



Glossary and reporting guide of the Livelihoods sector response plan and logframe

This document explains the different terminology and indicators used by the livelihoods sector. It is based on the 2017-2020 LCRP sector strategy and the results framework, and aims at guiding partners in their Monitoring and Evaluation (M&E) and reporting so as to promote harmonization of M&E between partners and standardization of the reporting into activity info.

The below details what and when partners are supposed to do in terms of tracking results. However, it is understood that there are different modalities between partners' monitoring and evaluation systems, and that different programmes will deliver different results based on size, target group, locations and seasonality. Moreover, the below is focused on collection of information on results and should not be interpreted as putting strict expectations in terms of delivery of results – i.e. partners should not push beneficiaries or businesses to take decisions on hiring/accepting jobs just to be able to report new results within the indicated timeframes. If results are lower or take longer than expected, this will be used to adjust and refine the sector targets.

- ✓ **OUTCOME 1 - Stimulate local economic development and market systems to create income-generating opportunities, reduce unemployment rates and protect vulnerable people, particularly youth and women, against risks and shocks**

Specification: Reporting of Outcome, Output indicators should be done at Governorate level (same activity info form as regional MSMEs & Value Chain development programmes)

-  **Indicator: # new commercial linkages for existing Lebanese MSMEs (new contract(s), client(s), market(s) accessed).**

Indicator Definition: Supported Lebanese **MSMEs, cooperatives** who report accessing new contract(s), client(s), market(s), 6 and 12 months after receiving support.

- **Specification:** Indicator for all partners supporting MSMEs. It includes, but is not limited to, businesses directly supported by Value Chain interventions. Questionnaire by partners to supported businesses 6 & 12 months after start of support (can be a sample of the businesses if partners support large numbers of MSMEs at the same time):
 - How many new contracts did your business sign since you have started receiving support from our organization?
 - How many new clients have you acquired since you have started receiving support from our organization?
 - Did you access new markets (local, national, international) since you have started receiving support from our organization? If so, what type of new market(s) did you access? **Market access** refers to the ability of a company to sell goods and services domestically and/or across borders in one or various economic sectors. Market access can be used to refer to local, national or international trade.
 - Did you access new contracts, clients and/or access as directly related to the support provided by our organization? [If so, business should explain how they think this change occurred for partners to capture perceptions as well].

NB: partners who are unable to report against this outcome indicator 6 months after providing support will be able to do so in a 12 months period instead.


MSMEs: As per MoET SME strategy:

- **Nano enterprises** are below 4 employees, below LBP 50mn annual turnover.

- *Micro-enterprises* are below 10 employees, below LBP 500mn annual turnover.
- *SMEs* are between 10 and 100 employees, LBP 500Mn to 25Bn annual turnover (Small: less than LBP 5 billion and less than 50 employees. Medium: less than LBP 25 billion and less than 100 employees).

Cooperatives: an enterprise or organization owned by, controlled and operated for the benefit of those using its services. Typically, agricultural but can be related to handicraft or other types of products.

Start up: early stage in the life cycle of a company (first year of existence) where the entrepreneur moves from the idea stage to securing financing, laying down the basis structure of the business, and initiating operations or trading (Business dictionary).

 **Indicator: # target Lebanese MSMEs that report increased revenues/ profitability, improved production or services as a result of programme activities.**

Indicator Definition: Indicator for all partners supporting MSMEs. It includes, but is not limited to, businesses directly supported by Value Chain interventions. Supported Lebanese MSMEs & cooperatives who report increasing profits and improving production or services as a result of support, 6 & 12 months after start of support.

- *Specification:* Standard Yes/No questionnaire by partners (for data collection for activity info reporting purpose – questions between brackets indicate additional information partners should aim at collecting):
 - Did your business increase profits since you have received support from our organization? (If so, could you please provide an estimate?) Profitability is understood either as increasing profits and savings and/or decreasing production costs thanks to efficiency gain: It could be return on sales that measures the operating profit margin, calculated by Net income / Sales. If some partners target Medium enterprises, other indicators could be Return on Equity or Return on Assets.
 - Did your business increase its revenues since you have received support from our organization? (If so, could you please provide an estimate?).
 - Did your business increase production since you have received support from our organization? (If so, could you please specify to which extent?).
 - Did your business improve its services since you have received support? If so, could you please explain how?

NB: partners who are unable to report against this outcome indicator 6 months after providing support will be able to do so in a 12 months period instead.




 **Indicator: # total number of jobs created/maintained/improved in supported Lebanese MSMEs.**

Indicator Definition:

- *Jobs:* include seasonal, part-time and full-time jobs.
- *New jobs created:* businesses who have hired new employees for a minimum duration **of three months** since the support was provided – this includes individual who works part-time or full-time, formally or informally.
- Includes businesses directly supported by Value Chain interventions.
- *Jobs maintained/improved:* for micro-businesses, we consider that any support provided helps to maintain/retain jobs. This will include the number of jobs which improved as a result of support, understood as improved employment conditions and status (i.e. from part to full-time jobs, promotion to higher positions or better pay, improved working conditions with higher health and safety standards...).
- The #employees of the micro-businesses supported as well as self-employed individuals (for micro-finance support). For SMEs, this should be asked as part of the follow-up underlined above.
- *Specification:* 6 to 12 months after support is provided, partners should ask the following questions to the business they supported.
 - Jobs created: how many new employees have you been able to hire thanks to the support you received from us?
 - Jobs maintained/improved: how many of your employees' jobs would have presumably lost their jobs if you had not received support from our organization? How many employees have improved their jobs, i.e. have a better position (increased responsibilities within the company...), status (full time instead of part time) or salary?

NB: partners who are unable to report against this outcome indicator 6 months after providing support will be able to do so in a 12 months period instead.

✓ **OUTPUT 1.1 - Capacity of the MSMEs sector to create jobs is improved**

-  **Report against outcome indicators (see above)**
-  **Two reporting activity info forms: one at cadaster level and one at Governorate level (with VC interventions, outcome and output indicators)**
-  **Output Indicator: # of new jobs created or maintained in the Lebanese MSME sector.**

Indicator Definition: please see above.

-  **Output Indicator: # of Lebanese MSMEs supported.**

Indicator Definition: “supported” refers to financial and non-financial support, i.e. the provision of in-kind/cash grants, access to technology, business development and incubation services, trainings and technology transfers.

-  **Output Indicator # of new Lebanese MSMEs established (functional after 6 months).**

Indicator Definition: “Established” means businesses that did not exist previously, were established because of the support provided by partners and are operational with income being accrued.

Reporting to include an attribute: ‘Does your programme specifically/primarily target one of these beneficiary groups: [Women/Youth/PWD]’

Reporting to include an attribute: Agriculture [Yes/No]

Activity 1: Provision of business management training and business development services.

- *Specification:* it includes marketing, book keeping, working conditions, accounting, legal support, community-based management training, procurement support, team management, project management, planning, finance management or decision making.
- *Indicator:* # of entrepreneurs & employees who benefitted from business management training and / or business development services (disaggregated by cohorts, gender and age).

Activity 2: Expansion of financial services programs targeting vulnerable Lebanese micro-enterprises.

- *Specification:* support to enhance the access of Lebanese businesses to services and products provided by financial institutions (such as banks, microfinance institutions, investment or insurance companies), including deposit-taking, loans and investment services.
- *Indicators:* # of Lebanese micro-enterprises accessing financial services. USD value of loans disbursed.

Activity 3: Provision of (start-up) grants (cash / in-kind) to Lebanese MSMEs / Cooperatives.

- Definition:
 - *In-kind grants:* provision of goods, commodities or services to support newly established MSMEs.
 - *Cash grants:* provision of financial support (non-repayable funds or products) to identified start-ups.
 - *Indicators:*
 - # of new Lebanese MSMEs / Cooperatives supported or established (operational after 6 months) after benefiting from a start-up cash/in-kind grant and/or business support packages.
 - USD value of grant(s) disbursed to MSMEs / Cooperatives.




Activity 4: Provide (green) technology transfers to Lebanese MSMEs/cooperatives, where possible involving research centers and universities, to support innovation.

- Definition: activities aimed at converting scientific and technological advances into marketable goods or services to support economic development and environmental protection.
- *Indicator:* # of Lebanese MSMEs/ Cooperatives upgraded through technology transfers; # of Lebanese MSMEs /Cooperatives with increased green energy efficiency (or increased environmentally friendly practices or processes).

Activity 5: Provide incubation services to Lebanese start-ups and MSMEs.

- Definition: provision of business support resources and services designed to accelerate the growth and success of new/start-up companies (including physical space coaching, networking connection...).
- *Indicator:* # of new/start-up businesses supported through incubation services.

✓ **OUTPUT 1.2 - Competitive integrated value chains (VC) strengthened and upgraded**

-  **Report against outcome indicators for target Lebanese MSMEs/cooperatives.**
-  **Reporting at Governorate level (specify district in comments) joined with MSME support to report against relevant MSMEs indicators.**
-  **Output Indicator: # of VCs valorized and/or being upgraded.**

Indicator Definition:

- *Value chains* are defined by ILO as the full range of activities, restricted or not to the local market, that are required to bring a product or service from its conception to the final consumers (including design, production, marketing, distribution, support and export services).
- *Upgraded*: One value chain is considered upgraded when all the prioritized interventions identified in the assessment are addressed. As per the M4P approach, interventions may address constraints in supporting functions and rules and regulations in addition to the value chain.

-  **Output Indicator: # of net additional jobs created/maintained in target Lebanese MSMEs/cooperatives as a result of the value chain development programme (disaggregated by gender).**

Indicator Definition: See above.

- *Jobs*: include seasonal, part-time and full-time jobs.
- **Additional indicators**: # MSMEs & Cooperatives supported through VC interventions; USD value of investment to support VC development; Increasing sales in the target sectors and area (USD value); Increasing public and private investment in the target sectors and areas leveraged as a result of VC investment (USD value); Increasing number of business start-ups in the target sectors and area (male and female-headed MSMEs);

Reporting to include an attribute: 'Does your programme specifically/primarily target one of these beneficiary groups: [Women/Youth/PWD]'

Reporting to include an attribute: Agriculture [Yes/No]

Activity 1: Assessments to identify value chains in need of support at the territorial level (focusing on strategic pro-poor value chains/sectors) as well as gaps or constraints in these value chains.

- Definition: refers to the assessments conducted to identify key value chains and the main limitations to their effective strengthening and development.
- Specification: each VC assessment should identify several priority gaps.
- Indicators: # of assessments carried out. # of value chain interventions prioritized.

Activity 2: Implement value chain interventions addressing main constraints and their root causes.

- Definition: targeted interventions are aimed at supporting the formation of groups/legal entities, providing business development support & training, strengthening connection/networking throughout the VC cycle, providing policy development support, infrastructure/equipment and technical expertise to scale up production and expand market opportunities, support to organizations providing supporting functions (i.e. extension, business development or financial services), or support to influence change in formal or informal rules and regulations.

Indicator: # of VC interventions implemented (detail the intervention in comments).

✓ **OUTPUT 1.3 - Job creation is fostered in vulnerable areas through labor-intensive investments in productive public infrastructure and environmental assets**

▪ **Definition:**

- *Vulnerable areas* refer to the cadastres such as the ones identified as most vulnerable cadasters through the inter-agency vulnerability map (i.e. concentration of poverty and refugees).
- *Labor intensive investments* require a large amount of labor to produce goods or services and are typically measured in proportion to the amount of capital required to produce them - the higher the proportion of labor costs required, the more labor intensive the business (i.e. the agriculture or construction sectors).
- *Productive infrastructure* is infrastructure considered as critical for public and private production which encourages investments and contributes to economic development (i.e. transport, communication and energy).
- *An asset* is a resource with economic value that an entity owns, benefits from or has use of in generating income.

✚ **Output Indicator: # of targeted villages benefiting from improved infrastructure and environmental assets.**

✚ **Output Indicator: # of targeted vulnerable persons employed through public infrastructure and environmental assets improvement (disaggregation by cohort and gender).**

- *Specification:* we refer to the number of people hired for the project.

✚ **Output Indicator: Total value of capital investment.**

- *Specification:* it should be understood as the value of investment (including equipment, material **and** labour – contracted to public/private sector).

Reporting to include an attribute: 'Does your programme specifically/primarily target one of these beneficiary groups: [Women/Youth/PWD]'

Reporting to include an attribute: Agriculture [Yes/No]

Activity 1: Upgrade public and municipal infrastructure.

- **Definition:** irrigation canals, agricultural roads, streets/roads rehabilitation, public infrastructure upgrading, cleaning services and garbage collection.
- **Indicators:**
 - *# workmen day created.*
 - *USD value invested in infrastructure rehabilitation.*
- *Additional indicators (if relevant to partners interventions) – these indicators will help inform relevant sector on the nature of such interventions where relevant (i.e. Water on irrigation, etc...) but should only be reported against by livelihoods partners implementing labour-intensive projects, partners who would implement such projects on:*
 - *# of kilometers of canals/networks rehabilitated and /or maintained.*
 - *# of water catchment systems constructed.*
 - *# of square kilometers or arable land reclaimed AND slopes protected created by terracing.*
 - *# of sewage systems established or rehabilitated.*
 - *# of public parks, playgrounds and other public social infrastructure created.*
 - *# of public buildings constructed, rehabilitated and/or maintained.*
 - *# of retaining wall constructed, rehabilitated and/or maintained.*
 - *# of kilometers of roads cleaned.*

- # of kilometers of roads paved.
- # of kilometers of roads/sidewalks rehabilitated.

Activity 2: Improve environmental assets.

- Definition: rainwater harvesting, forestation, reforestation, cleaning, pruning, felling, cleaning of drainage, replenishment of nurseries, canals and rivers for flood prevention, construction of flood mitigation reservoirs and structures such as contour walls, check dams, and plant green areas in order to reduce flood risk...
- *Indicators*:
 - # of workmen day created.
 - USD value invested in infrastructure rehabilitation.
- *Additional indicators (if relevant to partners interventions) these indicators will help inform relevant sector on the nature of such interventions where relevant (i.e. Water on irrigation, etc...) but should only be reported against by livelihoods partners implementing labour-intensive projects, partners who would implement such projects on :*
 - # of hectares of forest reforested and/or maintained.
 - # hectares of green areas planted
 - # of kilometers of canals constructed /rehabilitated for flood prevention and/or rainwater harvesting.
 - # of kilometers of canals cleaned
 - # of reservoirs or other structures (contour walls, check dams, etc.) constructed/rehabilitated to reduce flood risks.

✓ **OUTPUT 1.4 - Workforce employability improved**

▪ **Definition:**

- *The workforce* comprises all persons of working age who constitute the supply of labor for the production of goods and services (whether employed or unemployed).
- *Employability* refers to a set of capacities/abilities – that may include the skills, understandings and personal attributes - that allow individuals to gain employment and to be successful in their occupations.

✚ **Output Indicator: total number of jobseekers supported (disaggregated by gender).**

Indicator Definition: Total number of jobseekers seeking assistance to access employment who are supported through labor market information, competency-based trainings, internships/apprenticeships/traineeships, and job referrals.

✚ **Output Indicator: # of supported job seekers supported who access employment (disaggregation by gender)**

Indicator Definition: total number of job seekers offered employment after receiving employment services and / or trainings and/or internship schemes.

- **Specification:** Partners should report a total number, not a percentage, but they should track only a sample of their trainees / beneficiaries caseloads (both male and female to report by gender) 6 to 12 months maximum after completion of the employability programme and assess how many of them have been offered employment or currently employed, formally or informally, through paid employment or self-employment (the later to be also reported in 1.1 as new business). They should then apply this % of people to their entire caseload: *for example a partner who trained 200 people can track 20% of the beneficiaries – i.e. 40 people. If out of this 40, 10 found employment, this is a 25% ratio – which they can apply back to the 200 caseload and report $0.25 \times 200 = 50$.*
- **NB:** *If projects have shorter life span, partners should report upon the project's completion. If feasible, they still need to be assessed after 6 months if funding is available. Ideally there needs to be a post assessment cost budgeted in all training projects leading to employment.*

✚ **Output Indicator: # targeted vulnerable persons engaged in home-based income generation.**

Indicator Definition: Individuals adopting the skills (and potential start-up kits) gained in trainings to engage in income generating activities at home (with at least 50% women beneficiaries).

- **Specification:** *it includes full-time and part-time activities which complement the income/substitute expenses of vulnerable HHs.*

Reporting to include an attribute: 'Does your programme specifically/primarily target one of these beneficiary groups: [Women/Youth/PWD]'

Reporting to include an attribute: Agriculture [Yes/No]

Reporting to include: training certified/accredited [tick boxes: Yes – MEHE/ Yes – MOSA/ Yes- MOL – Yes/ MOA – Yes / other - No].

Activity 1: Support the activities and strengthen the capacity of employment services centers as well as the establishment of new centers (where needed).

- **Definition:** includes access to labour market information, career guidance, counseling and job matching.

- *Indicators: # of individuals supported with employment services, counseling services, jobs & employment referrals, and career guidance based on labor market information (disaggregated by cohorts and gender). # of employment centers created.*

Activity 2: Provision of market based skills (re-) training programmes.

Definition: These skills trainings are typically of short-term, accelerated nature, and are therefore not labelled 'vocational training' as they do not fall within the formal technical education system, aiming to target precisely beneficiaries who are unable or unwilling to engage in longer terms curricula and yet need support to become employable. Moreover, as their aim is to foster access to income opportunities and jobs for beneficiaries from vulnerable groups, they also differ from life-skills training or other skills training aiming at empowering beneficiaries without necessarily aiming at increasing their access to employment (for example from protection partners). Finally, as the denomination indicates, market based skills training are based on a market analysis and are therefore addressing a skill gap in the labour market.

- *Indicators:*
 - *# of market-based skills training programmes developed.*
 - *# of individuals **completing** market-based skills training (disaggregated by cohorts and gender).*

Activity 3: Implementation of (paid) internship, on-the-job training or apprenticeship programmes for youth within Lebanese entities.

- *Definition:*
 - *Internships* defined as supervised practical trainings undergone in a company or organization to gain professional experience;
 - *Apprenticeships* defined as hands-on experience to learn a craft or trade, acquired while working with a skilled worker (usually under a written or implied apprenticeship agreement).
- *Indicator: # of individuals benefitting from internships, on-the-job trainings or apprenticeships (disaggregated by cohorts and gender).*

✓ **OUTPUT 1.5 - Decent work conditions improved**

 **Output Indicator: # of regulations or action plans amended and/or proposed approved by the Government.**

Indicator Definition: Decree, regulation, administrative instruction, action plan related to decent work.

- **Definition:** *Decent work* defined by ILO and endorsed by the international community as being productive work in conditions of freedom, equity (including gender and diversity), security and human dignity. Decent work delivers a fair income, provides security in the workplace and social protection for workers and their families, encourages social integration, gives people the freedom to express their concerns, collectively organize and participate in decisions that affect their lives, and guarantees equal opportunities for all.
 - **Specification:** Decree, regulation, administrative instruction, action plan related to decent work related to child labour, informality, monitoring of SMEs, labour inspection capacity. Need to be amended or proposed and approved by the government (see specific indicators at activity level below).

Activity 1: Address decent work deficits (such as lack of sufficient regulations and enforcement of existing ones) that safeguard labor rights in informal work, improve working conditions and reduce the worst forms of child labour through capacity support and policy development to the Ministry of Labour.

- **Definition:**
 - *Informal employment* encompasses all employment opportunities which are not recognized as normal income sources, and on which taxes are not paid. It is often characterized, according to the ILO, by a lack of protection in the event of non-payment of wages, compulsory overtime or extra shifts, lay-offs without notice or compensation, unsafe working conditions and the absence of social benefits. Informal employment can be self-employment or employment in an informal business, as well as informal employment in a formal business.
 - *Child labour* is defined as a work that deprives children of their childhood, their potential and their dignity, and that is harmful to their physical and mental development following the definitions and regulations of the Ministry of Labour. The focus of the sector should be on eliminating the worst forms of child labour: <http://ilo.org/ipecc/facts/WorstFormsofChildLabour/lang--en/index.htm>. Partners are invited to consult the following documents which provide additional information/guidance: ILO Conventions No. 138 on minimum age and No. 182 on WFCL (both ratified by Lebanon), the latest decrees related to the elimination of child labour, as well as the National Action Plan on the WFCL.

Activity 2: Support selected responses aiming at improving working conditions, preventing and responding to the worst forms of child labor and mitigating growing informality.

- **Definition:** *Response* refers to strategy/project implemented by livelihoods/child protection partners on behalf of the sectors in one of the three areas identified above (working conditions, WFCL, informality).
- **Indicator:** # of interventions aiming at improving working conditions and at addressing child labour and informality.

Activity 3: Strengthen vulnerable enterprises through provision of measures to improve working conditions and/or counter child-labour.

- **Definition:** *Vulnerable companies* refer to businesses which are at risk of /or already engaged in child labor and /or are struggling to ensure satisfactory working conditions to their employees (either because of their size, lack of resources and/or lack of awareness).
- These companies will be supported to introduce concrete measures/mechanisms to improve working conditions and/or counter child-labour practices.
- **Indicator:** # of Lebanese MSMEs strengthened with measures/mechanisms aimed at improving working conditions and/or at countering child-labor.

Activity 4: Support the MoL in areas of labor administration, implementation of a decent work country programme, and labour inspection capacity.

- **Definition:** support provided to enhance the capacities of the labour administration/inspection services including, but not limited to: 1) secure the enforcement of the legal provisions relating to working conditions; 2) supply technical information and advice to employers and workers, and; 3) bring to the notice of the relevant authority defects or abuses not specifically covered by existing legal provisions.
- **Indicators:** # of additional inspectors mobilized; # of officials trained; # of interventions aiming at enhancing labour administration & inspection.

✓ **OUTPUT 1.6 - Policies, strategies and plans supporting job creation, MSMEs and livelihoods are set up to strengthen the business eco-system**

 **Output Indicator # of policies, strategies and plans amended, formulated and/or proposed to the Government.**

Indicator Definition: Policies, strategies, plans or zones in place to support livelihoods, opportunities for job creation, MSMEs or enhancement of the business eco-system.

- *Specification:* New policies, strategies, plans or zones in place to support livelihoods, opportunities for job creation, MSMEs or enhancement of the business eco-system, in the following domain: Development of Labour Market Strategy, Establish SME Observatory, Develop National Livelihoods Plan, 2 Local Economic Development, NEO Database, Work with MEHE and other relevant ministries on TVET coordination and reform, National Surveys (labour market needs, skills gap...), Development of Industrial Zones (see relevant specific indicators at activity level below).

Activity 1: Support employment policy and labour market strategy.

- *Definition:* Programmatic interventions (including technical workshops) implemented to strengthen the employment policy and job market strategy.
- *Indicator:* # of technical workshops / trainings to support national employment policy and/ or labor market strategy.

Activity 2: Establish SME observatory as per MoET strategy.

- *Definition:* Activities involving notably the setting up of the SME database & IT system (to be linked with MoI, MoF, MoL, CDR, ALI, Chambers of Commerce).
- *Indicator:* SME observatory established.

Activity 3: Development of National Livelihoods Plan.

- *Definition:* Support MoSA in the organization of a national workshop to initiate the development of a livelihoods plan with all relevant line ministries.
- *Indicator:* National Livelihoods Plan developed.

Activity 4: Development of participatory local economic development plans with public and private sector actors.

- *Definition:* Activities ensuring that LED plans (which aim at enhancing competitiveness and sustainable/inclusive growth), are formulated and readily available.
- *Indicator:* # of LED plans.

Activity 5: Support MOL and NEO in the development of in-house automation and database management to allow for the efficiency of work process and the analysis & control of labor data.

- *Definition:* Relevant hardware and software are available and installed based on jointly agreed specifications.

Activity 6: Support to strengthen Technical and Vocational Education and Training (TVET) and improve quality of skills training curricula to reflect market needs (with the Education Sector and relevant ministries).

- *Definition:* support in the acquisition of practical skills, attitudes, understanding and knowledge which address labour market needs and gaps.
- *Indicator:* # of interventions to strengthen the formal and non-formal TVET or to improve quality of training.

Activity 7: Conduct Livelihoods sector surveys and set up data collection systems for knowledge management.

- *Definition:* Surveys aimed at filling the main information gaps of the sector.
- *Specification:* they could be part of a project but shouldn't specifically focus on informing/guiding the project's implementation modalities.
- *Indicator:* # of sector surveys conducted.

Activity 8: Strengthen/expand current effective institutions that support the existing ecosystem for MSMEs (Business Development Centers, LEDAs, MFI, Equity Financers, etc.).

- *Definition:* it refers to government agencies or economic/business development entities which create a conducive environment for the sustainable economic growth of local companies.
- *Indicators:* # of institutions supported; # of workshops/ trainings conducted; # of agreements signed.

Activity 9: Development of identified industrial zones to enhance the competitiveness of the national industrial sector.

- *Definition:* support to the creation of industrial zones, defined by UNIDO as an area of land developed and subdivided into plots according to a comprehensive plan with or without built-up factories, sometimes with common facilities for the use of a group of industries and clusters, which aim at reducing production costs, attracting investments, fostering skilled manpower, facilitating industrial innovation and economic development.
- *Indicators:* # of feasibility studies and master-plans for industrial zones developed.