

**ESTABLISHMENT PLAN:
FOOD TECHNOLOGY CENTRE**

**COMPLETED IN PARTIAL FULFILMENT OF SERVICE CONTRACT FOR IMC-
GOE FUNDS APPROVED 13-JUNE-2005 (TOR 2.3.1)**

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A. Objectives

The overall objective: to design and establish a Technology Centre that satisfies the development needs of the Egyptian food industries.

- Specific objective: to develop an establishment plan for the Food Technology Centre (FTC) and a business plan for its first year of operation
- Interim objective: to develop an establishment plan for the Food Technology Centre

This document is in fulfilment of the interim objective (above).

B. FTC Establishment Plan

The TOR calls for the establishment plan to include specifically the following:

1. Legal identity and overall structure (e.g. public vs. private ownership, not-for-profit vs. for-profit, umbrella institution, totally new etc.)

- a. For the first year, the FTC will be created and wholly funded pursuant to a Ministerial Decree. After Year 1 or Year 2, the FTC will operate by virtue of a lease/contract with the Ministry of Foreign Trade & Industry (MFTI), during which time project generated income (PGI) will be variable, but likely not sufficient to sustain the FTC. At some point, target the end of Years 3, PGI will be sufficient to cover costs of salaries, maintenance and incidental expenses and FTC will be spun off from the MFTI on a quasi-private basis. FTC will continue to rely on MFTI for facilities and major expansions of capabilities.
- b. FTC's role as an umbrella institution, crossing lines between different ministries, may evolve over time depending on the FTC's ability to facilitate services to the industry by directing needs to the appropriate service provider(s).

2. The mandate and specific role to be played by the FTC in light of the already existing institutions and in light of the results of the strategic study on food industries prepared by IMC (what services to deliver, what needs to address etc.)

a. Existing Institutions

Ideally, FTC would provide only services that are not already available on the market. Existing institutions claim to have capabilities that provide nearly everything the food industry needs, with the possible exception of sensory analysis and a packaging laboratory. Yet large technological gaps exist in the industry, suggesting that this capability is more theoretical and wishful than real. FTC should therefore not limit itself only to services that are not currently offered; it should provide whatever the industry demands, whether or not these demands are offered by other institutions.

Donor programs present both a special problem and an opportunity for FTC in that they subsidize some of the same services that FTC may offer. For example, both Expolink and the Business Resource Centres (BRC's) offer training in technical subjects such as quality systems and receive a

management fee in return. The client companies pay only a small fraction of the direct cost of the consultant since the training is subsidized by groups such as IMC, the World Bank and MFTI. No organization could compete directly with this arrangement. However, FTC could make a strong argument to the donor agencies that technical training would be managed and evaluated more effectively by technical people, the FTC. Additionally, some of these services, such as Quality Management Systems (QMS), are so critical to the industry (and eventually to FTC) that it will be essential that FTC develop the expertise in-house rather than shrink away from the entire field just because it may already be offered to the industry.

In this way, FTC could become a type of umbrella institution which provides technology to those groups who are more oriented toward marketing and promotion.

- b. Needs FTC should address:
- i. Innovation rare, few new products, low level of processing and packaging technology
 - ii. Low level of quality control and food safety systems, even among some of the country's largest exporters
 - iii. Agriculture system undeveloped:
 - (1.) Inconsistent supply of raw materials to industries
 - (2.) Contract farming arrangements very weak
 - (3.) Low level of certification of growers for EUREPGAP and traceability
 - (4.) Low level of research in developing new varieties
 - (5.) Poor logistics in cold store chains, refrigerated transport and air cargo space
 - (6.) Lack of knowledge of proper post harvest handling procedures
 - iv. Low capacity utilization
 - (1.) Lack of raw materials (from iii, above)
 - (2.) Low competency in production planning
 - (3.) Low labor productivity; obsolete machinery
 - v. Lack of transparency of local regulations; some Government of Egypt (GOE) standards on foods for export are barriers to export; high duties on imported inputs that are not rebated on export
 - vi. Lack of information in trends, prices and opportunities in various parts of the world; low level of Internet utilization
 - vii. Poor written language skills of export markets
 - viii. Low value realized from exports through a third country
 - ix. High cost of packaging materials and low quality for glass
 - x. Some GOE standards on foods for export are barriers to export.

c. Services FTC should deliver:

FTC services will be demand driven in a sustainable manner according to the needs of the industry. The services will not be driven by any personal, ideological or social agendas.

Each service to be delivered must meet a specific need. It is important to remain focused on the needs and not engage in activities that merely sound or feel good.

Each service must also be consistent with FTC's Vision and Strategy. In general terms, the Vision for FTC is an organization that will transfer knowledge and added value to the Egyptian food industry in a sustainable manner. Its Strategy, also in general terms, will be to develop a local market for technical services among the food industry which is driven by demand and priced competitively; the Center will utilize outsourcing for many services, provide a catalyst for the partnership of private and public entities, network internationally and become, eventually, sustainable.

The services proposed to meet the needs outlined in 2.b. (above) are as follows:

i. Training and technical assistance in product development, product improvement, processing technology, packaging and creativity; addresses 2.b.i.

ii. Training and technical assistance on QMS; technical assistance could come in traditional workshop forms and could come also in forms that are not generally offered in Egypt. That is "facilitation" of QMS. While an outside agency can not provide a quality system for any company, that agency could follow-up training with weekly on-site facilitation meetings, walking through a "to do" list, obtaining concurrence and assigning responsibility and following up

Providing certification or a quality seal for compliant companies; retribution (in some form) to repeat offenders; both address 2.b.ii.

iii. Improving the supply of raw materials through:

(1.) Developing internally, or upgrading existing institutions where appropriate, analytical services that are critical to certain sectors of Egyptian industry. These include but are not limited to *Salmonella* for the spice industry and pesticide residue for processors who have inputs of raw agricultural commodities; addresses 2.b.iii.(1).

(2.) Encouraging and helping organize contract farming practices between processors and growers. A program on new varieties could serve as a lever to help satisfy this need; addresses 2.b.iii.(2).

(3.) Training and technical assistance in good agricultural practice systems; addresses 2.b.iii.(3).

(4.) Training and technical assistance to introduce new varieties that are more amenable to growing and processing under local conditions; addresses 2.b.3.(4).

- (5.) Training and technical assistance on the operation and maintenance of field coolers, cooling/packing sheds, refrigerated warehouses & transport; addresses 2.b.iii.(5).
 - (6.) Training and technical assistance on post harvest handling techniques; addresses 2.b.iii.(6).
- iv. Improving capacity utilization through:
- (1.) Improving the supply of raw materials by implementing 2.c.ix. (above)
 - (2.) Training and technical assistance in production planning; addresses 2.b.iv.(2).
 - (3.) Increasing the productivity of labor through:
 - (a.) Preparing a training needs assessment and resulting FTC curricula for various critical subjects (Quality Management, Regulations, New Varieties, Pesticide Use, etc.)
 - (b.) Supporting training and training consultancy companies and institutions to provide training needs assessments and tailor-made and product-specific training for multiple companies.
 - (c.) Encouraging the top facilities within each sub-sector to commercialize their success story by using their facilities as a basis for training centers. MFTI can encourage this process by licensing (or certifying) the best performing companies in each sub-sector.
 - (d.) Developing training manuals and templates (where none exist) on subjects important to the food industry such as HACCP, GMP, productivity, quality, etc.
 - (e.) Conducting the training of trainers
 - (f.) Monitoring and evaluating the on-the-job training accomplished by the new trainers.

Note: (a.) through (f.) above address 2.b.iv.(3).
 - (4.) Providing feasibility studies to assess the impact of new equipment on the over-all operation; addresses 2.b.iv.(3)
- v. Establishing a database of local regulations and highlighting those items to MFTI that serve as barriers to exports (this service could also be utilized by any processor seeking local regulatory guidance on general subjects); addresses 2.b.v.
- vi. Providing industry-specific training and technical assistance in developing Market Information Systems (MIS) data “how to” training on computer and Internet skills; addresses 2.b.vi.

- vii. Having available the services of native English, French and German speakers for editing and proof-reading labels, applications for import, ad copy & other promotional material and newsletters; addresses 2.b.vii.
- viii. Encouraging the local manufactures of industrial bulk commodities to replace some of their production with branded or private label retail packages. This could be done through training and technical assistance on the regulatory and shipping requirements of export markets; addresses 2.b.viii.
- ix. Helping to reduce the cost of packaging materials by:
 - (1.) Encouraging the coordination of collective bargaining and purchase of Tetrapak rollstock
 - (2.) Providing technical assistance to users and manufacturers of glass and closures for glass
 Note: both address 2.b.ix.

3. The dividing line between the services delivered by the FTC and those delivered to the same industry by the Business Resource Centre (BRC's) created by IMC.

Among other activities, the BRC's provide highly subsidized training, mostly in quality systems, to the food industry. It would be tempting for the FTC to abandon these subjects altogether since the IMC subsidy makes this area difficult to enter directly. However, the subject material is so important that FTC must have in-house expertise in the management of quality systems and must offer training and technical services in this subject. One solution to this conundrum is for the FTC to contract with IMC to provide these services. FTC should be able to leverage its technical staff to provide technical training more effectively than the BRC's (or other organizations not oriented toward technology).

4. Service delivery mechanisms and procedures (subcontracting vs. in-house experts, etc.)

This item will likely be handled on a case-by-case basis, at least at first. Subcontracting will be attractive where in-house expertise does not exist or where the demand is too small to justify the dedication of FTC staff.

Where subcontracting is undertaken, every effort should be given to applying the USAID model of selecting and compensating outside consultants rather than the tender system favored by IMC. A tender system makes sense when the project is very large and involves separate components. However, a tender system makes no sense for, say, an individual providing a small number of workshops or technical interventions. In these cases, the tender system is cumbersome, slow and at times such a burden to the consultants that many of them choose not to participate. The USAID model requires a statement of employment and salary history. Upon verification the consultant can then be hired at his current rate, but not to exceed certain guidelines.

Some functions that will require subcontracting will likely be handled through a yet-to-be-identified foreign partner. Ideally this partner would be a mature technical organization, having similar expertise as what the FTC wishes to provide the Egyptian Food Industry. This entity would be asked to invest nothing into Egypt other than its time to determine, in the initial stages, the scope of its role in training and technical assistance. Also ideally, this partner would have some access to donor funds to cover start-up expenses, after which the partner would be paid by

FTC or MFTI at the negotiated rates. DANIDA, the Danish Agency for Development Assistance, has approached MFTI with the idea that they could fund some of DTI's (Danish Technological Institute) participation in such a partnership.

5. Funding (potential sources of funding):

For the first year, the funding will be provided primarily by MFTI. This funding will be augmented by an unknown amount of project generated income (PGI) from piecework (such as analytical services, other technical services and training) and contract work with individual companies, industry groups or donor agencies.

Another possible source of income has come to light recently. A local association of herb & spice manufacturers approached MFTI concerning a facility that is critically needed by the entire industry. They have received a USAID grant to purchase hardware for a spice sterilization facility. The grant is contingent on the association obtaining premises and a suitable building to house the facility. MFTI could provide property, a new building and a management contract (for FTC), all on a rent basis.

6. Income generation and sustainability issues

Income generation and sustainability will be the most difficult aspects of the management of the FTC. Issues (and questions) which during the planning phase have no resolution include the following:

- a. One obstacle to the viability of any local service provider is the subsidy provided by donor agencies. The only way around this problem is to contract services, where available, with donor agencies for as long as they last.
- b. A related issue is that many Egyptian companies have become used to receiving training and technical assistance either free or at highly subsidized rates. This search for the low cost provider is certainly laudable but lacking these free or subsidized services, many processors will likely defer training and technical assistance needs until another donor agency can provide them.
- c. Some services will be more economically viable than others. For example, an analytical laboratory will likely be more viable than training or technical assistance and certain types of research will be 100% subsidized. Therefore, the "cash cows" will be subsidizing less profitable, but still worthwhile endeavors of the FTC. These "cash cows" could price themselves out of the market as a result.
- d. Nearly everyone that FTC hires will require additional training and certification in topics not traditionally covered in academic curricula: these include HACCP auditor, Quality Auditor, various Good Agricultural Practice systems (such as EUREPGAP and others) and Train the Trainer.
- e. Some people (and groups) will bring more money to the FTC than others. Those people bringing more money to the Center may justifiably feel that they could do better as private consultants, take what training the FTC has to offer (as in d. above) and leave.
- f. Some accounting periods will be better than others. During the not so good periods, FTC needs a way to survive without having to reduce the number of people. These are the same people that the FTC will need to improve the next accounting period.

- g. In order to provide competitive services, the FTC must provide competitive salaries. The salaries of the present technical staff at FTC range from LE 800 to about 1200. These are highly qualified people with advanced degrees and good experience yet they are earning less than secretaries. At a minimum, FTC should be able to offer salaries that are equitable to the same positions in different ministries and in the private sector. As an ideal, FTC should be able to offer to highly qualified people salaries competitive with donor projects.
 - h. Hard information on market research (What does the industry want?) is not available and quantitative information may require another project to develop. Available information is anecdotal at best (note: There is a lot of information about what the industry needs. They will pay only for what they want.) FTC's strategy must be flexible to permit approaching the "wants" by iteration and the "needs" by education.).
7. Mechanism for quality control and evolution of the centre with the needs of the food industries. This also includes building on previous donor programs in relation to this industry.
- a. Establish performance indicators for each function in the FTC and for each "primary" industry within the sector.
 - b. Establish a weekly or biweekly system of reporting to the Steering Committee summarizing activities achievements, events and cash flow.
 - c. Set up a system of client satisfaction surveys.
 - d. Periodic performance evaluations for individual FTC staff (based on MBO model)
 - e. Have the Steering Committee (six from industry, one from IMC and one from MFTI) function as a visiting committee: quarterly visits to the facility (these may evolve into semi-annual visits), brief reports from FTC staff, followed by a private meeting for the steering committee which will produce written comments and recommendations for FTC.
 - f. Ultimate authority for the operation and conduct of FTC by the Steering Committee.
 - g. Retain a knowledge base, in the form of a person, on previous donor programs and how their end products might still benefit the industry.
8. Organizational structure of the FTC including needed departments and functions
Organization chart (attached).
9. Job descriptions of key technical staff
- Managing Director

The Managing Director reports to a Steering Committee consisting of representatives of the Egyptian food industry, IMC and MFTI. Reporting to him/her are the Directors and/or Managers of the line and service groups: Administration, Quality Systems, Product/Process/Package Development, Agricultural Research and Training. The Managing Director will be the chief technical officer for the FTC and has the responsibility of translating the vision and desires of the steering committee into the day-to-day operation of the FTC and to FTC's ability to cover costs and generate income. Additionally, the Managing Director will solely represent the FTC to the

public, to the GOE and to the industrial and scientific communities. The Managing Director is empowered to recommend staff changes to the Steering Committee and will be given authority to approve expenditures consistent with GOE policy. He/she is also empowered to approve in-house projects consistent with the vision of the Steering Committee and to present proposed contracts with outside agencies to the Steering Committee for approval. The Managing Director should have an earned Ph.D. in Food Science, Engineering, Biology or other relevant field as well as a minimum of 10 years experience in R&D management in the food industry.

- **Manager of Administration**

The Manager of Administration reports to the Managing Director. Reporting to him/her are an unnamed number of individuals responsible for such administrative functions as tracking and controlling the budget, purchasing, accounts receivable/payable, IT support, managing a client database, contract management, monitoring & evaluation, travel services, and general office services such as maintenance, janitorial, reception and drivers. The Manager of Administration has the main responsibility of tracking project, contract and FTC budgets against projections and communicating variances periodically (at least monthly) to the Managing Director and to the line managers and/or directors. The Manager of Administration is empowered to recommend staff changes to the Managing Director and will be given authority to approve expenditures consistent with GOE policy. He/she is also empowered to recommend in-house projects and contracts with outside agencies to the Managing Director. The Manager of Administration should have a business related degree as well as a minimum of 10 years experience in industrial management.

- **Associate Director of Quality Systems**

The Associate Director of Quality Systems reports to the Managing Director. Reporting to him/her are an unnamed number of individuals responsible for such quality related functions as establishing and maintaining a database on quality status of the industry (which companies have which systems in place and the effectiveness of each system), providing technical assistance on food & export regulations (for both local and export markets), quality systems, shipping requirements and language assistance for target export markets, developing internal quality at FTC and providing analytical services (chemical, microbiological, sensory and statistical). The Associate Director of Quality Systems has the main responsibility of developing and improving quality systems for the industry. The Associate Director of Quality Systems is empowered to recommend staff changes to the Managing Director and will be given authority to approve expenditures consistent with GOE policy. He/she is also empowered to recommend in-house projects and contracts with outside agencies to the Managing Director. The Associate Director of Quality Systems should hold an advanced degree in quality, Food Technology, Biology, Chemistry or a related technical field as well as a minimum of 10 years experience in the food industry.

- Associate Director of Development (Product/Process/Package)

The Associate Director of Development reports to the Managing Director. Reporting to him/her are an unnamed number of individuals responsible for product, process and package development. Included in these areas are training and technical services in formulation, cost reduction, product improvement, new product development, line extensions, packaging development, improvement & cost reduction, process improvement (including bottleneck analyses and feasibility studies to replace obsolete equipment) and production planning. The Associate Director of Development has the main responsibility of developing, improving and transferring technology to the industry. The Associate Director of Development is empowered to recommend staff changes to the Managing Director and will be given authority to approve expenditures consistent with GOE policy. He/she is also empowered to recommend in-house projects and contracts with outside agencies to the Managing Director. The Associate Director of Development should hold an advanced degree in Engineering, Food Technology, Biology, Chemistry or a related technical field as well as a minimum of 10 years experience in the food industry.

- Associate Director of Agricultural Research

The Associate Director of Agricultural Research reports to the Managing Director. Reporting to him/her are an unnamed number of individuals responsible for providing training and technical services in new variety utilization, post harvest handling, and agricultural operations (which includes contract farming, use of agricultural departments, ecology management, recycling and water recycling). The Associate Director of Agricultural Research has the main responsibility of developing, improving and transferring technology on new varieties to the industry. The Associate Director of Agricultural Research is empowered to recommend staff changes to the Managing Director and will be given authority to approve expenditures consistent with GOE policy. He/she is also empowered to recommend in-house projects and contracts with outside agencies to the Managing Director. The Associate Director of Agricultural Research should hold an advanced degree in Engineering, Food Technology, Biology, Chemistry or a related technical field as well as a minimum of 10 years experience in the food industry.

- Training Manager

The Training Manager reports to the Managing Director. Reporting to him/her is the Training Coordinator. The Training Manager is responsible for providing the infrastructure necessary for delivering training which is to be provided both by outside entities and in-house FTC staff. Working with the appropriate FTC managers, the Training coordinator will develop various curricula to meet the training needs of the food industry. The Training Manager will schedule and publicize the courses, with the industry, the instructor and the venue. The training Manager will be responsible for duplication of course materials and, where appropriate, arrange for refreshments. The Training Manager will also develop an evaluation sheet for each workshop, assure that each participant fills one out, and maintain a database of these evaluations so that FTC can better evaluate its training program, instructors and course materials. The Training Manager will have a familiarity with donor programs and be able to draw on their experience

when required. The Training Manager is empowered to recommend staff changes to the Managing Director and will be given authority to recommend training related expenditures to the Administration Manager. The Training Manger should hold a college degree and will have worked in a field related to training for a minimum of five years.

10. Delineation of the system for contract/project management (How contracts/projects are managed, monitored and evaluated).

Ideally, contracts will be managed by a single payment at the beginning and the rest made when anticipated results are achieved. Development work, where the results can not be guaranteed, should be undertaken on a "best efforts" basis and payments made accordingly.

As for the projects themselves:

- a. Project proposal prepared by the Principal Investigator (Manager level or above):
 - i. Objectives
 - ii. Scope of work
 - iii. Plan
 - iv. Personnel requirements
 - v. Timing & cost
 - vi. Performance indicators (eg.):
 - a) Over-all impact on FTC budget (this information would not be included in a contract with a client)
 - b) Number of people/companies trained
 - c) Technical interventions, etc.
- b. Approved by the Managing Director and the Manager of Administration
- c. All time accounted for by weekly time sheets (There might be "projects" for new business development, and other administrative burdens).
- d. Each project under the continuing review of the manager of the operating department (for short projects) and under the review of the client for longer term work.
- e. Project costs to be computed monthly and reported to project leaders, clients and FTC management.
- f. Project leader to reconcile project costs to progress.
- g. Closing, extending or increasing the budget of a project also accomplished by the project leader through an amendment to a proposal which is approved by the Managing Director.

The performance of each project will be tracked by the M&E (Monitoring & Evaluation) manager who will monitor projects against FTC's vision, mission, goals, objectives, intermediate results and performance indicators.

Additionally, each functional group reporting to the Managing Director will submit a weekly report to the M&E Manager covering the accomplishments (not the activities) for that week. Every four months, the M&E Manager will work with the heads of each functional group to prepare a report which summarizes how FTC as a whole is

performing against its vision, mission, goals, objectives, intermediate results and performance indicators.

Criteria of acceptance of a project:

- a. Is the project consistent with FTC's mission?
- b. Can FTC do it?
- c. Will it generate income for FTC?

The answers to a. and b. above must be affirmative. Most projects, except those involving overhead activities, should generate income.

11. Relation between the centre and food industries (especially as far property rights issues are concerned, mutual trust etc.)

Any industry will be unwilling to share information with outsiders unless they can perceive a benefit and have some assurance that the information will not be passed on to a competitor. This attitude will change slowly as the industry recognizes that they will have to open their doors at least somewhat in order to avail themselves of FTC services most effectively. The attitude will change more rapidly as people realize that their secrets are not being compromised. This attitude adjustment can occur more readily only if the composition of the FTC staff is stable. If FTC were to become a revolving door for industry, this trust could be lost. Finding and keeping good people will be a primary challenge.

As for property rights, whoever funds the work should own it. In the event that costs are shared between the FTC and a sector, the work belongs to both. The FTC may choose to disseminate it or not, depending on the contractual arrangement.

One specific issue that may become a problem for some client companies is having the FTC perform more than one project in the same product line for different client companies. For example, a client company who has contracted with FTC for some work on, say, dry soup may wish that FTC refrain from doing work for anyone else on dry soup. FTC must resist such wishes since each such project will narrow the market for FTC when each project should be helping FTC increase its market.

Secrecy agreements that are rigidly adhered to, education to staff on the importance of confidentiality, good benefits as inducements to staff to stay should go a long way in breaking the ice on confidentiality concerns.

12. Any other issue of relevance to the establishment

Most technical establishments reward their best technologists by taking away their technical responsibility and making them "managers." In many organizations this is the only way to advance people to higher salary levels. In order to keep their best technical people, some organizations have created parallel advancement paths: a management and a scientific ladder. In this way, a scientist with ten years' experience could have the same salary as his technical manager, also with ten years' experience. In theory, he could be earning more than a less-experienced manager, even if that manager is his own.

NOTE: ORGANIZATION CHART, NEXT PAGE...

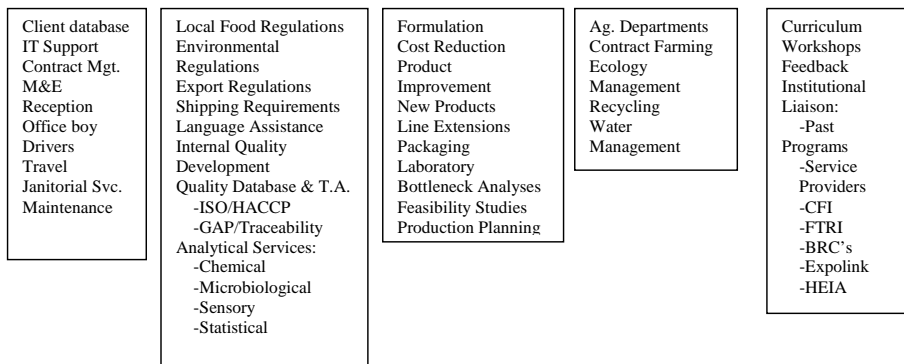
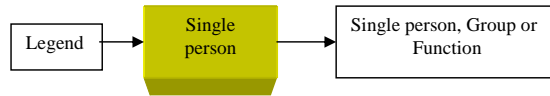
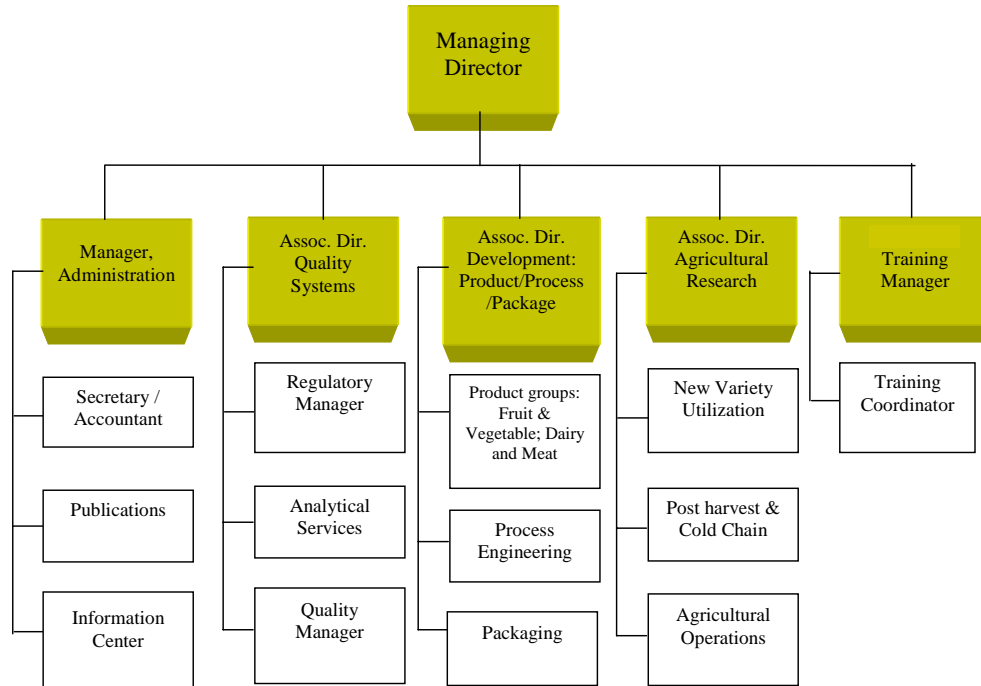


Table 4: Plan of Action, Milestones etc.

| No | Activity | Start Date | End Date | Expenditure, Year I (LE) | Party Responsible | Indicator/Milestone | | Verification |
|----|---|------------|------------|--|-------------------|---|--|--------------|
| | | | | | | Financial | Technical | |
| 1 | Authorization to increase FTC staff to thirty | 1-Nov-2005 | 1-Jan-2006 | 783,980 | MFTI | None | FTC Director authorized to hire additional staff | IMC |
| 2 | Authorization for out-of-pocket expenses | 1-Nov-2005 | 1-Jan-2006 | 129,000 | MFTI | None | FTC Director authorized to sign for this amount unilaterally | IMC |
| 3 | Authorization for capital improvements | 1-Nov-2005 | 1-Jan-2006 | 647,700 | MFTI | None | FTC Director authorized to begin capital improvements | IMC |
| 4 | Hire additional staff to total about thirty | 1-Jan-2006 | 1-Sep-2006 | As above, assuming FTC 2/3 staffed, on average, for Year I | FTC | Payroll within budget | Thirty on FTC staff | MFTI |
| 5 | Purchase & install micro laboratory | 1-Jan-2006 | 1-Sep-2006 | As above | FTC | Expenditure within budget | Laboratory certified for testing <i>Salmonella</i> | MFTI |
| 6 | Mount a minimum of seven workshops, attended by an average of eleven people | 1-Jan-06 | 30-Dec-06 | Provided for above | FTC | An average of 61,700 LE from each of activities #6-9. | Train at least 77 people from at least 20 companies. | MFTI |
| 7 | Secure at least two contracts for workshops | 1-Jan-06 | 30-Dec-06 | Provided for above | FTC | An average of 61,700 LE from each of activities #6-9. | Train at least 77 people from at least 20 companies. | MFTI |

| No | Activity | Start Date | End Date | Expenditure, Year 1 (LE) | Party Responsible | Indicator/Milestone | | Verification |
|----|---|------------|-----------|--------------------------|-------------------|---|---|--------------|
| | | | | | | Financial | Technical | |
| 8 | Perform at least sixty-one days of technical intervention | 1-Jan-06 | 30-Dec-06 | Provided for above | FTC | An average of 61,700 LE from each of activities #6-9. | 1. Render technical service to at least 10 companies. 2. Interventions to result in at least 7 new products, product improvements, line extensions or improvements to quality systems. | MFTI |
| 9 | Perform at least 30 sensory panels and 300 microbiological assays | 1-Jan-06 | 30-Dec-06 | Provided for above | FTC | An average of 61,700 LE from each of activities #6-9 | 1. Provide sensory panels for at least 6 companies 2. Provide micro tests for at least 6 companies. | MFTI |