

**UNITED NATIONS DEVELOPMENT PROGRAMME  
Programme for the Government of Lebanon  
Project Document**

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 Development of Akkar  
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Management arrangement: National execution  
 Designated institution: Council for Development  
 and Reconstruction  
 UN implementing agency: N/A  
 Project site: Akkar- Lebanon  
 Beneficiary country: Lebanon

Budget Financing (in US\$)	
INPUTS	REV "A"
<b>UNDP</b>	
01-UNDP-IPF / TRAC	50,000
<b>Others</b>	
UNDP in-kind contribution	100,000
<b>Cost Sharing</b>	
Government	145,500
<b>Country Office Admin. Costs:</b>	4,500
<b>TOTAL</b>	<b>300,000</b>

**Classification information**

ACC sector and sub-sector: Regional Development  
 DCAS sector and sub-sector:  
 Government sector and sub-sector: Regional Development

Primary areas of focus: Regional development



Primary type of intervention: Capacity building

Primary target beneficiaries: Local communities  
 Secondary target beneficiaries: Local community structures

LPAC review date:  
 BPAC review date: N/A  
 Programme Officer: Zena Ali-Ahmad

**Brief description:**

Akkar is located in the northern part of Lebanon. The total residents of Akkar are estimated at 255,000 (CAS, 1997) representing 6.4% of total residents in Lebanon. According to the Mapping of Living Conditions (MOSA-UNDP, 1998), the District of Akkar has the largest share of individuals who live below the threshold of the index of satisfaction of basic needs. Given the dire need for support towards reducing poverty in Akkar, the project aims to support the development of a sustainable mechanism for balanced development in the region of Akkar, based on a comprehensive strategy. The project will also strengthen capacities at the local level, and assist in the consolidation of local partnerships and joint programming between the local communities, the local authorities, donor assisted projects and NGOs. More importantly the project will, through a participatory approach, enhance socio-economic opportunities, improve access and quality of basic social services, towards reducing the levels of poverty in Akkar. The Project strategy focuses on strengthening local institutions, mobilizing large-scale support at the national, regional and local levels and supplying the resources necessary for boosting the local economy through a sustainable development programme that would concentrate on the development of human resources and local communities of the region.

On behalf of:	Signature	Date	Name/Title
Government		7/12/01	Mahmoud Osman President CDK
UNDP		5/10/2001	Yves de San Resident Representative

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## **A. CONTEXT**

### **A.1. Host country strategy**

Post-war governments and their respective agenda, focused on the reconstruction of the damaged infrastructure and monetary stabilization approach. This, however, was done at a high social cost, although monetary stability was reinforced and inflation was reduced. The accumulated public debt used to finance the reconstruction programme, the budget deficit, and the consequent debt service (total debt estimated at US\$23 billion, or 140% of GDP end of March 2000) produced an atmosphere of limited productive investments (both by the private and public), and further reduction in real spending on basic social services and/or other forms of support to the poor.

Although the Government of Lebanon has recently recognized poverty as a priority concern, the formulation of policies and strategies for poverty alleviation is an issue still to be addressed. In late 1998, the agenda of the new Government announced its areas of priority, namely, return of the displaced, curbing the growing public debt, administrative and juridical reform, the development of enterprises, the creation of new jobs and reducing the burden of living conditions. Nevertheless, the government has not announced an explicit plan for poverty reduction though a number of interventions via programmes and projects aimed at improving living conditions, regional development, empowerment of women, and working with the marginalized groups.

The Ministry of Social Affairs has been the main government institution to emphasize the importance of poverty reduction by providing the government and others with needed data and analyses on poverty conditions in Lebanon. The Ministry's work helped better understand the poverty phenomenon in Lebanon, identify the poor, their characteristics and needs. The effort began with the National Report for the World Summit for Social Development (1995) one of the first documents to bring poverty to the forefront, and 5-year progress report of the Summit (2000). It was followed by the Housing and Population Database (1996), supported by UNFPA that provides the first update on the demographic characteristics of the population since the 1932 census. The Mapping of Living Conditions (1998), supported by UNDP, documents the phenomenon of regional and social disparities and distortions and provides a measurement of basic need poverty. The Ministry has continued to support and undertake the collection of data with the aim of a better understanding of poverty, calculating the national poverty line, and programme formulation and policy advice for poverty reduction. The Ministry of Social Affairs, supported by UNDP and UNIFEM, also aims to strengthen the capacities of its 65 Social Development Centers, which provide direct assistance to the poorest and the most vulnerable groups across the country.

In 1997 and 1998, the Central Administration of Statistics, published "the household living standard survey" (national) and "the household budget survey" (Beirut). The two surveys embody important data on income/expenditure, and other social and economic indicators that are important to assess poverty and living conditions in the country.

In 1999, the government, aware of the economic and fiscal situation, developed a Five Year Fiscal Reform/Adjustment Plan which aims at reducing the level of public debt and debt servicing, and to deal with the fiscal imbalances, through fiscal consolidation over the medium term. In the same context of reform, the Council for Development and Reconstruction formulated a Five-Year Development Plan 2000-2005 that consists of a five year consolidated investment programme for the infrastructure, productive and social sectors taking into account a range of economic, social and efficiency/service considerations.

The five-year plan confirms the Government's earlier commitment to focus on balanced development with emphasis on under-served and neglected areas as a priority mean to improve living conditions. Moreover, the Government increased allocation for improved access to social services.

## **A.2. Description of Sub-Sector**

### Basic Needs in Lebanon

The Mapping of Living Conditions in Lebanon, (1998) a joint project between the Ministry of Social Affairs and the United Nations Development Programme, seeks to measure the degree of satisfaction of basic needs in Lebanon for households and individuals and deduce the regional, demographic, economic and social characteristics of the population.

Based on the study, 214,000 households or 32.1 % of the total live below the national threshold<sup>1</sup> of satisfaction of basic needs counting 1,095,000 individuals or 35.2 percent of the population classified on a scale of five categories of living conditions as the following:

**Distribution of households and individuals according  
to degree of satisfaction of needs  
(Living Conditions Index)**

Very Low	7.1	6.8
Low	25	28.4
Intermediate	41.6	42.2
High	21.9	19.3
Very High	4.5	3.3
TOTAL	100	100

Source: Mapping of Living Conditions, MOSA - UNDP (1998)

Moreover, the study revealed a concentration of deprived households in urban areas, where 57.4 percent of the total deprived population is found in urban districts, especially in the capital Beirut and its suburbs, which contain 25.3 percent of the total deprived population most of them having moved to the capital and suburbs from deprived rural areas. As share of total deprived population, the district of Akkar comes first (12.5 percent), followed by Baabda - Southern suburb of Beirut (11.8 percent), Tripoli (8.2 percent) and Baalbeck (7.6 percent), Beirut (7.2 percent), and el-Metn- Northern Suburb of Beirut (6.3%). Except for Akkar (the rural area par excellence in Lebanon), it is clear that deprived population is concentrated in urban areas.

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<sup>1</sup> Methodology: to measure the "Level of Satisfaction of Basic Needs" for households, the study used the Unsatisfied Basic Needs (UBN) method that was applied to the raw data of the Population & Household Survey (PHS). A set of 11 indicators were selected, grouped into four fields: Housing, Water and sewerage, Education, Income. As a result of the application of UBN, each household obtains 11 scores corresponding to the 11 individual indicators. The household also obtains a composite score for the living conditions index which is used to classify households into 5 categories: (very low, low, intermediate, high and very high) or 3: low (combination of very low and low) intermediate (unchanged) and high (combination of high and very high) categories on the scale of basic needs satisfaction.

### Regional Disparities

The mapping revealed that the districts most deprived are Bint Jbeil (67.2 percent), Hermel (65.9 percent), Akkar (63.3 percent) and Marjeyoun (60 percent), whereby the percentage of deprived resident households exceeds 60 percent of the resident population in these four districts as compared to Kesrouan (13.5 percent), Metn (19.7 percent) and Beirut (18.4 percent). Regional and social disparity is not a recent phenomenon in Lebanon. The comprehensive field survey implemented by the IRFID mission in the end of the 1950s revealed at that time a gap in the level of development between what was defined as Central Lebanon (Beirut and part of Mount-Lebanon) and Peripheral Lebanon (the rural Mohafazat). It is note-worthy that the study revealed that the percentage of population with a **very low** degree of satisfaction is more representative in rural areas whereas in urban areas (Suburbs of Beirut, Tripoli, Baalbeck, etc.), it is the population having a **low** degree of satisfaction that is more significant. Moreover, the social morphology in what could be called as central Lebanon reveals a significant percentage of households with high degree of satisfaction in comparison to a social morphology of a serious percentage of deprived population in the peripheral regions. The existing social and regional disparity implies a question mark on the sustainability of social integration, and stability in the country and hence emphasize on the need to give regional deprivation top priority on the government agenda.

### Deprivation by Field

In addition to the above, a large percentage of Lebanese households are able to satisfy their needs to an acceptable degree in so far as water and sewerage services and housing are concerned – where deprivation was estimated based on **basic quantitative indicators** disregarding the quality of such services. However, the degree of deprivation increases when it comes to education and income-related indicators. In other words, deprivation expressed by low-income levels in Lebanon is more widespread than forms of deprivation related to the availability of basic material and social services. It should be noted that characteristics of deprivation in terms of field vary between urban and rural areas where deprivation in rural areas is more acute in terms of water and sewerage but less acute when it comes to housing, while the case is totally the opposite in urban areas where housing is the pressing need. Hence, the need for direct intervention to provide basic social services and direct assistance is necessary for any poverty reduction strategy to improve the living conditions of the most deprived regions and vulnerable social groups. Moreover, It is important to give priority to design policies and programmes that support the household income directly and indirectly as income-poverty is the most prevailing. This could be done through a diversified package of projects that includes: raising real wages; creating productive employment opportunities, providing new employment outlets or providing access to training and vocational rehabilitation; and, lowering the cost of commodities and services that enter into the basic needs basket, especially education and health services.

### Mechanisms of impoverishment

The Lebanese war was the main impoverishment mechanism during the past decades. The legacy of 16 years of internal conflicts in Lebanon has dramatically aggravated poverty and hindered the implementation of any poverty reduction strategy. The years of war resulted in a devastating blow to the physical and human infrastructure as well as to the public and private institutions in the country. UN estimates of the cost of the conflict exceed USD 25 billion in terms of physical assets and infrastructure. If one adds to this the indirect and opportunity costs lost, in addition to the cost of the loss of human lives, financial, and human emigration and displacement as well as the lack of investment in the productive sectors; then the total cost of the conflicts exceed by far the above mentioned figure.

Clearly, these developments aggravated poverty and reduced the average real income of the Lebanese individual. In this context, the inflation rate average was 120% during the years of strife and reached more than 400% between 1997 and 1998, which affected the purchasing power of wages and salaries. This led to the decline in the size of the middle class that had in the past played a crucial role in the development of the Lebanese economy. On another hand, the Lebanese economy suffered from chronic social and economic distortions that are currently active and contribute to maintain the prevailing social and regional discrepancies. The global context and regional instability influence as well the appropriate design and efficiency of the government policies in promoting social and economic developments. A clear manifestation is the decrease in economic growth rate from 7 percent in 1993-1994 to practical stagnation on the eve of the year 2000.

Therefore one can describe the main social and economic challenges in Lebanon as following:

1. Income inequalities within the different social groups (Gini Coefficient - 0.435 in 1997), and the existence of disparity among the different working groups and in different economic sectors.
2. Regional disparity or what could be called deprived regions (in rural and certain urban regions). Indicators of poverty in these areas reveal a poor quality of life manifested in inadequacy of basic public services, overpopulated houses, high fertility rate, high illiteracy rate, limited types of economic activities, low income levels, etc.
3. Significant gap between the level of income and the cost of living, whereby the basic need basket includes the cost of health and education services which puts an additional burden on households, being provided at a high cost by the private sector.
4. Inadequate and insufficient provision of social services. A national social policy does not exist. Social safety nets are unorganized which leaves the elderly, the unemployed, the handicapped and other marginalized groups either unprotected or under-protected.
5. Poor quality of basic social services especially education (including vocational) and health in addition to low economic performance manifested in low productivity, underemployment, unbalanced distribution of investments, etc.

#### Poverty Reduction Strategy – Levels of intervention

It is essential for any poverty reduction strategy to take into consideration-varied types of intervention within a national social strategy that involves the design of macro economic and fiscal policies. The types of intervention should address the above-mentioned social and economic challenges at three different levels:

- At the **Macro** level to create an enabling economic and social environment for poverty reduction through long-term policies that target the impoverishment mechanisms in the country. This type of intervention is preventive and takes place at the level of formulating macro-economic and social policies. It addresses the underlying causes of poverty and impoverishment mechanisms including economic and social legislation (taxes, labor legislation, etc.).
- At the **Meso** level-to address poverty within a comprehensive programme approach that contains the following four dimensions:
  - Sectoral (medium to short term) including:
    - a. health and education: restore the balance between the roles of the private and public sectors in both fields to reduce the share of these items in households spending - free and compulsory education, primary health care, efficient preventive care;

- b. agriculture: promote agriculture and agro-industries based on domestic agricultural outputs; and
  - c. housing: formulate appropriate housing policies, design specific-problem interventions, etc.
  - Regional:
    - a. Improve the living conditions and standard of services in the deprived regions through local development programs.
    - b. Elaborate a national strategy for rural development to slow down the mechanisms of regional disparity.
    - c. Promote private sector economic activity and a balanced distribution of financial resources for investment.
  - Special groups: by providing services and necessary assistance to special social groups such as disabled, women as head of households, the unemployed, etc.
  - Enabling environment: It is necessary to provide the appropriate environment for an effective poverty reduction strategy in order to ensure the sustainability of such strategy. The enabling environment would include promoting networking, building capacity and empowering of targeted communities, participation of beneficiaries as well as linking separate interventions under same framework.
- At the **Micro** level: the third type of intervention deals mainly with the consequences of deprivation rather than with its causes. It aims at providing direct assistance to socially weak and vulnerable categories at the micro or micro- level within the meso-programme framework. It entails responding to the direct needs of a small community, a specific weak and vulnerable household or group of individuals, a particular organization or institution, etc.. The intervention could take the form of **projects** and services for income-generation, training, empowerment, awareness, health care, efficient well-targeted social assistance, etc.

### **A.3. The Context of Akkar**

Akkar is located in the northern part of Lebanon. The total residents of Akkar are estimated at 255,000 (CAS, 1997) representing 6.4% of total residents in Lebanon. Based on the Mapping of Living Conditions (MOSA-UNDP, 1998), the Kada (District) of Akkar has the largest share of individuals who live below the threshold of the index of satisfaction of basic needs. The Kada includes about 50,000 individuals whose degree of satisfaction of basic needs is considered very low, representing 23.7 percent of the total of this category in Lebanon; and 86,000 individuals whose degree of satisfaction is considered to be low (9.8 percent of the total in the category). In other words, this district, with 6.4 percent of the total population, accounts for 12.5 percent of those living below the threshold.

Moreover, Akkar is the leading rural area in Lebanon, with an urban population ratio of 22.8 percent only, the next districts in terms of deprivation are predominantly urban (suburbs of Beirut, Tripoli, Baalbeck, etc.80).

The region of Akkar is characterized with poor socio-economic indicators that reveal poor standard of living conditions. The family size is the highest in the country (6 members – national average is 4.7) out of which is 4.0 children (national average 2.6) . This imposes a high dependency ratio (86.6), also the highest in Lebanon. In addition to, high illiteracy rates (30.5%), poor public services, inadequate health services and weak economic activities.

The following Table for specific selected indicators provide a clear picture of the situation in Akkar in comparison to other districts:

**Selected characteristics of selected districts**

	<b>Akkar</b>	<b>Marjeyoun</b>	<b>Lebanon</b>	<b>Beirut</b>	<b>Kesrouan</b>
- Average dependency rate	86.6	67.5	56.8	44.7	43.7
- Average household size	5.95	4.50	4.65	4.11	3.96
- Average number of persons per room	1.42	1.28	1.26	1.09	0.90
- School enrollment ratio (6-12 years) %	83.5	90.1	88.9	90.6	90.1
- Illiteracy rate (10 years and above) %	30.5	23.6	13.6	9.3	7.8

Source: Mapping of Living Conditions, MOSA - UNDP (1997)

#### **A.4. Prior and Ongoing assistance**

The current project is the outcome of the Poverty Strategy Initiative and the Preparatory Assistance Project for Improving Living Conditions of the Poor executed by the Ministry of Social Affairs, supported by UNDP, which implemented a set of priority activities in Akkar. The issue of poverty was first addressed as a central theme in the Lebanon National Report for the World Summit on Social Development, in Copenhagen (1995), prepared by the Ministry of Social Affairs with UNDP support. The report defined poverty as a failure to afford the basic needs of food, cloth, housing, education and health care, and noted that generally speaking severe income drops represent this failure. A number of initiatives, projects and programmes that aim to improve living conditions, regional development, the return of the internally displaced, and promote access to credit for the poor and marginalized groups, empowerment of women, have been developed and are in-process. These are implicitly considered as part of a national effort to reduce poverty. UNDP supports a number of partners through a multi-sector approach to address poverty related programmes and policy needs. The partners and initiatives include:

(a) The **Council for Development and Reconstruction** (CDR), through the initiatives and programme for Integrated and Balanced Regional Development in Baalbeck-Hermel (since 1993) (Leb/ 96/100), and Southern Lebanon (2000) (Leb/96/004).

(b) The **Ministry of Social Affairs** (MoSA), through the Poverty Strategy Initiative which produced the Mapping of Living Conditions in Lebanon (1998) (RAB/96/551) followed by the Preparatory Assistance for Improving Living Conditions of the Poor (1999) (Leb/98/004). The PA achieved its objectives in outlining the strategy for poverty alleviation through studies supervised by the Programme, strengthening MOSA through the capacity building of its staff and formulating an MIS plan, and the implementation of pilot activities in North Lebanon (Akkar & Bab Tabaneh). These pilot activities undertaken by the PA reflected the need for a full-scale Programme that will



address the following components: policies and studies, institutional and human capacity building of public agencies and NGOs for poverty reduction (programming and intervention), and the formulation of a regional development programme for Akkar.

© The **PA project for Improving Living Conditions** of the Poor achieved the following:

- Implementation of 11 priority micro-projects for poverty alleviation in Bab el Tabbaneh (Tripoli) and two clusters of Akkar, in close collaboration with local Municipalities, Cooperatives, NGOs, and Social Development Centers of the Ministry of Social Affairs. The projects included vocational training for youth, mobile computer training for youth, basic education, an Assistant Nursing course, agro-industry and food drying workshop, rehabilitation of a cold storage facility, assistance to the installation of irrigation pipes, installation of potable water pipes. The three pilot areas were identified based on the findings of the Mapping of Living Conditions and a rapid field assessment conducted at the start of the project.
- Mobilization of Community members and institutions to participate in the formulation of a framework for a regional development programme of the region of Akkar targeting improved governance for social development and assistance for poverty reduction through discussions and collaboration for a quick and rapid need assessment of 7 clusters composing the region of Akkar.
- Training of 150 staff members from the Ministry of Social Affairs including the staff of 45 social development centers on local development - SHD and how to study the needs of the local community and design development project proposals. This training resulted in the preparation of the drafts of 43 village monographs and 33 project proposals for community based projects. In the final phase of the training, 31 selected trainees from 24 MoSA - CDC centers were subject to an in depth field follow up training, and prepared five project documents for five local development projects.
- Formulation of a proposal and identification of donors/partners for the development of the Information network and data management capacity of the Ministry of Social Affairs.
- Formulation of committees to enhance wide participation by the staff of the Ministry of Social Affairs, UN partners, national experts and others for the implementation of the various activities of the project. These committees include the technical committee that overlook, review and approve the Programme's projects as well as the training activities; the Expert Committee that is concerned with design and writing of the Multi-Purpose Poverty Survey and the Social Outlook; in addition to the Steering Committee between the Ministry of Social Affairs and all UN projects working in collaboration with the Ministry.
- Production of four documentaries on the disabled, the profile of the poor, the achievements of the PA, and the training activities. The documentaries are to be used for sensitization, advocacy, fund raising, film festivals, and discussion groups, etc.
- Conducting more than 30 presentations on the findings of the Mapping of Living Conditions to the public, scholars and trainees through the press, TV, radio and for NGOs development stakeholders, and the UN system / agencies.

(d) **Capacity building support to CDR** for the implementation of the 5-year development plan (Leb/99/006), also supported by UNDP envisages capacity building assistance to implement the 5-year plan for social and economic development plan of the country.

(e) In addition, several **national and international NGOs** work in the region of Akkar. These have been working in community based development initiatives, including projects addressing health, education, vocational training, skills development, basic community infrastructures, and other issues.

(f) In addition to the above, CDR signed on a loan with the World Bank for the establishment of a Community development Program with a total budget of around US\$30 million (of which the WB loan amounts to US\$20 million). The objective of the project is to improve the living conditions and the economic status of disadvantaged communities. The specific objectives of the program include improving access to basic social and economic infrastructure; improving economic status of the poor through skills training and micro-credit initiatives; and providing assistance to specific disadvantaged groups. The program focuses on three components, namely social and infrastructure development (\$22.5 million), income enhancement/training (\$3), and project management support (\$4.5), in seven main geographic areas (North Lebanon-including Akkar, Beirut, South Lebanon, Bekaa-including Baalbeck and Hermel, Jbeil-Batroun-Bcherri, West Bekaa, and Saida-Chouf. CDR is the executing agency for the program, assisted by a Project Management Team established within CDR. Actual projects' implementation will be done through Project Intermediaries in partnership with local governmental and non-governmental organizations.

#### **A.5. Institutional Framework for Sub-Sector**

The Council for Development and Reconstruction (CDR) is mandated by the government to undertake planning and execution of regional development programmes, and to coordinate the multi-disciplinary and integrated interventions with line ministries. The Council for Development and Reconstruction (CDR) in partnership with UNDP has developed capacity to execute such programmes and has accumulated a bulk of experience in the follow-up and monitoring of regional and balanced development programmes across the country.

The first Integrated and Balanced Regional Development Programme executed by CDR with UNDP support in the region of Baalbeck-Hermel (Bekaa) started in 1993. The first phase of the programme began as a Rural Development Programme which evolved into a Regional Economic and Social Development that provides a broad range of development support to the region ranging from capacity building activities in the areas of participatory regional programming, coordination and strengthening of local public services, participation of the civil society, resource mobilization, execution of small and medium scale projects, and saving-credit for regional development. The overall objective of the Programme included the establishment and strengthening of national institutional and technical capacities, which will be critical for the long-term sustainability of development efforts for the region. In addition, supported by UNDP, the Council for Development and Reconstruction also embarked on a Post-Conflict Socio-Economic Rehabilitation Programme for Southern Lebanon, in May 2000. The Programme is the product of a Preparatory Assistance project which consisted of two main components: the rapid implementation of a number of socio-economic pilot priority projects, and the preparation of a regional development strategy document for post-conflict recovery and rehabilitation in the region.

Through the current project, CDR will practically expand its concern in regional development to Akkar in North Lebanon. Its prolonged and accumulated experience will be a major asset in enhancing the regional development initiative, toward the achievement of the goal of a more balanced and equitable regional development, as clearly expressed by the government policy.

## **B. PROJECT JUSTIFICATION**

### **B.1 Developmental Needs of Akkar**

Poverty in the region of Akkar is the most acute in the country. The Preparatory Assistance for Improving Living Conditions of the Poor undertook a series of 11 pilot priority projects in two clusters of villages in the region of Akkar ranging from very poor villages holding no capacity for action, to relatively poor villages with some capacity for action. The experience was successful and succeeded in mobilizing the local community, local authorities, municipalities and NGOs to collaborate in areas ranging from community based agro-food industry, to strengthening the capacity of cooperatives, and support to primary education and other forms of training. The experience confirmed the dearth of development support to the region, the acute conditions of poverty of the inhabitants of Akkar, and the need to target activities aiming at reducing poverty and improving living conditions in Akkar.

The Preparatory Assistance (PA) also identified the following regional development needs:

- ❑ The importance of initiating local development initiatives for improving the living conditions in the region;
- ❑ The importance of local institutional and human capacity development, to enhance effective participation and ownership of local development efforts.
- ❑ The need for promoting private sector economic activity and a balanced distribution of financial resources for investment.

The PA also emphasized the need to elaborate a national strategy for rural development to slow down the mechanisms of regional disparity.

### **B.2 Target Areas and Beneficiaries**

The intended target beneficiaries of the project are the poor population of the region of Akkar, notably underemployed and unemployed, youth, women and their communities through actions of local institutional development and capacity building. Target institutions that will benefit through capacity building and joint initiatives for local development include the Social Development Centers of the Ministry of Social Affairs, Municipalities, Cooperatives, non-governmental organizations, community-based organizations, and other local groups.

During the Preparatory Assistance Phase, seven clusters of Akkar have been identified (refer to Annex 1). However, in order to insure sustained interventions and maximize impact in light of available resources for the initial implementation of the Programme, the current intervention will work in three of the above-mentioned clusters of Akkar. The selection of the clusters will be based on a set of criteria including but not limited to geographic proximity, the presence of civil society interventions, the need for the targeted services, etc.

### **B.3 Expected End of Project Situation**

The expected end of the project situation is the development of a sustainable local mechanism for balanced development in the region of Akkar. The Project will have also strengthened capacities at the local level, and assisted in the consolidation of local partnerships and joint programming between the local communities, the local authorities, donor assisted projects, NGOs and other community groups. The Project will also assist in establishing synergies in the relationship between central and local authorities with the aim of promoting decentralization. More importantly the project will,

through a participatory approach, enhance access to socio-economic development opportunities in the region for reducing the poverty levels in Akkar.

#### **B.4 Project Strategy Approach**

The Project strategy focuses on strengthening local institutions, mobilizing support at the national, regional and local levels and supplying the resources necessary for boosting the local economy through a sustainable development programme that would concentrate on the development of human resources and local communities of the region. The project will make use of the experiences and lessons learned gathered from the preparatory assistance phase and other UNDP supported areas development programmes and will build on the proposals set forth in that phase. The Project strategy will also concentrate on strengthening of local institutions that will carry out the activities envisaged under the CDR/World Bank Community Development Project.

#### **B.5 Development Approach**

The Project seeks to empower local communities to assume full ownership of Project initiatives and to enhance their full participation in the development process at all stages of the project cycle including identification of needs, selecting priorities, implementation and follow-up. Grass-root community organizations, local institutions and non-governmental organizations will be strengthened to draw local communities out of their isolation and the region out of its deprived situation. In this way the Project seeks to promote and stimulate initiative and entrepreneurial spirit for generating sustainable employment and income. The ultimate objective of the Project is to achieve precisely this kind of sustainable long-term development for the region, a goal that can be achieved in part by modernizing infrastructure, creating a favorable environment and developing the necessary human resources.

The proposed approach will encourage local communities to find their own solutions to problems, to innovate and to target in order to make the maximum impact from available resources, no matter how limited, to meet the enormous needs that exist. Diversification of income, away from the traditional agricultural nature of the region, will be encouraged. In addition to realizing the development potential of agriculture in Akkar, emphasis also needs to be placed on promoting other, non-agricultural activities especially in other productive sectors. Particular attention will also be paid to the role of women and ways in which their contribution to the economy and public life in the region can be enhanced and recognized. Economic revival and diversification will not succeed unless accompanied by the development of human resources available in local communities and through social rehabilitation.

Thus, the development of human resources and the institutional capacity of local community stakeholders will be the fundamental concepts underpinning the activities planned in connection with the Project.

## **B.6 Target Sectors**

In response to the needs in the region of Akkar, the Project will interface with existing efforts in the region and provide development assistance and coordination support along one main axis of intervention: Capacity building for good governance and mobilization of actors at the local level.

## **B.7 Management and Implementation Arrangements**

The Council for Development and Reconstruction (CDR) is designated as the National Executing Agency for this project on behalf of the Government of Lebanon. While the Ministry of Social Affairs executed the preparatory phase, it was agreed, in consultation with the MoSA and CDR, that the current phase of the Project will be executed by CDR given its capacity to execute balanced regional development projects. CDR will also promote regional development of Akkar in the context of the CDR 5-year Development Plan.

The Executing Agency will be responsible for the overall management of the Project, providing overall support to enable the project to achieve its intended outputs and results. The Executing Agency, and UNDP, will be accountable for all Project resources, whether their source is UNDP or cost sharing. This accountability calls for concrete capacity in the administrative, technical and financial spheres. CDR will nominate a National Project Coordinator to represent it in the management of the project, including administrative, financial, and coordination management of the project components.

The UNDP National Execution modality that was applied during the Preparatory Assistance phase for this Project, will continue through this phase, with the support of the UNDP Country Office. In addition to regular technical backstopping and monitoring activities provided regularly, the UNDP Country Office shall provide the Executing Agency with support services for the execution of the Project. This will ensure that technical and substantive expertise is available to the Project for coordination, recruitment, procurement and contracting. Thus, in addition to technical backstopping and monitoring, UNDP Country Office will provide the following services:

1. Administrative services including the identification and recruitment of project personnel (BL 13 and BL 17),
2. Identification and facilitation of training (BL 31-33) and official travel (BL 15),
3. Sub-contracting and procurement of goods and services (BL. 20 - 23 and BL 45)
4. The provision of miscellaneous expenses (BL 53)

All services shall be provided in accordance with UNDP procedures, rules and regulations. The Government, through its designated Executing Agency, shall retain overall responsibility for the execution of the Project and shall be responsible for and bound by any contracts signed by the UNDP Resident Representative, on behalf of the Executing Agency and upon its request, for the procurement of goods and services and /or recruitment of personnel for the Project. Costs incurred by UNDP Country Office for providing the above described support services will be partly recovered from the Project budget (under BL 158). If needed, and in full consultation with the Government, Cooperating Agencies might be requested to implement specific activities; in such case, a formal letter of agreement between the concerned agency and the implementing agency or official counterpart will be elaborated.

The choice for the implementing agents for each of the targets of the project will be based on technical competencies for the particular areas of activity and the ability of the implementing agency to demonstrate sound technical and operational capacities. Active Involvement of line ministries and

civil society will be sought, and the feasibility of establishing coordination committees will be assessed at the beginning of the Project.

## **C. DEVELOPMENT OBJECTIVE, IMMEDIATE OBJECTIVES, OUTPUTS AND ACTIVITIES**

### **C.1 Development Objective**

The development objective of this Project is to stimulate economic recovery, social rehabilitation and balanced development in the medium and long term in the Akkar region (North Lebanon). The expected results of the project are a reversal of the migratory flow between the region and the capital and the creation of a favorable environment for the economic and social recovery of the Akkar communities.

### **C.2 Immediate objectives, outputs and activities**

#### **Preparatory Phase**

The preparatory phase includes the following **activities**:

- a) Decision on the areas of intervention by UNDP and CDR based on a set of criteria, including geographic proximity, availability of NGOs, and local mobilization;
- b) Recruitment of project staff;
- c) Preparation of workplan;
- d) Identification and solicitation of partners.

#### **Immediate objective 1**

Strengthen the capacity of local government structures (specifically municipalities) and civil society organizations to advocate balanced regional development in Akkar

#### **Output 1.1**

Local government structures, specifically municipalities, strengthened.

##### **Activities:**

- a) Conduct capacity building and training sessions for municipalities and selected local public agencies;
- b) As a by-product of the capacity building, assist municipalities in elaborating sustainable local development strategies for municipal services to enhance community participation and proper management of human and financial resources;
- c) Organize regular meetings between municipalities and local public service agencies to enhance coordination;
- d) Organize regular meetings between municipalities, local public service agencies, and civil society organizations to enhance participation to support the formation of municipality unions and twinning of municipalities;
- e) Search for opportunities, especially with the World Federation for United Cities, for twinning of villages and municipalities.

#### **Output 1.2**

Civil society organizations, including cooperatives, non-governmental organizations, community-based organizations, and other community groups strengthened to form advocacy body for the human development of the region and to implement development initiatives.

**Activities:**

- a) Conduct capacity building and training sessions for cooperatives and selected community groups;
- b) As a by-product of the capacity building, assist local bodies in implementing sustainable socio-economic local development projects. Projects include those with high community participation, and with tangible impact at the community level. Examples include community based agricultural productive projects, projects targeting small and medium enterprises, etc.;
- c) Encourage the establishment of networks among civil society organizations such as clubs, local committees and associations.

**Immediate objective 2**

Formulate a resource mobilization strategy, including a communication strategy, and support the mobilization of the resources for the execution of the project activities and initiatives.

**Output 2.1**

Mobilize funds for the execution of project activities

**Activities**

- a) Prepare pipeline project proposals;
- b) Link with potential donors;
- c) Present proposals to donors.

**D. RISKS**

The major risk that the development of the region faces is the timely availability of a critical mass of financial resources needed to execute a comprehensive strategy for poverty reduction and balanced regional development. Risks that may face the Project include the possibility of delay in the execution of the activities, due to the nature of the tasks, numerous partners involved, and unpredictable factors that might occur during the implementation of the project's activities, in the current situation of the country.

**E. PRIOR OBLIGATIONS AND PREREQUISITES**

In order to assist in an efficient and effective way the project implementation, the Government of Lebanon will provide technical, institutional and financial support from various line ministries and institutions (as part of the regular budget of those institutions). The Government of Lebanon will disburse cost-sharing dues to the UNDP account according to the schedule of payment agreed upon in the attached budget.

**F. PROJECT REVIEWS, MONITORING, REPORTING AND EVALUATION**

1. (a) The Project will be subject to tripartite reviews (CDR, UNV and UNDP) at least once every 12 months, the first such meeting to be held within the first 12 months of the start of full implementation. The Project Management shall prepare and submit to each tripartite review meeting a Annual Project Report (APR). Additional APRs may be requested, if necessary, during Project.

(b) A Project terminal report will be prepared for consideration at the terminal Tripartite Review meeting. It shall be prepared in draft sufficiently in advance to allow review by Government, UNV and UNDP at least four months prior to the final meeting.

2. (a) An interim review of the Project will take place after 3 months to evaluate personnel needs and performance and to start implementation of the sub-contracts based on the prepared project proposals.

(b) The Project shall also be subject to a terminal evaluation. The organization, terms of reference and exact timing will be decided in consultation between the parties to the Project document.

#### **G. LEGAL CONTEXT**

This Project document shall be the instrument referred to as such in Article "1" of the Standard Assistance Agreement concluded between the Government of Lebanon and UNDP, signed by the parties on 10 February 1960.

The following types of revisions may be made to this Project document with the signature of the UNDP Resident Representative only, provided he is assured that the other signatories of the Project document have no objection to the proposed changes:

a) Revisions in, or addition of, any of the annexes of the Project Document.

b) Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of inputs already agreed to or by the cost increases due to inflation.

c) Mandatory annual revisions, which re-phase the delivery of, agreed project inputs, or reflect increased expert of other costs, or take into account agency expenditure flexibility.





## **H. BUDGET**

<b>Item Description</b>	<b>Man months</b>	<b>Total cost (US\$)</b>
Project Management*	12	50,000
Project specialist*	12	50,000
Field Technical Coordinator	12	36,000
Sub-contract for project implementation		90,500
Training		50,000
Local procurement		10,000
Sundries		9,000
Total		295,500
Administrative and Office Support (3% of cost-sharing)		4,500
Total budget		300,000

\* in kind contribution from UNDP



Main Source of Funds: 01 - UNDP-IPF / TRAC - (Trac 1.1.1 & 1  
Executing Agency: NEX - National Execution  
Budget "A"

SBLN	Description	Implementing	Funding	Total	2001	2002
<b>010.</b>	<b>PERSONNEL</b>					
<b>017.</b>	<b>National Consultants</b>	NEX				
017.01	Field technical coordinator			36,000	6,000	30,000
			Net Amount	12.0	2.0	10.0
			W/M			
			Total	36,000	6,000	30,000
<b>017.99</b>	<b>Line Total</b>			36,000	6,000	30,000
			Net Amount	12.0	2.0	10.0
			W/M			
			Total	36,000	6,000	30,000
<b>019.</b>	<b>PROJECT PERSONNEL TOTAL</b>			36,000	6,000	30,000
			Net Amount	12.0	2.0	10.0
			W/M			
			Total	36,000	6,000	30,000
<b>020.</b>	<b>CONTRACTS</b>					
<b>021.</b>	<b>Contract A</b>	NEX				
021.01	Sub-contracts for project			90,500		90,500
			Net Amount	90,500		90,500
			Total	90,500		90,500
<b>021.99</b>	<b>Line Total</b>			90,500		90,500
			Net Amount	90,500		90,500
			Total	90,500		90,500
<b>029.</b>	<b>SUBCONTRACTS TOTAL</b>			90,500		90,500
			Net Amount	90,500		90,500
			Total	90,500		90,500
<b>030.</b>	<b>TRAINING</b>					
<b>032.</b>	<b>Other Training</b>	NEX				
032.01	Training and capacity building			50,000	25,000	25,000
			Net Amount	50,000	25,000	25,000
			Total	50,000	25,000	25,000
<b>032.99</b>	<b>Line Total</b>			50,000	25,000	25,000
			Net Amount	50,000	25,000	25,000
			Total	50,000	25,000	25,000



Main Source of Funds: 01 - UNDP-IPF / TRAC - (Trac 1.1.1 & 1  
Executing Agency: NEX - National Execution  
Budget " A"

SBLN	Description	Implementing	Funding	Total	2001	2002
<b>039.</b>	<b>TRAINING TOTAL</b>			50,000	25,000	25,000
	Net Amount					
	Total			50,000	25,000	25,000
<b>040.</b>	<b>EQUIPMENT</b>					
<b>045.</b>	<b>Equipment</b>					
045.01	Local procurement	NEX		10,000	7,500	2,500
	Net Amount					
	Total			10,000	7,500	2,500
<b>045.99</b>	<b>Line Total</b>			10,000	7,500	2,500
	Net Amount					
	Total			10,000	7,500	2,500
<b>049.</b>	<b>EQUIPMENT TOTAL</b>			10,000	7,500	2,500
	Net Amount					
	Total			10,000	7,500	2,500
<b>050.</b>	<b>MISCELLANEOUS</b>					
<b>053.</b>	<b>Sundries</b>					
053.01	Sundries	NEX		9,000	2,000	7,000
	Net Amount					
	Total			9,000	2,000	7,000
<b>053.99</b>	<b>Line Total</b>			9,000	2,000	7,000
	Net Amount					
	Total			9,000	2,000	7,000
<b>059.</b>	<b>MISCELLANEOUS TOTAL</b>			9,000	2,000	7,000
	Net Amount					
	Total			9,000	2,000	7,000
<b>099.</b>	<b>BUDGET TOTAL</b>			195,500	40,500	155,000
	Net Amount					
	W/M			12.0	2.0	10.0
	Total			195,500	40,500	155,000



Main Source of Funds: 01 - UNDP-IPF / TRAC - (Trac 1.1.1 & 1  
Executing Agency: NEX - National Execution

Budget "A"

SBLN	Donor	Funding	Total	2001	2002
101.	Government cost-sharing				
101.01	LEB	LEB	145,500	145,500	
		Net Contrib.	3.09	3.09	
		CO Adm. %	4,500	4,500	
		Total	150,000	150,000	
101.99	Line Total	Net Contrib.	145,500	145,500	
		CO Adm. %	3.09	3.09	
		CO Adm.	4,500	4,500	
		Total	150,000	150,000	
109.	COST SHARING TOTAL	Net Contrib.	145,500	145,500	
		CO Adm. %	3.09	3.09	
		CO Adm.	4,500	4,500	
		Total	150,000	150,000	
999.	NET CONTRIBUTION	Net Contrib.	50,000	-105,000	155,000
		Total	50,000	-105,000	155,000



C/S Schedule of Payments

Project

LEB/00/006//99 Regional Development in Akkar

Main Source of Funds

UNDP-IPF / TRAC - (Trac 1.1.1 & 1.1.2/Line 1.2)

AOS Source of Funds

01

Executing Agency

NEX - National Execution

Budget Currency

USD

Subline	Donor	Year	Date	Budgeted Amount	Scheduled Amount	Balance
101.01	LEB	2001	01/01/2001	150,000.00	0.00	150,000.00
		2002	01/01/2002	0.00	150,000.00	0.00
Grand Total				150,000.00	150,000.00	0.00

Annex 1- List of Micro Development Projects in the Areas of Akkar and Tripoli (UNDP and Ministry of Social Affairs)

Project Title	Area	Implementing Agency	Number of Beneficiaries	Project Contribution (USD)	Local Contribution (USD)	Project Objective
1	Vocational Training for Youth	MOSA Development Center	115	10,705	6,000	Train unemployed youth on 5 courses: hair dressing (for men and women), industrial sewing, Medical Secretary and hotel services.
2	Literacy Classes and Basic Education	Salem Kabbarra Foundation	100 per year	15,000	25,000	Provide literacy classes for illiterates and drop-out students of Bab Tabaneh
3	Assistant Nurse Training School	Secours Populaire (Najdch)	50 per year	15,166	6,500	Train young women on nursing techniques to work in hospitals
4	Crop and Soil Monitoring for Farmers	Rene Moawad Foundation	1000	15,050	10,100	Provide extension services for farmers in the field; test the soil and the produce
5	Cold Storage Center	Coops of Bazbina, Rahbe and Akkar Al-Atika	200	16,000	40,800	Provide farmers with fruit storage facilities
6	Installation of Irrigation Pipes	Municipality of Tekrit	1000	3,500	1,000	Install water pipes to irrigate arid lands in the village
7	Provision of Accessories for Tractor	Tekrit Agriculture Cooperative	200	7,000	6,000	Assist the farmers in cultivating their land.
8	Installation of Potable Water Pipes	Mokhtar and Local committee	2000	3,857	3,256	Install potable water pipes for the village
9	Mobile Computer Training Center	Halba MOSA Development Center	120	11,025	2,400	Establish a mobile computer center to train school students on computer programmes in different villages
10	French Language Courses for Intermediate students	Municipality of Mishmish and Halba - MOSA Development Center	79	4,500	1,000	Train school children on French language and computer skills
11	Agro-industry Workshop	Agricultural Cooperative of Fneidiq	67	15,970	7,830	Establish an agro-industry workshop and train women on production skills
		<b>TOTAL (USD)</b>		<b>117,773</b>	<b>109,886</b>	<b>227,659</b>

**Annex II**

**Clusters Identified in Akkar**

	<b>Geographic boundaries</b>	<b>Main villages</b>	<b>Total no. of villages</b>	<b>Approx. population</b>	<b>Main characteristics</b>
<b>Middle Kaiteh</b>	Bared River - Main road of Halba	Bebneen, Beqaiel, Bazal, Danbo, Jdaidet el-Kateh, Bourj el Arab,	28	65,000	Arid agricultural production
<b>Jurd</b>	Jehanam valley - Hermel and Joumeh	Fneidek, Mishmish, Harrar	15	50,000	Apple production, employment in Army
<b>Joumeh</b>	Kobaiet - Astouan River - Kaiteh and Halba	Akkar el-Atikah, Beino, Rahbeh, Tekreet, Bezbina	18	40,000	Agriculture production, employment in Army
<b>Shafat</b>	Halba and neighborhood	Halba, Miniarah, Sheikh Moh'd, Mashha	28	50,000	Administrative, educational and commercial center of District
<b>Sahel</b>	Mediterranean sea - borders with Syria	Tel Abbas, Tel Hayan, El-Qlaiat	33	20,000	Agriculture, fishing, Qlaia'at Airport, Int'l boarders
<b>Middle Dreib</b>	Beirh - Sahel - Al-Kabeer river and Astouan River	El-Koachreh, Monjez, Deir Jeneen	51	20,000	Arid Agricultural production
<b>High Dreib</b>	Boarders with Syria - Beit Ja'afar - Joumeh - Middle Dreib	Qobaiet, Beireh, Chadra, Kfartoun, Aindkeet, Aidamoun, Mashta Hassan,	30	40,000	Arid and irrigated agriculture, civil and military employees
<b>TOTAL</b>			203 villages	285,000	

### **Annex III**

#### **Terms of Reference**

##### **1. National Programme Coordinator**

On behalf of the Council for Development and Reconstruction, and in close coordination with the UNDP senior staff, the National Programme Coordinator will be responsible for the coordination and implementation of the activities and achievement of the outputs as described in the Project Support document.

- a) Ensuring the link between the government policies, strategies and programmes and this Project
- b) Ensure the active participation of concerned government agencies in the execution of activities foreseen under the Project;
- c) Ensuring that the expected results specified in the Project document are achieved through the efficient and effective use of its resources.
- d) Ensuring the sound financial management of all inputs, maintaining an updated accounting system to ensure accuracy and reliability of financial information, and maintaining an inventory of non-expendable equipment;
- e) Assisting in the mobilization of resources for Project implementation.

UNDP will provide technical assistance for the execution of the Project. Furthermore, as the Project is nationally executed, with UNDP Country Office support, all administrative and financial services will be provided by this Office, including recruitment of personnel, sub-contracting, official travel, training, and procurement.

##### **2. Field Technical Coordinator**

Under the direct supervision of the Project Management, the Technical Coordinator is responsible for the implementation of activities as foreseen in the Project document. More specifically, he/she will:

- a) Upon the request of the Project Management, represent the Project in meetings related to the implementation of projects at the local level;
  - b) Prepare and finalize project work-plans and progress reports, including annual progress reports and related documents;
  - c) Participate in the process of selection of sub-projects at the local level and recommend action in a way that responds best to the needs of the region and the objectives of the Project;
  - d) Assist the Project Management in the formulation of projects;
  - e) Supervise and secure the participation of local government bodies and local communities in the selection, formulation, and implementation of priority projects;
  - f) Recommend arrangements and modalities for the implementation of the priority projects;
  - g) Supervise the implementation of selected sub-projects (approval, contracting, monitoring, evaluation, etc.);
-



- h) Liaise with local government agencies, UN agencies working in the region, and non-governmental organizations on the selection and implementation of priority sub-projects;
- i) Assist the Project Management in specific tasks as required.

Duty Station: Akkar and Beirut

Qualifications: An advanced university degree in development or related fields. At least 10 years of professional experience, with 5 years as team leader in community based relief assistance and participatory community actions, at the management and operational level. Experience in the UN system is an asset. Arabic and English mandatory. French is an asset. Computer literacy required.

## ملخص

### مشروع لدعم التنمية المناطقية في عكار

#### مقدمة

قامت خارطة أحوال المعيشة في لبنان (1998) - مشروع مشترك بين وزارة الشؤون الاجتماعية وبرنامج الأمم المتحدة الانمائي، بقياس درجة اشباع الحاجات الاساسية في لبنان للاسر والافراد بالإضافة إلى وصف الخصائص المناطقية، والسكانية والاقتصادية والاجتماعية للسكان. بينت الدراسة ان 32.1% من مجموع السكان يعيشون دون العتبة الوطنية لاشباع الحاجات الاساسية ومجموع افراد هذه الاسر يشكلون اكثر من مليون شخص (عام 1996) أو 35.2% من السكان.

وقد بينت الدراسة أيضا أن المناطق الاكثر حرمانا هي بالتسلسل بنت جبيل (67.2%) الهرمل (65.9%)، عكار (63.3%) ومرجعيون (60%)، ففي هذه الاقضية الاربعة تتجاوز نسبة الاسر المحرومة الـ 60% من الاسر المقيمة فيها. اما من حيث العدد المطلق من المحرومين، فان قضاء عكار هو الاول في الترتيب الاول في لبنان، حيث انه يحتوي وحده على 12.5% من العدد الاجمالي من الفقراء في لبنان، وهي الحصة الاكبر بين المناطق اللبنانية، يليه من حيث الاهمية، الضواحي الجنوبية لبيروت والتي تحتوي على حوالي 12% من الفقراء في لبنان.

يقع قضاء عكار في الجزء الشمالي من لبنان. يقدر مجموع السكان المقيمين في عكار بـ 225,000 (إدارة الإحصاء المركزي، 1997) يمثلون 6.4% من مجموع السكان المقيمين في لبنان، في حين ان حصته من العدد الاجمالي للفقراء تبلغ ضعف هذه النسبة (12.5%) كما سبقت الاشارة الى ذلك. كما ان عكار هي القضاء الريفي بامتياز حيث يشكل السكان المدنيون 22.8% فقط. وتضم بعض البلدات في عكار تجمعات سكنية كبيرة جدا بالمعايير اللبنانية، حيث هناك اكثر من بلدة واحدة في عكار يصل عدد سكانها الى حدود 35 الف نسمة. كما يتميز قضاء عكار بمؤشرات اقتصادية واجتماعية متدنية اجمالا والتي تعكس مستوى معيشيا متدنيا. وحجم الاسرة في عكار هو الاكبر في لبنان (6 أفراد مقابل مجموع وطني 4.7)، ويبلغ عدد الأطفال منهم 4 أفراد (مقابل المعدل الوطني)، والذي يزيد من معدل الاعالة والتي تصل إلى 86.6% هو الاعلى في لبنان أيضا. زد على ذلك، فإن معدلات الامية مرتفعة (30.5%) الاعلى في لبنان ايضا، والخدمات الاجتماعية والصحية غير متوفرة بشكل كاف، كما أن النشاط الاقتصادي ضعيف بمجمله.

إن المشروع الحالي هو نتيجة مبادرة وضع استراتيجية لمكافحة الفقر الذي بدأها برنامج الامم المتحدة الانمائي، ومشروع المساعدة التحضيرية لتحسين أحوال معيشة الفقراء في لبنان والذي قام بتنفيذ عدد من المشاريع الاختبارية والانشطة التمهيديّة في عكار. وبشكل عام، يقوم برنامج الأمم

المتحدة الإنمائي بتطوير عدد من المبادرات، والمشاريع والأنشطة والتي تهدف إلى تحسين أحوال المعيشة، وتعزيز التنمية المناطقية، وعودة المهجرين، وتحسين شروط الحصول على قروض للفئات المهمشة والفقيرة، وأخيرا تمكين المرأة. كما يقوم برنامج الأمم المتحدة الإنمائي بدعم عدد من الشركاء من خلال منهج متعدد القطاعات بهدف تطوير برامج وسياسات تحد من الفقر.

وفيما يتعلق بعكار، قام مشروع تحسين أحوال معيشة الفقراء في لبنان بتنفيذ 11 مشروعا تنمويا صغيرا بهدف تعزيز أحوال المعيشة في قضاء عكار وباب التبانة بالتعاون الوثيق مع البلديات، والتعاونيات، ومراكز الخدمات الإنمائية التابعة لوزارة الشؤون الاجتماعية والعاملة في المناطق، ومع الجمعيات غير الحكومية. وقد شملت المشاريع التدريب المهني للشباب، التدريب المتنقل على استخدام الحاسوب للشباب أيضا، التعليم الاساسي، دورة مساعدة ممرضة، مشغل لتجفيف وتصنيع الفاكهة، إعادة تأهيل براد لتخزين المحصول الزراعي، دعم تمديد أفنية المياه، تمديد أفنية لمياه الشرب. بالإضافة إلى كل ذلك، فإن عددا من المبادرات قد أخذت من أجل حث أفراد المجتمع المحلي والمؤسسات للمشاركة في بلورة الاطار لبرنامج تنموي مناطقي لقضاء عكار يهدف الى تحسين الاداء من أجل التنمية والمساعدة الاجتماعية للحد من الفقر من خلال المباحثات والتعاون من أجل تنفيذ دراسة ميدانية للاحتياجات في المحاور الجغرافية السبعة والتي تشكل قضاء عكار.

عمل المشروع على تحديد أهمية اطلاق مبادرات التنمية المحلية من أجل تحسين أحوال المعيشة في المنطقة عن طريق تنمية المؤسسات المحلية وتعزيز القدرات وتطوير المشاركة، وتعزيز أنشطة القطاع الخاص والتوزيع المتوازن للموارد المالية من أجل الاستثمار. كما أكد المشروع على الحاجة إلى وضع استراتيجيات للتنمية المحلية والحد من التفاوتات المناطقية، وعلى ضرورة وضع مشروع تنمية مناطقية متكاملة في الشمال، بدءا بقضاء عكار.

### وصف المشروع

إن الهدف التنموي للمشروع هو تحفيز الانتعاش الاقتصادي، وتطوير التنمية الاجتماعية في المديين المتوسط والبعيد في قضاء عكار (شمال لبنان). إن النتائج المتوقعة للمشروع هي خلق البيئة المناسبة للانتعاش الاقتصادي والاجتماعي في المجتمع المحلي في عكار. أما الاهداف المحددة للمشروع فتتضمن ما يلي:

- المرحلة التحضيرية، وسوف تتضمن اختيار مناطق التدخل بناء على مقاييس محددة تضمن استدامة التدخلات على أساس معايير منها البعد الجغرافي، توفر مجتمع مدني فاعل، وتواجد المؤسسات الأهلية والبلديات. كما تشمل المرحلة التحضيرية اختيار فريق العمل وتحضير جدول لتنفيذ المشروع.

- الهدف الثاني الأساسي للمشروع هو دعم قدرات أجهزة الحكم المحلية (بالإخص البلديات) ومنظمات المجتمع المدني، بما فيها التعاونيات، الجمعيات غير الحكومية، الجمعيات المجتمع المحلي وغيرهم من أجل الحد على التنمية المناطقيّة المتوازنة في منطقة عكار.
- بلورة استراتيجية متكاملة لتعبئة الموارد والعمل على دعمها من أجل تنفيذ أنشطة ومبادرات المشروع.

### الفئات والمناطق المستهدفة

إن الجهات المستهدفة من المشروع هي مؤسسات المجتمع المدني والبلديات ومن خلالها الفئات الفقيرة في عكار. المؤسسات المستهدفة من خلال تعزيز القدرات والمبادرات المشتركة من أجل التنمية المحلية تتضمن مراكز الخدمات الإنمائية التابعة لوزارة الشؤون الاجتماعية، البلديات، المدارس، التعاونيات، الجمعيات غير الحكومية، وغيرهم من فئات المجتمع المحلي.

### منهجية واستراتيجية المشروع

إن استراتيجية المشروع تركز على دعم المجتمع المحلي، تعبئة الدعم على المستوى الاقليمي والمحلي بالإضافة إلى توفير الموارد اللازمة من أجل تعزيز الاقتصاد من خلال برنامج تنمية مستدام يركز على تنمية الموارد البشرية والمجتمعات المحلية في المنطقة. سيعمل المشروع على الاستفادة من العبر وخبرات التي تم التعرض لها خلال الفترة التحضيرية للمشروع كما سيبني على الطروحات التي تم وضعها لهذه المرحلة. وسوف تتكامل أعمال هذا المشروع مع أهداف المشروع المشترك بين مجلس الانماء والاعمار والبنك الدولي حول تنمية المناطق من خلال تدريب المؤسسات التي يمكن أن تستفيد من هذا المشروع.

### الاجراءات الادارية والتنفيذية

إن مجلس الانماء والاعمار هو الجهة المنفذة للمشروع ممثلاً للحكومة اللبنانية. بينما تولت وزارة الشؤون الاجتماعية تنفيذ المرحلة التحضيرية من المشروع، فقد تم الاتفاق بالتشاور مع وزارة الشؤون الاجتماعية، أن المرحلة الحالية من المشروع سيتم تنفيذها من قبل مجلس الانماء والاعمار بصفته يملك القدرات لتنفيذ المشاريع التنموية المناطقيّة. كما سيقوم مجلس الانماء والاعمار بتعزيز التنمية المناطقيّة في قضاء عكار على أساس الخطة الخماسية للتنمية ومشروعه المشترك مع البنك الدولي.

الموازنة

عدد الأشهر	المجموع	الوصف
12	50,000	إدارة المشروع <sup>1</sup>
12	50,000	اختصاصين <sup>2</sup>
12	36,000	منسق تقني (عدد 1)
	90,500	عقود تنفيذ مشاريع
	50,000	ورش تدريب
	10,000	تجهيز محلي
	9,000	نثریات
	<b>295,500</b>	<b>المجموع</b>
	4,500	Administrative Support Costs
	<b>300,000</b>	<b>المجموع العام</b>

<sup>1</sup> مساعدة عينية مقدمة من برنامج الأمم المتحدة الانمائي

<sup>2</sup> مساعدة عينية مقدمة من برنامج الأمم المتحدة الانمائي