

# ART LEBANON PROGRAMME

## GENERAL INFORMATION

In March 2007, the ART Lebanon Programme began the implementation of its actions in four priority regions in the country, characterised by their high levels of poverty and deep socioeconomic problems: the Interprovincial Region of Northern Lebanon (3 Kadas: Akkar, Minieh and Dinniyeh, Tripoli-Bab el-Tebbaneh), the Interprovincial Region of Southern Lebanon (5 Kadas: Marjeyon, Bint Jbeil, Nabatiyeh, Tyre and Hasbaya), the Bekaa Region (4 Kadas: Rashaya and West Bekaa, Hermel and Baalbeck) and the Southern Suburbs of Beirut.

The Programme, managed at the national level by Lebanon's Council for Development and Reconstruction (CDR) and the UNDP, is a multi-donor and multi-sectorial framework at the disposal of local, national and international stakeholders to coordinate and harmonise their efforts for the achievement of the Millennium Development Goals. Thereby contributing to local governance, decentralisation and sustainable and equitable socioeconomic development.

Its overall objective is to support the national government and the local communities in the priority regions in the development and implementation of Strategic Development Plans, with special attention to disadvantaged groups. More specifically, the Programme seeks to improve public access to primary health services, increase income generation and employment opportunities, promote conservation and respect for the environment and foster the social integration of young people and their active participation in local development processes.

The Programme works through 3 priority components:

- Governance: enhancing local government capacities in planning, management and evaluation of interventions, in collaboration with the civil society and the private sector through the establishment of local, regional and thematic working groups, as participatory and consultative structures;
- Local economic development: promoting sustainable and inclusive local economic development through the establishment of LEDAs enhancing local competitiveness, creating markets and fostering the inclusive participation of the disadvantaged groups of the population;
- Decentralised cooperation: promoting the establishment of sustainable partnerships between territories across several countries through decentralised cooperation and South-South partnerships, granting access to specialised technical assistance and financial resources from a wide range of international partners.

## RESOURCE MOBILISATION AND EXECUTION

INSTITUTION	AMOUNT IN USD
<b>a. Local Counterparts</b>	Total: 24,610
Municipality of Khawkaba (executed by the entity)	3,000
Municipality of Al Saweiri (executed by the entity)	7,760
Municipality of Manarah (executed by the entity)	4,800
Municipality of Lala (executed by the entity)	3,550
Municipality of Baalbeck (executed by the entity)	5,500
<b>b. Multilateral Cooperation Framework</b>	Total: 6,781,262
Italy (transferred to the UNDP CO Lebanon)	2,857,614
Belgium (transferred to the UNDP CO Lebanon)	1,356,865
Monaco (transferred through the UNDP/HUB/ART Trust Fund in Geneva)	75,333
Spain (transferred to the UNDP CO Lebanon)	2,491,450
<b>c. 45 Decentralised Cooperation Partners (approximate amount, contributions in cash and kind)</b>	Total: 455,000
Region of Veneto (transferred to the UNDP CO Lebanon)	30,660
Commune of Livorno (transferred to UNOPS Rome)	10,000 aprox (6,898 Euros)
Province of Ferrara (executed by the entity within the ART Lebanon Programme)	115,000 aprox (80,000 Euros aprox)
Region of Tuscany/Red ARCI (executed by the entity)	28,000
Commune of Arezzo (executed by the entity)	47,000
Commune of Turin, Turin's District Water Agency - ATO3 and the Coordination of Communes of Piedmont for Peace (COCOPA)	92,000

Coordination of Local Entities for Peace (executed by the entity)	100,000
Friends of Lebanon – Monaco (transferred to the UNDP CO Lebanon)	123,975
<b>d. Private Sector, NGOs, Universities, etc. from the country (approximate amount, contributions in cash and kind)</b>	<b>Total: 45,000</b>
Lebanese University (executed by the entity)	12,000 (aprox)
Bekaa's Chamber of Commerce (executed by the entity)	20,000 (aprox)
Lebanese Agricultural Research Institute-LARI (executed by the entity)	13,000 (aprox)
<b>Total Mobilised</b>	<b>7,305,872</b>
<b>Total Executed</b>	<b>5,300,000</b>

## PROGRAMME AT A GLANCE

<b>Duration</b>	Beginning of activities in 2007.
<b>Operational Plan</b>	January–December 2009
<b>Projects</b>	In 2009, with the financial support of Italy, Spain, Belgium, Monaco and their decentralised cooperation partners, the programme managed to finance the implementation of 47 projects amounting to a total of 6.6 millions.
<b>Donors and Partners</b>	<p><b>National Counterparts:</b> Council for Development and Reconstruction (CDR).</p> <p><b>Bilateral Partners:</b> Italy, Spain, Belgium and Monaco.</p> <p><b>Decentralised Cooperation Partners:</b> Municipality of Saint-Truiden (Belgium); Andalusia Municipalities Fund for International Solidarity (FAMSI); Friends of Lebanon (Monaco); Catalan Agency for Development Cooperation (ACCD); Regions of Livorno, Sicily, Puglia, Veneto, Tuscany, Campania and Friuli-Venezia-Giulia; Rovira I Virgili University; Municipalities of Tarragona and Barcelona; Coordination of Local Entities for Peace and Human Rights (CRELP, around 40 local administrations with the direct involvement of the Municipalities of Padua and Turin, the Provinces of Ferrara, Milan, Cremona and Gorizia); Province of Napoli; Municipalities of Arezzo, Milan, Siena, Grosseto, Mazara del Vallo and Cosenza; FELCOS; Coordination of Communes of Piedmont for Peace (COCOPA).</p>
<b>Budget</b>	Total mobilised: 7,305,872 USD Total executed: 5,300,000 USD
<b>National Management</b>	<p>The Programme's <b>National Counterpart</b> is Lebanon's Council for Development and Reconstruction.</p> <p><b>The National Committee (NC):</b> is in charge of the overall Programme coordination and strategic orientation, ensuring that all initiatives are developed in accordance with national strategies. The CDR, UNDP, the Directorate of Administration and Local Authorities of the Ministry of Interior and Municipalities, the Ministry of Economy and Trade, the Ministry of Social Affairs and partner countries and donors integrate the committee.</p> <p>The <b>Chief Technical Assistant (CTA)</b> is responsible, in coordination with the NC, for the Programme's daily operational management at the central level. It also assumes the role of the NC's Executive Secretary.</p> <p><b>Area Officers</b> are in charge of the Programme's offices in the priority regions. Under CTA dexterity, they are responsible for providing the necessary technical assistance for the coordination and management of activities developed at the local level.</p>
<b>Regional Management</b>	<p>The <b>Working Groups</b> are the base instruments for promoting social dialogue, favouring the participation of all relevant actors in the territories in participatory and consultative processes. The WGs are responsible for collectively identify and prioritise local and regional needs. They implement participatory methodologies and promote the creation of regional networks, always emphasising the inclusion of disadvantaged groups and helping mitigate the fragmentation between national and international actions.</p> <p>There are currently 22 Regional Working Groups (RWGs) and 18 Thematic Working Groups (TWGs): <b>Southern Lebanon:</b> 6 RWGs and 7 TWGs in environment, education, social, youth, health, tourism and economy. In the <b>Bekaa Region:</b> 8 RWGs and 3 TWGs in education, environment and health. <b>Lebanon's Northern Region:</b> 7 RWGs and 4 TWGs in Akkar in agriculture and health, 2 in Minyeh in education and agriculture. <b>Beirut's Southern Suburbs:</b> 1 RWG and 4 TWGs in education/social, governance/social, health and economic development.</p>
<b>Other Aspects</b>	The Programme is supporting the establishment of 4 <b>Local Economic Development Agencies (LEDAs)</b> in their areas of intervention, which will help alleviate poverty and promote post-conflict reconciliation through the strengthening the competitiveness of local resources, building territorial alliances and generating income and employment opportunities. Currently, 4 provisional LED offices have been established in the geographic areas of Programme intervention as a first step towards the establishment of the LEDAs.

## RESULTS AND ACTIVITIES AT THE LOCAL LEVEL

### Region of Southern Lebanon

The Programme objectives in the Southern Region of Lebanon are to promote income generation and increase job opportunities in the agribusiness sector, through support to small and medium enterprises (beekeeping, shoe manufacturing, pottery, glass and fishing industries) placing particular emphasis on women and youth; as well as promoting environmental conservation through the implementation of strategies and initiatives for water and solid waste management and the promotion of renewable energy sources.

**Ownership:** all initiatives and activities developed within the Programme framework in the Southern Region of Lebanon have been implemented by the working groups, led by local authorities, in close collaboration with relevant ministries and with the active participation of social actors in the territory and international partners.

**Environment:** ► Reduction of the environmental impact of waste sites in the Municipality of Taybeh (Province of Ferrara; Coordination of Local Authorities for Peace and Human Rights; Municipality of Taybeh). ► Improvement in energy efficiency and promotion of the use of renewable energy sources in the Municipality of Tyre through the installation of a system of solar panels in the Tyre Government Hospital (City of Padua; Coordination of Local Authorities for Peace and Human Rights; Municipality of Tyre). ► Improvement in the drinking water distribution and water resources management system infrastructure in the Municipalities of Nabatiyeh and Bint Jbeil (Coordination of Communes of Piedmont for Peace–COCOPA; Municipality of Turin; Water Agency of the District of Turin- ATO3; SMAT). ► As part of the regional water management strategy, establishment of two water feeding centres in Tyre and Marjayoun, improving water access for over 170,000 residents; successful transfer of this project to the Municipalities of Bint Jbeil and Nabatiyeh (Municipalities of Tyre, Marjeyoun, Nabatiyeh and Bint Jbeil; Unions of Municipalities; Province of Ferrara through the private public company SOELIA).

**Local Economic Development:** ► Support for small-scale livestock production in Tyre and Bint Jbeil (Municipalities of Tyre and Bint Jbeil.) ► Establishment of a network of women cooperatives in Southern Lebanon (funded by Spain).

### Southern Suburbs of Beirut

The Programme objectives in Beirut's Southern Suburbs focus on promoting the social integration of young people in vulnerable situations, improving the population's access to public health services and increasing incomes and employment opportunities through the strengthening of small businesses.

**Ownership:** all initiatives and activities assumed within in the Programme framework in Beirut's Southern Suburbs have been implemented by working groups, led by local authorities, in close collaboration with the relevant ministries and with the active participation of social actors in the territory and international partners.

**Youth:** ► Establishment of the Youth Office in Municipalities in Al Chiah, Hadath and Furn el Chebbak with the aim to develop a strategy and a comprehensive action plan for the youth; capacity building for workers and social leaders and community sensitisation on youth's social problems (Municipalities of Al Chiah, Hadath and Furn el Chebbak).

**Health:** ► Implementation of a pilot project for strengthening Public Health Centres in the Southern Suburbs of Beirut, as part of the national strategy led by the Ministry of Public Health, through improved management, strengthening staff capacities and increased trust between the community and health centres in the three pilot municipalities of Haret Hreik, Ghobeiry and Borj Al Barajneh; successful transfer of this project to Northern Lebanon (Municipality of Arezzo; Ministry of Public Health; Municipality of Haret Hreik, Ghobeiry and Borj Al Barajneh).

### Region of Bekaa

The Programme objectives in the Bekaa Region are to improve public access to quality social services, with particular emphasis on the primary health care system; promote environmental conservation through the implementation of strategies and initiatives for sustainable and integrated water and forestry management; and increase income generation and employment opportunities in the tourism and agro-tourism sector, with particular emphasis on supporting and strengthening dairy, apiary, wine, and fruits and vegetables production.

**Health:** ► Increasing access to quality health services through better service provision in the Kfar Qouq dispensary (Municipality of Kfar Qouq). ► Reducing the cost of medical services with the establishment of a blood analysis laboratory in the primary health clinic of Houche Harimeh (City of Houche Harimeh). ► Provision of low cost medical services and promotion of research and training by constructing a dispensary and a public library in the Municipality of Al Saweiri (Municipality of Al Saweiri).

**Environment:** ► Increased access to drinking water and promotion of social cohesion in the Municipality of Al Akabeh with the rehabilitation of a public garden and a natural spring (Municipality of Al Akabeh). ► Construction of an irrigation canal in the Municipality of Nahle in Baalbeck (Municipality of Nahle in Baalbeck).

**Tourism:** ► Generation of sustainable income for the residents of the Municipality of Manara with the construction of a tourism centre and the organisation and promotion of activities and social events (Municipality of Manara).

**Social:** ► Creation of space for recreational and leisure activities for children, promotion of social cohesion by establishing a public park and a nursery school in the Municipality of Al Akabeh (Monaco; Union of Municipalities of Baalbeck). ► Promotion of social integration of young people through the rebuilding of a football field in the Municipality of Lala and the encouragement of sports activities (Municipality of Lala).

**Local economic development:** ► Increases in income and employment opportunities for 63 direct beneficiaries in the tourism sector in the Municipality of Baalbeck through the construction of 15 commercial kiosks within a planned framework: improvement of business around Baalbeck tourist areas, mainly in the Roman ruins and the Ras El Ein River (Municipality of Baalbeck).

## Region of Northern Lebanon

The Programme objectives in this region are to improve public access to social services and enhance their quality, with particular emphasis on primary health and education in Akkar Minnieh-Dinnieh and Tripoli; promote youth participation in local development processes in Akkar and Minnieh-Dinnieh; and foster income increases and employment opportunities by strengthening the agricultural and agro-industrial sector (dairy, fruit and vegetables, fisheries and beekeeping), particularly in Akkar and Minnieh Dinnieh.

**Local economic development:** ► Support to the economic development and cost reduction of irrigation through the construction of a water supply system for watering 1,197 greenhouses, benefiting 57 farming families in the Municipality of Minieh; development of farmers' capacities in effective irrigation management; successful transfer of this project to other areas of Programme intervention such as the Municipality of Minieh.

**Health:** ► Improvement in the provision of health services with the rehabilitation of Primary Health Centres in Bakhoun, Abboudieh and Tebbeneh (Ministry of Health; Ministry of Social Affairs).

**Youth:** ► Support for the implementation of the project "*Youth Vocational Training*" in Tripoli (Municipality of Tripoli). ► Strengthening of 5 centres for the promotion of youth employment by means of using new information and communication technologies in Northern Lebanon (Tripoli; Akkar and Minnieh / Dinnieh).

**Social:** ► Strengthening of the interaction and dialogue between young people and promotion of social and cultural activities in the municipalities of Halba Azqi by rehabilitating cultural centres (and Halba Azqi Municipalities).

## RESULTS AND ACTIVITIES AT THE NATIONAL LEVEL

The Programme's first phase of activities, focused on responding to the needs of post-conflict recovery after the July 2006 war, ended in 2008. What followed in 2009 marked the beginning of a second phase based on a developmental approach. ART Lebanon elaborated its Framework Programme document presenting the strategic objectives and expected results for 2009 and 2010. All projects developed in 2009 followed the guidelines set forth herein and were implemented by the working groups in collaboration with relevant ministries and in many cases with decentralised cooperation partners.

At the national level, the Programme coordinated its activities with the relevant ministries such as the Ministry of Public Health, the Ministry of the Interior and Municipalities; likewise, it facilitated the creation of networks, the fostering of relations and the implementation of joint actions among the territories of intervention.

**Ownership:** the Programme closely coordinates its activities with the relevant ministries and assures that all projects and initiatives undertaken are aligned with national health, water management, agricultural and youth strategies. This tight relationship kept and deepened throughout 2009, will continue to be reinforced in 2010.

**Elaboration of strategic documents:** ► Elaboration of the Programme's strategic framework document according to a bottom-up approach, production of the Operations Manual, which defines the practical procedures for implementing the Programme and ongoing creation of the document Lebanon's Territorial Profile.

**Local economic development (LED):** ► Joint elaboration with the Working Groups of the mandate for future LEDAs; definition, in consultation with the Ministry of Interior and Municipalities, of the legal aspects of the LEDAs. ► Creation of temporary LED offices in the four areas of Programme intervention as a first step towards the establishment of LEDAs; training of office staff in local economic development. ► Technical assistance to 550 farmers and establishment of three cooperatives of milk producers, beekeepers and farmers. ► Technical assistance to 15 small and medium enterprises and cooperatives in management and organisation. ► Strengthening of the honey value chain: support the establishment of the National Consortium of Lebanese Beekeepers; organisation of several training workshops for beekeepers taught by experts from Italy's FELCOS Umbria; participation of a Lebanese delegation to the "*Forum of Mediterranean Beekeepers*" (Morocco, October 2009) and exchange of experiences; development of a quality analysis of Lebanese honey production for market inclusion.

**Environment:** ► Support for the development of the National Water Awareness Campaign addressed to the entire Lebanese population, particularly students, to be inaugurated in March 2010 (Ministry of Energy and Water; UNDP).

**Health:** ► Support for the transfer and implementation in other Programme priority areas of the approach developed by the Primary Health Care Project conducted in Beirut's Southern Suburbs. The project, in line with the national strategy, aims to improve the population access to primary health services by supporting health centres and Municipalities.

**Communication:** ► Development and dissemination to local, national and international stakeholders and media the Programme's first newsletter covering the activities carried out between December 2008 and June 2009 as well as the initiatives to implement. ► Building of the Programme's web site, to be launched in March 2010, and design of its logo. ► Organisation of official events for the launch of nine projects: graduation ceremony in Tripoli for the project "*Health Awareness*"; inauguration of an audiovisual room opened in Tripoli, an sports club for young people in Al Dinniyeh; a municipal playground in Kfarchalan; 15 commercial and tourist kiosks in the city of Baalbeck; social and cultural centres and a public library in Rashaya; two water maintenance centres in Jbeil and Nabatieh Binet; the Qaser primary health centre; two ICT centres in Qobayyat and Akkar Al Atika; two public parks in Fneidek and Halba; a youth cultural centre in Halba; and a laboratory for soil and water analysis in Abdeh; preparation of newsletters about the projects and distribution to all involved partners.

**Initiatives submitted for funding:** within the framework of the Mediterranean Cross-Border Cooperation Programme ENPI CBC, organisation of a meeting for the presentation of the ENPI CBC Programme (February 2009) to 60 representatives of Lebanese Municipal Councils and Unions; presentation to the ENPI CBC Programme of two proposals on cultural heritage and water management in Lebanon's Southern Region, a proposal for ecotourism in Lebanon's Northern Region and an initiative on health in the Southern Suburbs of Beirut.

## RESULTS AND ACTIVITIES AT THE INTERNATIONAL LEVEL

At the international level, the Programme objectives are the establishment, within the multi-donor framework, of partnerships with various international cooperation actors, the dissemination of the methodology, the achieved results and best practices, and exchange of experiences and opportunities for local economic development with other ART Programmes in accordance with the already existing international exchange network.

The obtained results and implemented activities were promoted before European donors and the network of decentralised cooperation partners. Technical visits were organised between local Lebanese institutions and their European counterparts, facilitating the transfer of knowledge, best practices and experiences on issues of common interest. More specifically, the Programme established cooperation partnerships with decentralised cooperation partners from Italy, Spain, Belgium and Monaco: currently 45 partnerships have been created, out of which agreements have been signed for 10 of them, representing an increase of 20% over the previous year.

**Identification and exchange of innovations:** ► Organisation of an exploration mission to Italian Economic Development Agencies (30 November to 5 December 2009): a delegation of representatives from the private sector and the Programme from the Region of Southern Lebanon visited provinces in Southern Italy to exchange experiences and strengthen ties with 4 Italian LEDAs. The 4 agencies stated their willingness to provide technical assistance to the LEDA in Southern Lebanon and a cooperation alliance was signed with the Province of Naples.

**Training and capacity building:** ► Organisation of a mission by the Beirut Suburbs Health Working Group to the Region of Tuscany (9-14 January) with the purpose of exchanging experiences on health systems; participation of the delegation in the *"International Cooperation in the Health Sector"* workshop. ► Participation of two Programme Area Officials to the training course *"Working Methodology in the Framework of the ART Initiative"* (Seville, 21-27 June, 2009). ► Attendance by three members of the Working Groups and a UNDP Programme Associate to Urbino's Summer School on *"Local authorities and human development"* (12-13 July). ► Participation of the Area Officers and Local Officials to a workshop on value chain management led by a UNDP Bulgarian expert (13-19 December). ► Under the water management project implemented in Lebanon's Southern Region, organisation of the 2nd course on *"Maintenance of Water Networks"* taught by experts from Turin's Metropolitan Water Company (SMAT) in Nabatiye and Bint Jbeil (October 30 to November 7), with the participation of more than 35 engineers and technicians (Municipality of Turin; COCOPA). ► Within the framework of the solid waste management project implemented in the Southern Region, training of technicians and local authorities on integrated cycle waste management by experts from the Province of Ferrara (November 30 to December 4); organisation of a mission to Italy by five representatives from Municipalities, the Union of Municipalities and waste management facilities from the Southern Region, who were trained on the waste management cycle: exchange of experiences and best practices in waste management, visits to landfills and recycling centres (Province of Ferrara). ► As part of the programme framework on *"Social Interventions Aimed at the Youth"* in Southern Beirut, training of social workers and teachers by experts of the Italian regions of Tuscany and Campania (March, April, July and August 2009). ► In the framework of *"Strengthening Primary Health Systems,"* organisation of training courses in three municipalities in the Southern Region conducted by Italian experts from the Regions of Tuscany and Lazio (April, July and November 2009). ► Organisation of a mission by representatives of the Belgian private sector to the Regions of Northern Lebanon and Bekaa (24 to 29 July) to identify the priorities of the local community in the production of fruit and vegetables and to explore potential partnerships opportunities (Embassy of Belgium in Beirut; the Municipality of Saint-Truiden; Province of Limburg).

**International events:** ► Participation of Programme representatives and the UNDP Lebanon office in the *"ART International Forum: 4 Years and 10 Results"* (Seville, 25-27 November 2009), during which results achieved by the Initiative were presented after four years of implementation in several countries.

## PROGRAMME CHALLENGES FOR 2010

The main Programme challenges for 2010, identified according to the priority Governance component, are to ensure adequate and effective participation of relevant territorial actors in the working groups. This to warrant the continuity and sustainability of the adopted methodologies, instruments and initiatives beyond the duration of the ART Programme, as well as to encourage the participation of women and maintain a local perspective on needs and priorities.

Under the priority component of local economic development, the main challenges are to define the legal LEDA framework and establish relations with the markets for firms located in remote regions. And under the decentralised cooperation component, to combine the capabilities and potential of the decentralised cooperation partners with local needs and priorities, multiply the transfer and implementation of successful experiences and practices to new Lebanese territories and develop their potential replication in other countries' territories.

