailto:n.barakat@unido.org)



### *Deadline*

The Deadline for Submission of the proposal with the expression of interest is:

22 February 2021
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Applications after the submission deadline will be invalidated.

### *Proposal Submission set*

The expression of interest should comprise: The full proposal submission set with the application form enclosed as an annex to the call for expression of interest.

For further information, please contact the National Project Coordinator. Contact details:

Ms. Nada Barakat  
National Project Coordinator  
United Nations Industrial Development Organization  
Ministry of Industry Building, Sami El Solh Street, Beirut, Lebanon  
Tel: +961-70-201272  
N.barakat@unido.org

**Please make sure to provide complete, accurate data and contact details.**

### **CONFIDENTIALITY**

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The information contained in proposals submitted for UNIDO's consideration will be held in confidence until all evaluations are concluded and an award has been made. All information received will be managed by UNIDO in a strictly confidential manner. Only aggregated data will be used for evaluation purposes.



## المرفق 1:

استمارة طلب لدعوة تقديم المقترحات



التاريخ:

## I - معلومات عامة

### 1- المؤسسة:

	الإسم التجاري للمؤسسة أو الشركة:
	اسم العلامة (ات) التجارية:
	إسم صاحب المؤسسة أو المفوض بالتوقيع عن الشركة:
	النشاط الصناعي:
	مساحة المصنع وملحقاته:
	سنة التأسيس:
	العنوان:
	الهاتف:
	الفاكس/البريد الالكتروني/موقع الكتروني:

### 2- الوضع القانوني للمصنع:

	تاريخ الترخيص (الرجاء إرفاق صورة عن الترخيص وصورة عن آخر شهادة صناعية):
	رقم الترخيص ونوعه:
	السلطة المانحة للترخيص:
<input type="checkbox"/>	وزارة الصناعة
<input type="checkbox"/>	المحافظ
<input type="checkbox"/>	القائم مقام

### 3- الانتساب إلى إحدى الهيئات التالية:

<input type="checkbox"/> نعم	<input type="checkbox"/> كلا	جمعية الصناعيين
<input type="checkbox"/> نعم	<input type="checkbox"/> كلا	غرفة التجارة والصناعة والزراعة
<input type="checkbox"/> نعم	<input type="checkbox"/> كلا	تجمع مناطقي للصناعيين
<input type="checkbox"/> نعم	<input type="checkbox"/> كلا	هيئة قطاعية
<input type="checkbox"/> نعم	<input type="checkbox"/> كلا	هيئة أخرى





## II- معلومات تفصيلية عن المصنع:

١- وصف الوضع الحالي للمصنع وملحقاته (المخازن، المكاتب.....) الكهرباء، الصرف الصحي ، تدابير السلامة العامة وتصريف النفايات ..... (وتيرة التحسين في المصنع). يرجى رفع صور فوتوغرافية عن خط الإنتاج.

## ٢ - الآلات والتجهيزات الأساسية المتواجدة في المصنع لصناعة الزعتر:

نوع الآلة ومواصفاتها	تاريخ الشراء	الوضع الحالي (سيء، وسط، جيد)

### 3- السلع المنتجة من الزعتر وغيرها - الرجاء إرفاق صور للمنتجات وعبواتها (مرفق بالاستمارة).

[illegible]

نسبة البيع	نوع المستهلك	المستهلكين المحليين الأساسيين للسلع المنتجة ونسبة البيع لكل منهم:
	المطاعم	
	السوبرماركت	
	الميني ماركت والمحلات الصغيرة	
	التجار والموزعين	
	المواد الأولية	
	آخر (يرجى التحديد)	

٤- عدد العاملين في المصنع:		
ذكور	إناث	أصحاب المؤسسة و/أو شركائهم العاملين فيها
العمال الدائمون	ذكور	إناث
لبنانيون		
أجانب		
العمال المؤقتون	ذكور	إناث
لبنانيون		
أجانب		
هل تم توظيف أحد جديد خلال السنوات الثلاثة الماضية؟		
نعم	كلا	
هل لديكم القدرة على استيعاب عدد عمال أكثر؟ ( لبنانيون أو أجانب؟ )		
نعم	كلا	
ما نسبة هذه القدرة؟		



5-الرجاء ذكر عدد المزارعين والتعاونيات التي تتعاملون معها لشراء الزعتر الخام .			
إسم المزارع أو التعاونية	كمية الزعتر الخام/السنة	عدد الأشخاص العاملين في المزرعة أو التعاونية	عنوان المزرعة/التعاونية

كلا	نعم	٦- هل المصنع حائز على شهادة ISO (9001-22000) - أو أي شهادة أخرى للسلامة الغذائية؟
كلا	نعم	إذا كان الجواب كلا، هل لديكم نية الحصول على شهادة؟
		إذا كان الجواب كلا، يرجى التوضيح لماذا؟
كلا	نعم	٧- هل تقومون بفحص جودة منتوجاتكم؟
		إذا كان الجواب نعم، أين تتم هذه الفحوصات وبأي وتيرة؟
كلا	نعم	٨- هل تقومون بضبط كل سجلاتكم من المزرعة الى المستهلك؟
كلا	نعم	٩- هل لديكم خبرة سابقة بالعمل مع طهارة أو خبراء فن الطبخ؟
		إذا كان الجواب نعم، الرجاء التوضيح.
كلا	نعم	١٠- هل لدى المؤسسة إستراتيجية للتسويق؟
		إذا كان الجواب نعم، الرجاء إفادتنا بإسم الجهة المسؤولة عن وضع أو تطوير هذه الاستراتيجية.



### III - الرغبة بالمشاركة:

كلا	نعم	١- هل لديكم النية والإرادة لتكملة أي دعم مادي (مرتبط بالسلامة العامة والغذائية أو غيرها داخل المصنع) في حال تأمن لكم؟
كلا	نعم	٢- هل أنتم مستعدون لتكريس الوقت والموارد (البشرية والتقنية والمادية أو غيرها) من أجل تطوير منتجاتكم؟
كلا	نعم	٣- هل أنتم مستعدون لمشاركة وصفات منتجاتكم والتعاون مع طهارة مختصون لتطوير منتجات جديدة؟



## VI - خطة العمل:

في هذا القسم على مقدم الطلب تزويد وصف للحاجات و الأفكار المقترحة للمشروع بشكل يتوافق مع الأهداف و معايير الاختيار التي تنص عليها دعوة تقديم المقترحات.

- الرجاء ذكر اي محاولات سابقة قمت بها من أجل تطوير منتجاتكم أو اي أفكار يتم تطويرها حاليا.



- الرجاء ذكر ٣ إبتكارات متعلقة بالزعتري(بدءاً بالأهم) ترغب مؤسستكم بالعمل على تطويرها من أجل زيادة التسويق مع تفصيل كيفية تطوير كل منتج. هذا التطوير قد يرتبط بالمنتج نفسه أو بغلافه أو بعلامته التجارية أو تسويقه...إلخ



- الرجاء ذكر أي معدات تحتاجها المؤسسة من أجل تسهيل تطوير المنتجات التي تم ذكرها في القسم السابق.





- الرجاء ذكر أي محاولات قمتم بها لتحسين غلاف وملصق منتجاتكم وتفصيل هذه التجربة مع الإشارة إلى نوع الغلاف الذي تم استخدامه ومصدر شرائه.



# **Annex1:**

## **Application form to the call for expression of interest**



Date:

## I – General Background Information

### 1– The Enterprise

Commercial Name of the enterprise (or company):	
Brand name(s):	
Name of the owner (or the authorized signatory):	
Type of Industrial production:	
Total area of the enterprise and its annexes:	
Year of establishment:	
Address:	
Phone Number:	
Fax/ Email: Website:	

### 2- Legal Status of the Enterprise

Date of Industrial Permit (please enclose a copy of the permit and a copy of the latest Industrial Certificate):	
Number of Registration and Type:	
Registration granted by:	
Ministry of Industry	<input type="checkbox"/>
Regional Governor	<input type="checkbox"/>
Qua'em maquam	<input type="checkbox"/>

### 3- Are you a member in any of the following?

Association of Lebanese Industrialists	Yes	No
Chamber of Commerce, Industry and Agriculture	Yes	No
Regional Associations for Industrialist	Yes	No
Sectarian Committee for Industrialist	Yes	No



## II- Technical Enterprise Information

1- Current Status of the enterprise and its annexes (Storage, Offices etc.) Electrical Wiring, Sewage System, Security Measure, Waste Management etc. (frequency of improvements). Please provide photos of the production line.

### 2 - Current Equipment in the enterprise for Zaatar manufacturing

Type & Spec. of the equipment	Date of Purchase	Status of the equipment (Bad, Good, Excellent)

[illegible]



Main local customers and percentage of sales of production for each:	Main customer	Percentage of sale of production
	Restaurants	
	Supermarkets	
	Minimarkets and boutiques	
	Distributors and traders	
	Raw Material	
	Others (please specify)	

4- Number of Employees at the Enterprise		
	Male	Female
Enterprise owners and/or partners		
Permanent employees	Male	Female
Lebanese		
Foreigners		
Temporary employees	Male	Female
Lebanese		
Foreigners		
Have you recruited any new employees in the past 3 years?	No	Yes
Are you able to hire more workers (whether foreign or Lebanese)?	No	Yes
How much is this capacity?		

5- Number of Farmers /Cooperatives Contracted for the purchase of Zaatar or <i>Origanum Syriacum</i>			
Name of Farmer / Cooperative	Amount per Year	Number of Workers in the Farm / Cooperative	Address of Farm / Cooperative



<b>6-</b> Does the factory have ISO (9001-22000) certification or any other type of quality certification?	No	Yes
If not, are you willing to pursue one?	No	Yes
If no, please explain why.		
<b>7-</b> Do you conduct quality testing on your products?	No	Yes
If yes, how often and where is this testing done?		
<b>8-</b> Do you keep track of all of your records starting from the farm until reaching the end-consumer (traceability system)?	No	Yes
<b>9-</b> Do you have any previous experiences working with chefs or gastronomy experts?	No	Yes
If yes, please elaborate.		
<b>10-</b> Do you have a marketing strategy for your company?	No	Yes
If yes, please advise who made it and whether or not it needs to be further developed.		

### III. Willingness to Participate

1- Are you willing to take part in any expenses required for the improvements related to safety and hygiene etc. in the enterprise?	Yes	No
2- Are you willing to dedicate time and resources (human, technical, financial or other) for the development of products?	Yes	No
3- Are you willing to share product recipes and collaborate with chefs on new product development?	Yes	No



#### **IV- Action plan**

**In this section, the applicant is expected to provide a description of needs and ideas that should correspond with the objectives and selection criteria stated in the call for proposals document.**

**Please refer to the below for guidance:**

Please mention any previous attempts for innovation pursued by your company related to the Zaatar, or any current ideas being developed for innovation.





Please list 3 priority innovations your company would like to develop and related to your current Zaatar products. This can include innovation on the product itself, or on its packaging, labelling, marketing etc.



Please mention any equipment that your company might require to facilitate this innovation or product development.



Please describe in case you had any previous attempts in working on improving the packaging and labeling of your products. If yes, please share with us this experience and kindly advice about the type of packages you use and the purchase source.