

## Sustaining Quality

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### Lebanese Excellence Award formally launched by Minister Safadi – 'President of the Republic of Lebanon to make the award'

"The President of the Republic of Lebanon has agreed in principle, to make the award to the Lebanese institutions / enterprises, who fulfill the requirements of the model and fully meet its criteria" – so stated HE Mohamad Safadi, Minister of Economy & Trade at the recent formal launch of the Lebanese Excellence Award (LEA). The Minister continued "institutions/enterprises will be selected by an independent volunteer jury, made up of high level experienced members chosen from the Lebanese management and business community, who can clearly demonstrate impartiality, objectivity and integrity, based on a formal assessment process, implemented by a team of specially trained independent assessors".

The formal launch was held under the patronage of the HE Mohammad Safadi, Minister of Economy & Trade, with the participation of HE Patrick Laurent, Head of the European Commission Delegation to Lebanon, in the presence of many leading business, industrial and economic leaders. The event was organised by QUALEB, - Sustaining Quality, an EU funded Quality Programme, hosted at the Ministry of Economy & Trade to launch the objectives of the Lebanese Quality Management Model, whose implementation may lead to the awarding of the Lebanese Excellence Award, through the application of systematic management practice along with the efficient use of the management model. The LEA provides Lebanese private and public sector organisations with the opportunity to be recognised for the improvement and maturity of their management systems, leading to higher efficiency and increased competitiveness.

The award is based on a demanding assessment of the organisation, using the criteria of the Lebanese



• HE Minister Mohammad Safadi, addressing the attendees at the LEA launch

Quality Management Model. It is intended for organisations, who wish to be regarded as national role models and who are developing a solid history and track record of continuous improvement. Further information is available from the LEA office and its activities from the QUALEB website – [www.qualerb.org](http://www.qualerb.org)

The Minister urged Lebanese enterprises and institutions in all sectors to adopt a strategy of Total Quality Management and to implement the 'Lebanese Quality Management Model', which will enhance their competitiveness and market access opportunities, along with achieving excellence and facilitate earning of the LEA.

HE Patrick Laurent, noted that the European Union countries have a lot of experience in Quality and Excellence Management Models, giving European organisations the opportunity to be recognised in the most prestigious competition for Organisational Excellence in Europe. He concluded by complimenting QUALEB for the stringent measures taken, to ensure the quality and impartiality of the evaluation process. (see detailed contents of his address on page 2).

Director of QUALEB, Ali Berro, commented on the positive results arising from the statistical survey carried out, based on a sample 200 Lebanese enterprises and 50 public sector institutions and noted that the Lebanese Model was designed on the basis of similar European Models, customised to the Lebanese business environment. It was also confirmed to the meeting that QUALEB has been affiliated to the Hellenic Management Association in Athens, Greece, which in turn has been a National Partner Organisation of the European Foundation for Quality Management (EFQM), assisting hundreds of Greek and Cypriot companies in their Business Excellence journey.



• Members of the LEA office Rana Chehayeb, Bernadette Golmieh and Aline Tabchy with European Excellence Experts Lena Tzavara & Anthony Spanos and Petros Katsampouris, Greek Excellence Company, Vivechrom Akzo Nobel Paints & Chemicals



an EU funded project



## Quality as the first step on the journey towards excellence



• Ali Berro

In this issue of the Quality Info Newsletter, readers will find articles related to a new initiative undertaken by QUALEB, the Quality Programme. For the past eight months, QUALEB with the support of European experts, have worked very hard and with remarkable dedication on the preparation of a system for a Lebanese National Quality Award. What has been prepared will

be of great value to Lebanese organisations and accordingly, we formally launched the project of the Lebanese Excellence Award in March 2009.

For the last two years the Quality Programme has made a substantial effort in the promotion of quality management systems, in particular ISO 9001 and ISO 22000. We are proud of the fact that we have contributed to a substantial increase in the number of companies - and even the first two organisations in the public sector ever - which are using certified management systems. We have continuously tried to bring the message across that an investment in improving quality, will pay off in terms of more efficiency, better results and greater chances of survival in difficult economic times. That message has been heard and it is encouraging to see that the market for services on quality management is now developing rapidly. If the market can take over, then there is no place for a government organisation to keep offering the same services.

However, we do realise that quality management is just a first step. It contains in essence the notion and the need for continuous improvement in the performance of organisations. Within the ISO family of standards for quality, the new developments go in the direction of managing for the sustainability of the organisation in the longer term, through the new ISO 9004 draft standard. No organisation will have the certainty that it will be there in the same manner and fashion in three years time, in five years time, let alone in ten years time. The survival of an organisation depends on its ability to adapt continuously to changing circumstances and to stay ahead of its competitors.

Becoming an excellent organisation by doing better than the competition is precisely the idea that underlies the Lebanese Excellence Award. Like other excellence awards in the world, such as the EFQM, the Malcolm Baldrige, or the Demming Award, it is built on a systematic approach to management. However, this Lebanese Management Model is adapted to the development stage of the average Lebanese organisation. It is somewhat simpler to the other models, yet every aspect of management is covered.

By applying the model, Lebanese organisations have the chance of becoming better. That is the real challenge and the substance of our mission, gradually creating excellent organisations in the private sector, the non-profit sector and the public sector for the benefit of our country. As a recognition for their efforts, organisations can get the national excellence award. That is the cherry on the cake.

Nevertheless, quality management remains the basis of all these efforts. Quality is the first step on the journey towards excellence.

**Ali Berro, PhD**  
Director, Quality Programme

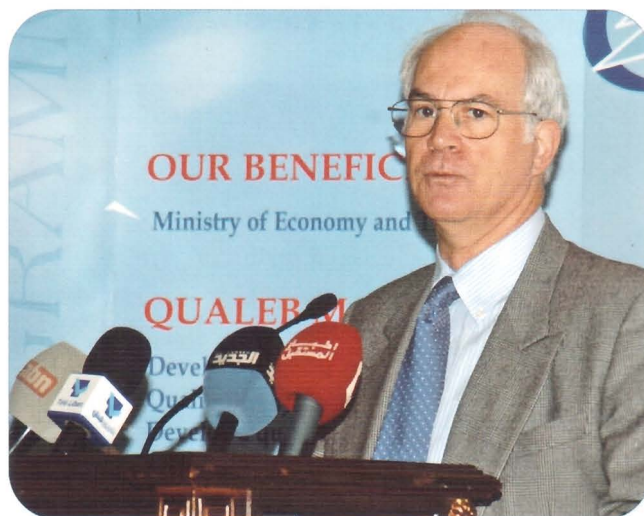
**'any attempt to undermine the impartiality of the Award process would devalue its recognition and all of its distinguished achievements' commented HE Patrick Laurent**

(Summarised version of the speech given by HE Patrick Laurent, Head of the Delegation of the European Commission in Lebanon, at the formal launch of the Lebanese Excellence Award)

The Lebanese Excellence Award is a new example of EU support to the competitiveness of the Lebanese Economy and Business. The European Union has a lot of experience in Quality and Excellence Management and Awards, with a wide range of such initiatives taking place in all EU Member States.

The 'European Excellence Award' gives European organisations the chance to be recognised in the most prestigious competition for Organisational Excellence in Europe. Winning a Quality Award recognises an organisation as being among the best in its field. 'Not only are you recognised as a leader and champion, but more importantly, you will receive detailed written and face-to-face feedback from a team of experienced assessors to help your organisation continuously improve its performance' continued Mr. Laurent. Additionally - all applicants appreciate the enormous benefits gained from the application process.

I want to compliment QUALEB today for having taken serious measures to ensure the quality and impartiality of the evaluation of the candidates for the award. This guarantees the benefits of participation for all, through the feedback and



• HE Patrick Laurent, Head of Delegation of the European Commission to Lebanon

impartiality of the process would devalue the recognition of all its distinguished achievements.

This QUALEB initiative brings an additional effort to the approximation of Lebanon to the European Union at many levels including:

- technical standards and best practice
- legal and commercial aspects
- a new enterprise culture, etc.

It constitutes a step forward in the achievements of our joint EU-Lebanon Action Plan and will certainly help Lebanon to further integrate in the globalised economy. The rationale and technical details of the award will be provided by the QUALEB team. However I wish to underline that research provides hard evidence that effective implementation of quality principles impacts on bottom-line business results:

- A five-year study of more than 600 quality award winners shows that, as a whole, they experienced significant improvement in the value of their common stock, operating income, sales, return on sales, employment and asset growth
- There is a common perception among smaller firms that performance excellence criteria are more applicable to larger firms - research indicates that this perception may not be true
- In summary, the results of this study indicate that effective adoption of performance excellence principles embedded in various quality award criteria do make good economic sense



• Pictured (L to R) at the event included former President Ali, Mr. Jack Sarraf, Mr. Fadi Abboud President, Association of Lebanese Industrialists, HE Patrick Laurent, HE Minister Mohammad Safadi and President of CCIAS, Mohamad Zaatar

through recognition of the award. Indeed, the reputation for such toughness is the necessary basis for the prestige of the Award; inversely, any attempt to undermine the

This is applicable to Lebanon today. I am sure that the future Lebanese participants in this Excellence Award have already many answers to these questions. QUALEB with the assistance of the EU, is ready to support them in their endeavour.



Following on from many of the most developed countries in the world and the entire 27 countries of the European Union, QUALEB has introduced an initiative for supporting competitiveness in the Lebanese business community, in a programme that includes the design and implementation of a Lebanese Quality Management Model (LQMM) and the design and implementation of a Lebanese Excellence Award. The Lebanese Quality Management Model will help managers to apply systematic management practices and as a next step, the efficient use of this management model will lead to earning the Lebanese Excellence Award (LEA).

Applications for the LEA requires writing a formal document of about 12–15 pages in a specified format, to be submitted to the LEA office at QUALEB. This formal application is then assessed and scored by a team of highly trained LEA assessors, who are experienced managers coming from a range of Lebanese industries and services. After the initial assessment has been completed, an assessor team will make a formal visit to the organisation to independently assess and verify the submitted documentation and to produce a detailed feedback report. Subsequently, an expert Jury will review the reports and successful entries will be granted Excellence Award winner status.

The intensive training of Assessors was carried out over two phases, which included an initial introductory module followed by an extremely demanding three day module, including a four hour case study assessment covering all aspects of the LEA process and Assessor responsibilities. The training was carried out by two European leading experts in the field of Excellence, Anthony Spanos and Lena Tzavara, who also completed the detailed assessment of the participants overall capacities, personality, experience and suitability to the role of assessment.

'I was extremely impressed at the high level of commitment shown by all the participants and in their willingness and abilities to absorb the technical aspects of the model – it was really gratifying to witness the intensity of effort displayed by all, in completing the four hour assessment on day three' commented Anthony Spanos.

The following gives an outline of some of the Participant comments on the assessor training:

- 'international experts should accompany the newly trained assessors on at least one actual site visit'
- 'more training time and live on-site assessment would improve the training of assessors'
- 'the training module was very squeezed, intensive and demanding'
- 'more practical training is needed'
- 'I do recommend this training module to others, who want to add value to their work and improve their skills'
- 'this assessor training should address MBA graduates with practical experience, to help in promoting the model and awareness'

A total of 18 participants have now successfully completed Assessor training modules and will be presented with their certificates. All successful assessors have signed an Assessor Declaration form relating to possible conflict of interest and a confidentiality Agreement, protecting the interests of the participant organisations.

A summarised version of the three day training module for Lebanese Excellence Assessors included:

## Day one:

- The Lebanese Quality Management Model
  - Global Management Models
  - Areas 1, 2, 3 & 4 of the Model
  - Sample description and analysis
  - Identifying the correct chapters of the model
- The Lebanese Excellence Award
  - Global Excellence Awards and the need for the Award
  - A description of the Lebanese Excellence Award
  - Application flow chart and process
  - Award process



• Participants at the LEA Assessor training modules

## Day two:

- The Assessors
  - Duties, qualities, obligations, and code of ethics
  - Assessors annual cycle
  - Assessors hierarchy and career
- The Model Analysis
  - Model logic for assessment & improvement
  - Scoring matrixes
  - Assessment drills
  - Conducting assessments and site visits
  - Assessment simulation

## Day three:

- The Assessors
  - Conducting the closing meeting
  - Preparation of the feedback report
  - Providing feedback to the assessed company
  - Delivery of the feedback report to the Award office
- The Final Assignment (case study provided)
  - Study and assess 2 processes and relevant results
  - Score the assessment using the appropriate matrixes
  - Write a relevant value adding feedback report
  - Prepare 200 word text to present to the applicant company



• Group of participants at the LEA Assessor training modules



## 'LAFST communicates widely with all interested parties on issues of Food Quality and Safety'

The recent General Meeting of the Lebanese Association of Food Scientists and Technologists (LAFST) addressed the issue of identifying the needs of laboratory testing, demanded by the food industry for food quality control requirements. A preliminary questionnaire previously developed by the Association in addressing the needs of different industry sectors resulted in a listing of relevant laboratory tests and the meeting agreed that a more in-depth assessment of the testing needs of the industry would be conducted in co-operation with QUALEB, the Quality Programme.

- Scientific advancements
- New technologies
- New regulations and legislation
- Meetings, conferences and workshops
- Job opportunities

The Association holds a variety of activities during the year in the form of meetings, conferences and workshops at different institutions, universities and syndicates throughout the country and the following are a sample of the topics addressed over this time by both local and international speakers, including Lebanese and International scientists, industrialists, Government officials and UN experts:

- The role of a food technologist
- Food Quality control and nutrition facts
- Food laws in Lebanon
- New UHT processing of Middle Eastern foods (workshop)
- How to start your own food business (workshop)



Lebanese Association of Food Scientists and Technologists  
LAFST



• Raja Tannous, President, LAFST

- Food standards in Lebanon
- Pest management in food establishments
- Chemistry and technology of frying oils
- FDA filing documents for low-acid foods (workshop)
- Bioterrorism Acts and the food supply chain

- Technical capabilities of Government laboratories
- Use of probiotics in food manufacturing
- The Quality Programme hosted at the Ministry of Economy and Trade

It is clear from this wide range of topics that the major endeavours of the LAFST is to focus on food quality and safety issues. Members of the Association were officially appointed to form the scientific committee that prepared the first draft of the food safety law for Lebanon under the sponsorship of the Ministry of Economy and Trade. LAFST co-operates widely with other related organisations who share common goals, through its members including

- the Syndicate of Food Industrialists
- LIBNOR, in relation to the preparation of food standards and specifications
- LAND, the Lebanese Association of Nutrition and Development
- QUALEB, the Quality Programme

Internationally, LAFST is a voting member of IUFOST, the International Union of Food Science and Technology. At present, LAFST is seeking to develop and establish links with similar associations in several Arab countries.

Dr. Tannous concluded his remarks noting that the Association has started distributing a Newsletter among its members, in relation to its activities and is now preparing to reinforce its communication channels through networking and developing a web site of its own.

**Raja Tannous**  
President  
LAFST

## 'The Ministry of Economy & Trade gives special importance to the productive sectors outside the scope of the capital and its surroundings' – HE Mohammad Safadi

So stated Minister Safadi, speaking recently at the Chamber of Commerce, Industry & Agriculture in Tripoli & the North (CCIAT), when he attended the formal signing of a Memorandum of Understanding (MoU) between the Directorate of Consumer Protection at the Ministry of Economy & Trade and CCIAT. The MoU marks the beginning of close co-operation in the control and awareness levels concerning health and food safety, in order to better protect Lebanese citizens and preserve the quality of products, in accordance with international standards.

HE continued 'since taking office, my key priorities have been to offer the greatest possible protection to the population in protecting their rights, reflected in a number of resolutions, most notably an increase in the number of Consumer Protection Inspectors and the promotion of quality assurance. In the same context, there has also been additional co-operation with the CCIAT in the control of Lebanese products both for local consumption and for international markets. In spite of our limited powers in the area of national economic policy formulation, my Ministry gives special importance to the productive sectors outside the scope of the capital and its surroundings. Accordingly, we wish to focus on the promotion of regional development, particularly in rural areas to reduce population displacement through the promotion of employment opportunities. Hence my interest in the establishment of economic zones, including a zone for Tripoli which I believe to be essential for the economic well being of

the North region'.

The Chamber President, Abdullah Ghandour, welcomed Minister Safadi and the many distinguished guests present to witness the formal signing of the MoU, which incorporates future support from QUALEB for laboratory accreditation, leading to better analysis and testing of a broad range of food products. The President continued 'we have a shared vision with the MoET in its constant quest for consumer protection, to ensure the safety of food products, the adoption of international specifications and standards and the development of a sustainable productive sector – it is our wish to co-operate fully with the activities of the MoET, as the responsible governmental body for food safety in the marketplace, with the Chamber providing economic services and laboratory testing for all food products in the north of Lebanon, to spread a culture of public health and food safety and to fully participate in a programme offering protection to human consumption'.

'Our incentive is the safety of food through product safety and quality' offered the Chamber President.



• HE Mohammad Safadi pictured overlooking the signing ceremony with Abdullah Ghandour, President, CCIAT and Fouad Fleifel, Acting DG, MoET



HORECA 2009, in its 16th year was held recently at BIEL, where QUALEB participated – HORECA is the most important meeting place for the hospitality and food service industries of Lebanon and the Middle East – a one-stop-shop for the Food & Beverage Industry. The four day event was attended by over 9,000 professional visitors, mainly from the hospitality and food sectors. The participation of more than 200 exhibitors including local and international companies, public and private institutions, National Country exhibitors, syndicates, trade and industrial associations as well as individuals, focuses on the importance of HORECA in the economical, industrial, trading and tourism sectors of Lebanon.

In his letter of welcome, Minister for Economy & Trade, HE Mohammad Safadi, welcomed all the visitors to HORECA '09 and in particular, international visitors, coming to Lebanon for the first time or indeed to those making return visits. "You are all most welcome to our wonderful country, at a time when we are growing from strength to strength", commented HE.

The Minister also noted that QUALEB has been the catalyst in providing consultancy and training support to more than 50 Lebanese companies, of which 38 have achieved formal ISO certification, (18 with ISO 22000:2005 and 20 with ISO 9001:2000). In addition, the capabilities of the testing laboratories have been greatly increased in terms of new equipment and training in analytical methods, allowing for greatly increased types of testing now available in Lebanon - six laboratories have attained accreditation with more in the final stages, which signifies their capabilities to perform at the highest levels of competency.

More recently, with the launch of the Lebanese Excellence Award programme, QUALEB has introduced a formal programme to increase the competitiveness of the Lebanese economy. The programme includes the design and implementation of a Lebanese Quality Management Model and as a next step, the introduction of a National Excellence Award, called the Lebanese Excellence Award (LEA) to be presented by a supreme government official.

The Lebanese Quality Management Model will help managers to apply systematic management practices and the efficient use of this management model may lead to earning the Lebanese Excellence Award.

International surveys have proved that organisations meeting the requirements of Quality Management Models and Excellence Awards, are achieving superior results in terms of efficiency, cost reductions, customer satisfaction, profit growth, market share, shareholder value, etc. With the implementation of Quality Management models, Lebanese organisations can also achieve such significant benefits, all leading the organisation to better performance.

The Lebanese Excellence Award provides Lebanese private and public sector organisations with the opportunity to be recognised for the improvement and maturity of their management systems, leading to higher efficiency and increased competitiveness. More information on the LEA Office and its activities are available on the QUALEB website: [www.qualeb.org](http://www.qualeb.org)

For the 4th consecutive year, QUALEB - the Quality Programme participated in the events of HORECA, as part of its on-going dissemination activities, aimed at broadening the awareness levels and the importance of quality issues and to promote the food safety culture among Lebanese industrialists and consumers. HORECA offers an opportunity to meet face to face with the entire food service industry including segments representing:

- food & beverage
- ethnic foods
- fresh, frozen & speciality foods
- meat & seafood
- deserts, yogurts & ice cream
- spirits, beer, soft drinks, juices & water
- hot beverages including coffee, chocolate, non-alcoholic products
- related food chain materials & equipment for baking, pastry & ice cream industry
- finance, education, technology and service providers



**'Excellence Awards themselves are secondary in importance to the widespread adoption of the concepts of business excellence, which ultimately leads to improved national economic performance' - Professor Toufic Rizk, Dean of the Faculty of Sciences, USJ**

A Major one day forum was recently held at USJ (Saint Joseph University, Faculty of Sciences) on the topic of 'Towards Excellence', attended by many prominent members of the Lebanese business community and students of the faculty of Sciences. The objective of the event was to introduce the concept of Business Excellence to the Lebanese business society including professionals & students, who are needed to drive organisations to meet success and sustainability. The forum was addressed by a range of speakers who also participated in a round table discussion and up to twenty commercial organisations, who also participated.

- Professor Fadi Geara, Delegate representing the President of USJ – commented that quality in education is now a major concern to all institutions and USJ has implemented a great deal of institutional 'self assessment, analysis and evaluation' as part of its continual improvement process.

- Professor Toufic Rizk, Dean of the Faculty of Sciences, USJ – 'Business Excellence is the use of quality management principles and tools in business management'. Key practices in business excellence applied across functional areas in an enterprise include continuous and breakthrough improvement, preventative management and management by facts. Excellence or 'elite performance' is eclipsing some of the more traditional ideas about competence, self esteem, creativity and problem-solving.

- Mr. Anthony Spanos, QUALEB European Expert for Business Excellence, focused on how Business Excellence is managed throughout the world in order to ensure quality products and services, competitiveness, maximising the utilisation of resources, reducing the operational costs, the performance of an organisations human resources, improvement of the suppliers, satisfaction of customers, profitability and business results. He also described the Lebanese Quality Management Model and the process of the Lebanese Excellence Award recently launched by QUALEB.

- Mr. Benoit Naous, General Manager of 3A

Solutions Group – who developed a specific approach, based on the Excellence Model to better manage the business processes, divided into five main steps including definition, design, implement, monitor and improve – Excellence organisations have an effective management system based upon and designed to deliver the needs of and expectations of all stakeholders – the systematic implementation of the policies, strategies and KPIs (key performance indicators) of the organisation are enabled and assured through a clear and integrated set of business processes.

- Mr. Samir Mizra, Human Resources & Organisation Director, MI Group – an optimised organisation and talented people are correlated together and are the major cornerstone for business development - 'when we talk about human resources, we hear a lot about values, leadership, culture, competencies, performance management, talent management etc. The

problem is that several companies do not link the Organisation to Human Resources and implement HR without having a clear understanding of the business and the strategy and thus develop HR without creating any added value'.

- Mr. Mohammad Fawaz, General Manager, UMB-QMI Group – A number of business excellence models and quality award programmes have been developed internationally – these models provide guidelines for effective and efficient management leading organisations to success. Business excellence models and quality award programmes have been developed in countries like the US, Japan, Europe and the Arab countries by quality and excellence gurus like Joseph Juran and Edward Deming.



• Open Forum discussion with speakers panel



- Mr. Vincent Bouckaert, General Manager, of Holcim-Lebanon – The future of the enterprise depends on two scarce resources, namely: qualified human resources and financial resources. A good strategy on behalf of top management is not enough- 'we should know

how to enforce and implement it, taking account of current changes encountered on the way' commented Mr. Bouckaert.

- Mr. Fadi Moujaes, General Manager of Arceniel – 'Our first objective must be to fight exclusion and to promote an excellence culture, based on universal, humane values – there is a need for strengthening the organisation and communication throughout the organisation, based on the principles of modern management' commented Mr. Moujaes.

- Dr. Ali Berro, Director, QUALEB the Quality Programme, commented that quality is a step towards excellence - 'In organisations searching for excellence, management should be committed and involved in a continuous promotion of a quality culture'.



So stated the Minister for Economy & Trade, HE Mohammad Safadi, at the Award ceremony, held recently, to congratulate and present 70 Lebanese health inspectors, who have successfully completed a series of two-day training modules, covering topics which included 5 modules on Food Safety Principles and 3 modules on Practical Inspection Skills. The training modules were delivered by European Experts leading to a formal certificate awarded to the successful participants, from the UK Chartered Institute of Environmental Health, organised by QUALEB, the Quality Programme.

The Minister noted that 'this ceremony was an important milestone in our national efforts to improve market surveillance in Lebanon, thus boosting consumer protection levels, in an area where the responsibility is shared by several ministries, public agencies and municipalities, with the Consumer Protection Directorate at the very heart of the process



• Group of inspectors receiving certificates with L to R: Ali Berro, Director, QUALEB, HE Patrick Laurent, HE Mohammad Safadi, HE Mohammad Jawad Khalifeh and Fouad Fleifel, Acting DG, MoET



• Top Table group including HE Patrick Laurent, HE Mohammad Safadi, HE Mohammad Jawad Khalifeh and Fouad Fleifel, Acting DG, MoET

– it further underlines the importance of continued co-operation amongst the entities that are entrusted with overseeing consumer health and safety issues in Lebanon'.

The 70 inspectors represent the Ministries of Public Health, Tourism and Economy & Trade, coming together to benefit from European best practice in a role of international partnership, crucial to the on-going success of the Quality Programme, hosted at the Ministry of Economy & Trade. Finally, HE noted that a priority for him as Minister has been to strengthen the Consumer Protection Directorate by increasing the available pool of qualified human resources.

HE Mohammad Jawad Khalifeh, Minister of Public Health, commented on the implementation of a quality related project focusing on hospital services and public safety, where three phases have already been completed leading to improved hospital services and medical activities. He further noted that external audits will continue to monitor the implantation phases, where Lebanon plays a leading role throughout the Arab region in both medical services and activities – HE continued 'in an era of globalisation and market access, quality specifications and mechanisms for implementation have become the principle guarantee in preserving the health of the nations consumers,

while at the same time protecting the existing high standards and perceived high status in the marketplace'.

#### **'Quality is a key resource to boost Lebanese sales and increase the protection of consumer health'**

The Head of Delegation of the European Commission in Lebanon, Mr. Patrick Laurent also attended this prestigious event, noting that there is an even bigger cost associated with non-quality, which leads to inefficiencies and higher production costs which have the effect of restricted market access, lower sales, consumer dissatisfaction, loss of customers, safety hazards and even the risk of lawsuits. It is also a fact that there are costs associated with achieving quality. 'However, from our EU wide experiences, we do know that economic and social benefits arise from superior quality, leading to greater sales in the short term, a greater presence for Lebanese products & services in international markets and a more competitive Lebanese productive economy and greater job creation', continued HE.

Thus stated Mr. Laurent, 'the Quality Programme, which promotes compliance of Lebanese goods & services with international standards and quality requirements, is a key resource to boost Lebanese sales and to increase the degree of protection of health, safety and the environment of the Lebanese population'. The EU is continuing to provide further final support in developing the Lebanese quality infrastructure in the period 2009 – 2012, with an opportunity to complete and consolidate the Lebanese quality infrastructure which will have to sustain itself, while being internationally acceptable.



### 'Quality Info' Reader Survey – Give us your feedback in 5 minutes

QUALEB would like to know your thoughts on our Newsletter, 'Quality Info', in order to better meet our twin objectives of awareness and dissemination of our programme activities. To help us, we'd like you to complete this short reader questionnaire in order to better understand your opinions about the content, design & layout and to have your suggestions as to how we can improve each issue. Thank you for taking the time to complete the survey as we greatly appreciate your input - your views are important to us and help us to better shape our communications to you, our audience.

Ali Berro, Director, Quality Programme.

#### Personal information (Optional Field)

Name: ..... Position: .....

Co Name / Address: .....

Contact details: Mob No: ..... e-mail address: .....

#### Getting to know you

1) What is your status? Owner ☐ Manager ☐ Other ☐

2) Is your organisation : Private sector ☐ Public sector ☐ Manufacturing ☐ Services ☐

3) Indicate the no. of employees: 1 - 8 ☐ 9 - 50 ☐ 51 - 100 ☐ 100 + ☐

4) Are you a regular reader of Quality Info? Yes ☐ If yes how many issues have you read?? Please state No ☐  
 No ☐ If no, do you want to be included on our mailing list?? Yes ☐ No ☐

5) Which 3 articles did you like best in this issue of Quality Info (Issue no. 11)

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

6) Specify 3 areas of 'Quality Info', which you believe need to be improved:

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

7) Please indicate (mark X) to what extent you agree or disagree with the following statements in relation to 'Quality Info' Newsletter:

	Strongly disagree	Slightly disagree	Neither agree or disagree	Slightly agree	Strongly agree	No opinion
It is Informative						
It provides in-depth coverage of the activities of QUALEB						
It covers a broad selection of topics						
There are too many photos included						
The articles are too technical in content						
I know more about the objectives of QUALEB						
I know more about the Quality Infrastructure						
I want to receive regular copies of 'Quality Info'						
I like the design and layout of 'Quality Info'						
I would recommend 'Quality Info' to colleagues / friends						

Thank you so much for your time.

- Please send the completed questionnaire by hard copy fax to QUALEB (01 970 879)
- Please send the completed questionnaire using our e-mail address – [info@qualeb.org](mailto:info@qualeb.org) (you can scan or photocopy the last page the newsletter, if you want to keep it intact)
- The questionnaire is also available on the QUALEB website ([www.qualeb.org](http://www.qualeb.org))