Local Development Plan for the Cluster of Beit Younes, Michmich, Al Krayat, Beit Ayyoub and Al Qorneh

Projet d’Appui au Développement Local dans le Nord du Liban (ADELNORD)

January 2012
Table of Contents

1. The Community of the cluster .............................................. p4
   1.1. Location ........................................................................ p4
   1.2. Population ...................................................................... p6
   1.3. Habitat and Living Conditions ........................................ p6
   1.4. Economy and Employment ............................................ p7
   1.5. Natural Environment ................................................... p8
   1.6. Main Trends and Challenges .......................................... p8

2. The Local Development Planning Process ............................... p10
   2.1 ADELNORD Project ....................................................... p10
   2.2 The ESFD Community Development Component .............. p10
   2.3 Municipal Councils ...................................................... p10
   2.4 The Local Development Planning .................................... p10

3. Community Mobilisation ..................................................... p12
   3.1. Local Governance and Participation .............................. p12
   3.2. Target Groups ............................................................ p15
   3.3. Stakeholder Analysis ................................................... p16
   3.4 Conclusion ..................................................................... p17

4. Problem Analysis ............................................................... p18
   4.1. Low Level of Income .................................................. p18
   4.2. Degradation of health conditions .................................... p20
   4.3. Unexploited local resources in the tourism sector .......... p20
   4.4. Weakness in local governance ....................................... p20

5. Objectives Analysis and Overview of Solutions ..................... p24
   5.1 Structure of Objectives and ESFD/CDR Support .......... p24
   5.2 Structure of Objectives and Solutions .......................... p24
   5.3 Increasing the level of income ....................................... p24
   5.4 Enhancing the health conditions .................................... p25
   5.5 Improving the environment protection ......................... p26
   5.6 Strengthening local institutional framework .................. p26

6. Summary of the Local Development Plan and ESFD Contribution ........................................................................ p32
   6.1 Summary of the Local Development Plan ....................... p32
   6.2 ESFD Contribution ...................................................... p32

List of Figures

Figure 1: Location Map .......................................................... p5
Figure 2: Local Development Planning Cycle .......................... p11
Figure 3: Framework of Local Dialogue in Beit Younes Cluster .. p15
Figure 4: Problem Analysis (Problem Tree) ......................... p22
Figure 5: Objective Analysis (Objective Tree) ......................... p28
Figure 6: Objectives and Strategy Analysis ............................. p30
Figure 7: Strategy for reaching the objectives of the LDP .......... p32
Figure 8: Logical framework matrix for the ESFD financial contribution p35

List of Annexes

Annex 1: Memorandum of Understanding ................................ p35
Annex 2: Stakeholder Analysis .............................................. p35
Annex 3: Ex-ante evaluation (Cluster Profile) .......................... p35
Annex 4: Documentation of Decisions of the Municipal Councils/ Mukhtars of the cluster ........................................ p35

List of Abbreviations

ADELNORD  Projet d’Appui au Developpement Local au Nord du Liban
CBO  Community Based Organisation
CDR  Council for Development and Reconstruction
EC  European Community
ESFD  Economic and Social Fund for Development
EU  European Union
FA  Financing Agreement
FMU  Fund Management Unit
FMU-MD  FMU Managing Director
GOL  Government of Lebanon
LBP  Lebanese Pound
M&E  Monitoring and Evaluation
MC  Municipal Council
MOIM  Ministry of Interior and Municipalities
MOA  Ministry of Social Affairs
MOE  Ministry of Education
MOU  Memorandum of Understanding
NGO  Non Government Organization
PCM  Project Cycle Management
SDSC  Social Development Service Centre
TA  Technical Assistance
UNESCO  United Nations Educational, Scientific and Cultural Organization
UNICEF  United Nations Children’s Fund
1. The Community of the cluster

1.1 Location

The cluster consists of five villages: Beit Younes, Michmich, Al Krayat, Beit Ayyoub and Al Qorneh. It is situated in the southern part of the geographical map of Akkar – North Lebanon Governorate, located in the middle of the area called “Jurd Al Qayteh”.

Al Krayat and Beit Younes are the nearest villages to the capital Beirut with a distance of 122 Km and the most far village is Al Qorneh with 128 Km distance from Beirut. The average distance between the cluster and Tripoli “the Governorate Center”, is 44 Km and to Halba “the Caza Center”, is 26 Km.

The cluster covers a surface of approximately 75.95 Km². Michmich is the largest village, both in area and population size. It is followed by Beit Younes, Al Qorneh, Al Krayat and Beit Ayyoub.

The forest area represents 28% (21.4 Km²) of the cluster’s surface; Michmich itself has a surface of 20 Km² of forests.

The cluster altitude varies between 600m situated in Al Krayat and 2,400m, situated in Michmich. The cluster is characterized by cold and windy climate during winter with snow falling on its highest points. Moderate climate prevails most of the other seasons; it is considered an important location for tourism during summer.

The cluster is connected to its surrounding from the North by Fneideq and Rahbeh, from the South by Hrar and Dounnieh, from East by Fneideq and Hermel, and from the West by Al Howaich and Khraibe.
1.2 Population

The registered population in the cluster is 34,240. There are 5,082 families with an average household size of 7, which is very high compared to the national average household size of 4.6 persons. The population density is 451 residents per square Km.

The permanent residents’ percentage which is very high representing 80% of the registered population is an important aspect of the cluster’s demography. For internal migration, it is 27% and the external migration is 16%.

Families used to migrate to Tripoli and Halba for education and employment during winter. 27% of its population resides in Tripoli during winter season.

On average, the cluster population is very young, 77% of the registered population ages range between 21 and 35 years. This corresponds to the high average family size. The gender distribution among young constitutes 40% for males versus 37% for females.

Table 1: The population distribution

<table>
<thead>
<tr>
<th>Village name</th>
<th>Population</th>
<th>Number of families</th>
</tr>
</thead>
<tbody>
<tr>
<td>Michmich</td>
<td>22,140</td>
<td>3,300</td>
</tr>
<tr>
<td>Beit Younes</td>
<td>3,000</td>
<td>427</td>
</tr>
<tr>
<td>Al Krayat</td>
<td>2,000</td>
<td>330</td>
</tr>
<tr>
<td>Beit Ayyub</td>
<td>2,100</td>
<td>475</td>
</tr>
<tr>
<td>Al Gorne</td>
<td>5,000</td>
<td>550</td>
</tr>
<tr>
<td>Total for the cluster</td>
<td>34,240</td>
<td>5,082</td>
</tr>
</tbody>
</table>

1.3 Habitat and Living Conditions

The cluster includes a total of 7,123 houses. Most of the houses, although fairly equipped from inside, have unfinished facades and are 2-3 stories high. The lack of urban planning for the newly built houses gives a poor aspect to the cluster. Most of the dwellings are quite recent. However, there are a small number of century old stone houses in very poor conditions.

The villages of the cluster have been for a long time totally ignored by the public sector. It is one of the most deprived communities in the area. The main roads leading to this cluster have been rehabilitated only a year ago, with little support from the “Ministry of Works” and the civil society. The cluster’s most deprived communities in the area. The main roads leading to this cluster have been rehabilitated only a year ago, with little support from the “Ministry of Works” and the civil society.

The cluster’s houses show all typical features of a poor rural community:

- Improper planning: the majority of houses are directly located on the streets that are generally narrow and in bad conditions.
- Most of the building facades are un-finished. The majority of people do not have the financial means to complete the remaining construction works of their houses.
- All houses lack access to basic sanitation facilities and water supply. This exposes the population and the natural environment to particular hygienic risks.
- The majority of houses are connected to the electricity network. However, the communities complained about the frequent electrical shortage and the weak voltage of transformers (140 volts instead of 220). Because of financial constraints, the majority of people are unable to pay for alternative services (private electrical generators).
- Most houses do not have a decent heating system. Households rely on traditional heating facilities (using gasoline energy) heavily consumed during very cold winter season.

In addition, the following main aspects reflect directly on the poor living conditions of the local communities:

- Unsafe and incomplete internal roads:
  - The majority of internal roads within the cluster are in very poor condition. Few roads have been asphalted by parliamentarians during election campaigns, recent rehabilitations for the public roads have been done by “Union of Municipalities of Jurd Al Qaybeh” but the majority remain unpaved.

1.4 Economy and Employment

- Pollution from waste water and hazardous disposal of solid waste:
  - The cluster lacks any infrastructure for waste water disposal. All households dump their septic tanks and sewage into the nearby valleys and lands. The dumped sewage is a source of pollution to the villages and their environment and constitutes a significant health risk to the whole communities.
  - The cluster also lacks infrastructure for the collection and disposal of solid waste, which is randomly and chaotically disposed on internal and main roads and in the natural environment (like rivers, springs, and forests). The wastes are often burned in various places of the cluster which leads to frequent fire incidents and creates a hazardous environment for the inhabitants.
  - The only small solid waste treatment plant is in Michmich with a capacity of 10 tons/per day.

- Limited access to safe water for drinking and irrigation:
  - Despite the topography researches which indicate that the area is rich in underground water, the cluster suffers from the lack of drinking and irrigation water. Most population mobilises its own drinking water from private wells or other water sources on the expenses. Cost of the drinking water for households is approximately 120,000 LBP per month.

- Difficult access to basic socio-medical services:
  - The nearest hospital is 40-45 km away (Tripoli and Halba). The nearest medical centres are located in Michmich. One was established by the Ministry of Social Affairs in 2002 and offers very modest medical and social services. There are no sufficient medications available and the attendance of doctors is irregular. The other was established in 2006 through a grant by ESFD/CDR. It provides primary health services to Michmich and neighbouring villages.
  - The cluster has one ambulance, owned by Michmich municipality, it is poorly equipped and it is exclusively used for Michmich emergency cases to be transported to the closest hospital.

- Limited institutional infrastructure for local governance:
  - The five villages have elected 3 Municipal councils and 11 Mukhtars who process the population requests and transactions in the civil or public institutions. They are also responsible for resolving disputes over land ownership with the help of the dignitaries whenever there is a conflict on ownership rights (concerning mainly non-surveyed lands). The weak local governance limits the capacity of the community for development.

- Limited education levels:
  - In addition to the poor habitat and living conditions, the main educational problem that the inhabitants in the cluster are confronting is the limited opportunities for social development. The illiteracy is limited to the ages above 65 years old and the dropout rate is approximately 5% in the cluster. However, partial proxials to high education are offered to the young population. There are neither universities in the cluster nor vocational institutions.

- Approximately 41% of the cluster residents’ income is generated by employment in the military. The rest of the cluster’ sources of income are from private/public education, trade, agriculture. Approximately 31% of the population is permanently employed in agriculture. The average income per household is 307 USD per month.

Traditional agriculture is on a declining path. Farmers shifted their production from apples, potatoes, tomatoes and grains to olive trees, wheat, almonds due to the absence of water and poor irrigation canals, high costs of production and the difficult access to markets.

The animal production in the cluster consists of 2,425 goats and sheep, 400 cows, and 2,525 poultry. In addition to 1,524 bee hives most of which are used for self-sufficiency, only the beekeepers from Michmich and Beit Ayyub generate revenue from this sector.
The cluster includes a relatively small number of enterprises (51) distributed as follows: 38 workshops are located in Michmich, 8 in Al Qorneh and 5 in Beit Ayyoub. These include small industries for aluminium workshops, carpentry workshops, blacksmith workshops, bakeries, and iron workshops. The cluster includes also 184 small size shops: grocery shops, shops for perfume/clothing, butcheries, restaurants, hairdressers, plumbing stores, snack shops, internet cafes and bakeries.

The unemployment rate is 33% (15% women, 18% men). The majority of men are employed in the military. Most women lack access to employment opportunities with the exception of few educators working in local/private schools or as nurses in local health institutions.

The region is very rich in archaeological sites that are yet non-rehabilitated and unprotected. The sites are difficult to reach because of the wild and rocky landscape. According to the local communities, many of the sites have been partly destroyed by thieves and a number of their contents have been stolen. The ruins cover a large historical period from the Babylonian to Roman, Assyrians, Byzantine and Islamic eras, like the old Roman military fort in Michmich and vestiges of an old Archaeological mill, Old Maronite Church [Located in Al Krayat village since 400 years]. The cluster also contains a number of old caves that were used as sarcophagus and grottos from roman times, like 'Al Hamra, Al Arayes, Beit Al Eis , Abou Zeid' (located in Michmich) and the newly discovered cave (in Al Krayat village), in addition to many religious shrines like "Sheikh Younes", "Nabi Marmar " (in Beit Ayyoub). Many visitors from various religions usually visit these places for religious purposes or beliefs. Beautiful scenery is evident in the cluster where evergreen trees and forests like pine, oak and juniper cover 28% of the area and many natural spots provide a picturesque view for local communities and tourists.

The deforestation remains a danger for the natural flora which is also threatened by fire incidents caused by the random disposal and burning of solid waste almost everywhere. The natural environment is also rich by its biodiversity. A variety of medicinal and aromatic herbs are traditionally collected by women for use in cooking, cosmetics and for traditional medication. Agricultural lands constitute on average 3.1% of the overall area of the cluster. 3% of the usable lands for agriculture are not yet exploited because of the absence of agricultural roads allowing access to them. Al Krayat village has the highest percentage of unused potential agricultural lands in contrast to Michmich which has 58% of its lands being used for agriculture.

The cluster of Beit Younes, Michmich, Al Korayat, Beit Ayyoub and Al Qorneh provides rural living space for 34,240 residents. The level of poverty is high, although employment among men is relatively stable (in the military sector). The main challenges for improving living conditions lie in improving access to basic social services and to develop additional income sources. Productivity in agriculture is declining. Traditional cultivation of fruits (apple, pear) is declining and irrigation water is scarce. However wheat and olive trees cultivation emerges and presents promising perspectives.

Despite the increasing interest of a few businessmen in the investment sector after the rehabilitation of main roads leading to the cluster and establishment of schools, most of the population relies on the public sector as the main source of income. The biggest challenge for these communities remains in strengthening the private sector role in its economy. The level of education among the young members of the communities from both genders is also a challenge for local development in the villages of the cluster. Another challenge for the cluster remains in ensuring proper infrastructure for its communities to remain attractive. However, the cluster needs safe drinking water and solid waste / wastewater management systems that would preserve its natural environment.

In conclusion and despite its current poor economic activity, the cluster has promising potentials for development:

- Educated young members of the communities keen to participate in the governance of their villages and in their economic and social development;
- The beauty of the location, its wild landscapes and its richness in archaeological sites can be an interesting aspect of attraction for eco-tourists visiting the region;
- Groups of women able to engage more actively in improving their economic conditions (due to their successful role in NGOs);
- Groups of expatriates and business owners interested in the investment sector in order to develop their neglected villages and thus exchange experiences with the surroundings.
Local development planning is a participatory process comprising the successive steps of community mobilization, creation of structures for dialogue (committees / working groups), situation analysis, detailed problem analysis, objective analysis and strategy analysis. These steps are illustrated in Figure 2. The ESFD provides technical assistance support to local communities to implement this planning cycle.

- The mobilization of the community is undertaken through the systematic dissemination of information, the analysis of all relevant local stakeholders and the establishment of contact with interest groups, community based organisations and other actors to create awareness of the planning process and to mobilise active participation by the community.
- Planning dialogue needs to be structured and formalised. The creation of committees and working groups is essential to provide a platform for the most active citizens and to share responsibility for contributions to the planning process.
- The situation analysis allows for detailed diagnostics and provides the statistical base for measuring the impact of the local development plans.
- The detailed problem hierarchy identified by the local community illustrates the cause-effect relations of problems perceived and identified by the community.
- The objectives analysis shows the structure of ends and means. It leads to the identification of solutions to be brought about with the assistance of the ESFD or of other public or private institutions (strategy analysis).

In the context of cooperation between the Republic of Lebanon and the European Union, a program to support local development in northern Lebanon (ADELNORD) was defined between the Lebanese Government represented by the Council for Development and Reconstruction (CDR) and European Union Delegation in Lebanon.

The Project aims at improving the living conditions in North Lebanon, namely the area of upper Akkar, Dannieh and Hermel, where the local communities suffer from disparities, poverty and lack of economic alternatives. The social situation in the last years has worsened due to the alarming political circumstances. Despite the actual degrading situation, the region embraces a rich biodiversity, important water resources and a high agricultural potential.

ADELNORD Project in its 3 components: 1) the rehabilitation of agricultural infrastructure, 2) the community development, and 3) the protection of natural resources, aims at exploring the present opportunities in a participatory approach and at preserving the vitality of the region in a sustainable manner.
3. Community Mobilization

3.1 Local Governance and Participation

Structures for local decision making

There is a variety of local decision-making structures in the cluster: 3 Municipal Councils and 11 Mukhtars, The Union of the Municipalities in Jurd Al Qayteh and a significant number of NGOs.

The Municipalities: In the cluster, there are 3 Municipal Councils who are partners with ESFD. The MCs in Beit Younes, Al Krayat are composed of 9 municipal members each, and the MC of Michmich is composed of 18 municipal members. The oldest municipal council is in Michmich, founded in 1963. Al Krayat Municipal council was founded in 2004 and the newest MC is Beit Younes which has been founded in 2010. The profession of the MC members in the cluster are: 2 doctors, 12 Farmers, 1 Businessman, 15 retirees from military, 4 free professions, 1 educator, and 1 taxi driver.

The MCs listed above are responsible for the infrastructure projects within their villages, providing water supplies by digging wells and installing networks for houses, collecting solid waste, spraying pesticides, paving roads, executing supporting walls in addition to other development projects.

Since the MCs are members of “Jurd Al Qayteh Union Municipalities”, they benefit from common projects such as the rehabilitation of infrastructures. Internal roads, supporting walls for roads. In addition, the MCs collaborate with the Union in providing educational, health, and agricultural services for inhabitants such as remedial classes, extension program for farmers and support the Forest Control Centre in Hrar in collaboration with the Ministry of Agriculture. They also benefit from health services for pregnant woman, vaccination campaigns for children in collaboration with the Ministry of Health and the support of Red Cross Center in Hrar.

Participatory Local decision-making involving the MCs and the local communities is a new approach for the villages of the cluster. Their previous work in partnership was only under the Union Municipal- ity in Jurd Al Qayteh.

The Municipalities cooperate with local stakeholders (NGOs, CBOs) to implement specific projects within their villages. This cooperation usually stops when the project is completed. The existence of the number of organizations depends on one village to another; in the villages of Michmich and Beit Younes, there are for example the CBOs are numerous, active and efficient. However, in Al Qorneh there are no local CBOs.

The previous experience of some villages (Michmich) in development work facilitated significantly the implementation of the partnership with ESFD. The MCs view this partnership as an opportunity to:

- Strengthen their common vision to a common local development.
- Reinforce coordination structures with the local community and concerned stakeholders within each village and among the villages, exchanging experience.
- Build local consensus on urgent issues and needs.
- Integrate the proposed ESFD interventions within on-going development initiatives, whether inside or between communities.

The MCs represented by the MC Presidents and MC members, fully cooperated with the ESFD working team and provided all necessary support to ensure effective community participation.

The Mukhtars are important local decision-makers and fully integrated into the particular local context. The Mukhtars of Beit Ayyoub, El Qorneh are the main ESFD partners due to the fact that there are no Municipalities in these villages. There are 11 Mukhtars in the cluster. They were involved in the entire planning process and they viewed partnership with ESFD as a supportive factor contributing to the improvement of the living conditions in the cluster.

The Governmental Organizations in the cluster are numerous; they are mainly located in Michmich and Hrar (neighboring village to the cluster) where they serve all villages of Jurd Al Qayteh area. They include the office of the Ministry of Agriculture specialized in controlling the forests and providing extension program to the farmers. The presence of the Civil Defense and the Red Cross centers are considered key service providers for emergency health care for the inhabitants of the cluster. The General Directorate of General Security, Directorate General of Internal Security, Directorate General of Personal Status and Registry of Population in Michmich, all are related to the Ministry of Interior. The Civil Society encompasses 23 NGOs. NGOs are extremely active. They work closely with local communities and provide support to a diversity of disadvantaged groups (Farmers, women, children). Representatives from NGOs were also key partners in the planning process. They participated in all meetings and considered their participation a key requirement to identify adequate interventions that respond directly to the local needs and priorities.

The preliminary visits undertaken to the cluster resulted in the signature of the Memorandum of Understanding with the ESFD Project, which took place on August 2011. (Refer to MoU, Annex I).

The Cluster Mobilization Process

The communities’ mobilization process with the cluster started on August 2011. Methods adopted for mobilization were designed as a gradual process, which included the following main steps:

- **Step (1) Training**
  - Building partnership between ESFD and Local Authorities

  These inception steps entailed the introduction of the ESFD partnership principles, discussion of the MoU content and the creation of a sound consensus for implementing partnership. Several separate meetings were conducted in this regard with MCs Presidents and Mukhtars. Then, a joint meeting with Municipal Councils of Beit Younes, Michmich, El Krayat as well as the Mukhtars of Beit Ayyoub and El Qorneh was held.

- **Step (2) Application**
  - General Assemblies and creation of working groups

  Jointly with representatives from the five villages, General Assembly took place with Mukhtars, MC members, GOs, NGOs, stakeholders and Local Communities representatives with the aim of sharing the MoU spirit, content and work plan and encourage the local communities to take part in the planning process.

- **Step (3) Presentation & Discussion**
  - Proceeding with the Local Development Plan phases with capacity building workshops on the Process

  Another general assembly was carried out gathering more than 67 representatives from the five communities with the objective of launching the Local Development Plan process. It resulted in the formation of six thematic committees: (1) Farmers, (2) Social Development, (3) Education, (4) Health, (5) Environment and Eco-Tourism, (6) Infrastructure. Each committee was composed of approximately 12 persons representing the five villages.

- **Step (4) Final Validation**
  - General Assemblies and creation of working groups

  In conclusion to each step of the planning process, general assemblies to validate the findings were held. The working groups presented the results of their work to a large number of participants from the cluster. The communities agreed on the importance of each document to be used for future development opportunities and shared a common knowledge of their village particularities. It allowed reaching an overall consensus within the community on the perception of problems. In parallel to the meetings held with community members and formal working groups, several meetings were held with other stakeholders [Ministries, religious figures…]. This approach encouraged people from the five communities to actively take part in proposing ideas and discussing outputs.

- **Selection of priority projects.**
- **Reinforcing their common vision to a common local development.**
- **Strengthening coordination structures with the local community and concerned stakeholders within each village and among the villages, exchanging experience.**
- **Building local consensus on urgent issues and needs.**
- **Integrating the proposed ESFD interventions within on-going development initiatives, whether inside or between communities.**

Mobilization included also a series of regular weekly meetings with the working groups, Municipal Councils and Mukhtars to ensure their continuous involvement in the process and the sense of ownership of the planning results.

- **Validation and reaching consensus on the Local Development Plan.**

In conclusion to each step of the planning process, general assemblies to validate the findings were held. The working groups presented the results of their work to a large number of participants from the cluster. The communities agreed on the importance of each document to be used for future development opportunities and shared a common knowledge of their village particularities. It allowed reaching an overall consensus within the community on the perception of problems. In parallel to the meetings held with community members and formal working groups, several meetings were held with other stakeholders [Ministries, religious figures…]. This approach encouraged people from the five communities to actively take part in proposing ideas and discussing outputs.

- **Validation and reaching consensus on the Local Development Plan.**

In conclusion to each step of the planning process, general assemblies to validate the findings were held. The working groups presented the results of their work to a large number of participants from the cluster. The communities agreed on the importance of each document to be used for future development opportunities and shared a common knowledge of their village particularities. It allowed reaching an overall consensus within the community on the perception of problems. In parallel to the meetings held with community members and formal working groups, several meetings were held with other stakeholders [Ministries, religious figures…]. This approach encouraged people from the five communities to actively take part in proposing ideas and discussing outputs.
The following conclusions were drawn from the mobilization process:

- The implementation of the LDP process relied significantly on existing resources, namely local actors, and specifically NGOs, Mukhtars, and MCs. They proved to be very knowledgeable about the local specificities and needs. Their participation in committees represented an important input to the LDP process.

- A number of assessment studies were recently undertaken in the villages of the cluster. Those studies significantly helped the working team and committee members in analyzing local issues and trends.

- Development planning and participation are not new concepts to the local actors, and specifically NGOs, Mukhtars, and MCs. They proved to be very knowledgeable about the local specificities and needs. Their participation in committees represented an important input to the LDP process.

- A number of assessment studies were recently undertaken in the villages of the cluster. Those studies significantly helped the working team and committee members in analyzing local issues and trends.

- The implementation of the local development process relied significantly on existing resources, namely local actors, and specifically NGOs, Mukhtars, and MCs. They proved to be very knowledgeable about the local specificities and needs. Their participation in committees represented an important input to the LDP process.

- A number of assessment studies were recently undertaken in the villages of the cluster. Those studies significantly helped the working team and committee members in analyzing local issues and trends.

- Development planning and participation are not new concepts to the local actors, and specifically NGOs, Mukhtars, and MCs. They proved to be very knowledgeable about the local specificities and needs. Their participation in committees represented an important input to the LDP process.

- A number of assessment studies were recently undertaken in the villages of the cluster. Those studies significantly helped the working team and committee members in analyzing local issues and trends.

- The productivity of the agriculture sector is declining mainly due to: (1) Limited agriculture infrastructure (roads, irrigation network), (2) High production cost, (3) Difficult access to markets, (4) Cultivation techniques are traditional, and (5) Weak support from the Ministry of Agriculture. Women & Youth: Women and Youth are the major deprived groups in the villages of the cluster. The average of 40% of the cluster population is women under 35 years. They are mostly employed in the education sector in addition to their occasional and seasonal work in the agricultural sector for self-consumption. On average, 77% of the population are under 35 years old. Although the majority of the youth group have completed their school education, they have difficulties completing their university studies, where they end up by waiting for the opportunity to get enrolled in the military or police services or to get employed in the development projects.

3.2. Target Groups

The following groups in the cluster of Beit Younes are particularly exposed to degradation of their living conditions:

- Farmers: The majority of inhabitants in the cluster are involved in agriculture activities. There is only a small number of families considering agriculture a main source of income, representing mainly the retirees from military, while the others depend on agriculture only for their own consumption. Farmers in the cluster are approximately 2,667 in total distributed as follows: 107 farmers in Beit Younes, 300 farmers in Al Gorneh, 60 farmers in Beit Ayyoub, 200 farmers in Al Krayat, 2000 in Michmich.

- Livestock owners also are 889 persons: 350 farmers are from Michmich (100 cows and muttons, 150 cows, 100 poultry), 100 in Beit Ayyoub (50 cows, 70 poultry), 280 in Al Gorneh (10 goats and muttons, 70 cows, 200 poultry) in Beit Younes (71 cows, 80 poultry, 8 goats and muttons). A small group of 65 bee keepers are emerging in the whole cluster; Michmich alone owns 1003 bee hives, Beit Younes 25, Beit Ayyoub 343 and Al Gorneh 153.

- The productivity of the agriculture sector is declining mainly due to: (1) Limited agriculture infrastructure (roads, irrigation network), (2) High production cost, (3) Difficult access to markets, (4) Cultivation techniques and equipment are traditional, (5) Weak support from the Ministry of Agriculture.
Local development Plan of Beit Younes Cluster

Elaborated in the framework of ADELNORD Project, funded by the EU, executed by ESFD/ CDR

3.3 Stakeholder Analysis

The stakeholder analysis for the cluster of Beit Younes, Michmich, Al Krayat, Beit Ayyoub and Al Qorneh was carried out in two main steps:

Step 1:
- Collecting data: this process consisted of preparing a survey about the main actors involved in the local development in each village. The Mukhtars and the MCs were the main source for collecting data (Attached annex 2).
- After identifying the stakeholders involved in the local development in each village, the following techniques were used to explore the interests and potentials of each stakeholder:
  - Interviews: undertaken with the President of the Municipal Union of Jurd Al Qayteh, UNDP in North Lebanon, LARI in Abdeh, Agricultural Directorate in North Lebanon in Abdeh, Red Cross, Civil Defense, MADA, Directors of schools ..., and other stakeholders.
- Collection and review of available secondary data, NGO database and available surveys.

Step 2:
- Elaborate a stakeholder analysis document indicating the following: (1) Characteristics of each stakeholder or group with similar interests, (2) interest and expectations, (3) joint projects with other stakeholders, (4) Potentials and deficiencies, (5) implications and conclusions.
- The main stakeholders participated regularly in all planning processes. Their interventions were a chance for working groups during the preparation of the local development plan.
- The whole population in the cluster is suffering from a severe increasing of health risks caused by the unsafe waste water disposal and the solid waste management. Most of houses are connected to a sewage network in all villages of the cluster, but the problem is the random disposal of wastewater into the rivers and valleys, which resulted in the contamination of groundwater. Furthermore, each MC in the cluster uses costly and primitive means in solid waste collection. In addition, the MCs pay monthly more than One Million Lebanese Pound (approx. 666 US$) for waste collection. Waste is unsafely dumped in the cadastral area of each village.

3.4 Conclusion

The participatory approach applied throughout the planning process with the cluster’ representatives prepared the communities well to implement the partnership with ESFD. The dialogue structures were formed to elaborate the local development plan in coordination with the local authorities (MCs & Mukhtars) and the communities.

The MC of Michmich, with previous experience in local development played a key role since the early phase of the partnership to ensure successful community mobilization and make sure that local actors take an active part in the LDP.
4.1 Low Level of Income

The problem analysis in the cluster of Beit Younes was carried out in two consecutive sessions: Session one was designed to collect all problems, discuss them, cluster and organize them in cause-effect relationship. Participants from all villages were introduced to the Meta-Plan Technique, which is a participatory method for a visualized discussion of larger groups, facilitating consensus building. Thematic working groups composed of representatives from all villages of the cluster, formulated problem statements, which were presented and discussed with the audience. The discussion focused on the adequate re-formulation of related statements, elimination of duplication and reaching consensus on the core problems.

Session two: this session was held with the presence of representatives from all villages of the cluster, and focused on validating the problem tree and discussing the cause-effect factors for the clustered problems, to reach consensus among the six villages on the problems identified in the problem tree. The Core Problem, main causes and effects are as follows:

The Core Problem that the communities of Beit Younes, Michmich, Al Krayat, Beit Ayyoub and Al Qorneh are facing relates to the decline of the living conditions in the cluster, which is leading to raising the poverty levels, increasing the migration rate and discouraging private investments.

The cluster’s communities identified four main factors causing the deterioration of the living conditions in the cluster:
- 1. Low level of income
- 2. Degradation of health conditions
- 3. Unexploited local resources in the tourism sector
- 4. Weakness in local governance

The decline of the economic situation in the cluster is caused by the increase of the unemployment rate. This problem is affected directly by four main factors: (1) Decline in Educational Guidance, (2) The decline of the economic situation in the cluster is caused by the increase of the unemployment and youth.

Two main groups are directly affected by the limited opportunities for social development: women and youth.

4.1.1 Decline in Educational Guidance

In spite of the limited illiteracy and dropout rates in the cluster, the local communities are facing challenges that are threatening the educational situation in the cluster. The four main challenges can be categorized into the following:

- The high school students are confronting serious difficulties in continuing their higher studies due to the absence of universities in the region, in addition to the inability of their parents to pay the cost of transportation to institutions of higher education or vocational centers. Women in the cluster are more affected by this problem.
- The conservative mentality of the inhabitants in the cluster still imposes restrictions on women to go out of their villages to pursue their university studies. 5,135 students are graduated from high schools while 515 students only continue their university studies.
- Lack of specialized teachers especially for foreign languages [French or English].
- Difficulties in adopting the new curricula or latest methodologies for teaching in schools.
- The school buildings are disqualified to receive all students, i.e. in one classroom more than one class could be found.

4.1.2 Limited Opportunities for Social Development

Two main groups are directly affected by the limited opportunities for social development: women and youth.

4.1.2.1 Low level of women participation in economic activities: this is caused by the weak opportunities that communities offer to them. The traditional aspects of social life in the cluster restrict women from playing a role in economic activities, despite of the existence of a large number of educated women in the villages. Women in the cluster have difficulties in finding jobs relevant to their competencies which oblige them to fulfill any other post available in the area where they live.

As mentioned above, women have low opportunities to access the higher education or completing any vocational training.

4.1.2.2 Low integration of the youth group in their communities: the young constitute a large percentage of the cluster residents, those aged between 21 and 35 years old represent 77% of the population. Job perspectives are very limited. Youth suffer from high levels of boredom and frustration. The communities have little to offer to fill in their leisure time. They spend most of their times in the streets and are exposed to delinquency, violence, and other.

The weak use of local competencies especially for women and youth groups affects severely the social development of the communities.

4.1.3 Decline of productivity for the agriculture sector

Only 31% of the population in the cluster is working permanently in agriculture as most of the farmers use this sector as a complementary source of income. The productivity of the agricultural sector is in continuous degradation. The farmers stated that the absence of the support from the Ministry of Agriculture is the main reason of this decline.

Four main factors are causing this problem: (1) difficulties to access markets, (2) high production cost, (3) limited agriculture infrastructure and (4) low level of know-how in modern practices.

Domination of traditional crops and cultivation techniques: This is partly due to the poor performance of the local Ministry of Agriculture for Research in providing adequate training for farmers in this region and exposing them to alternative solutions in cultivation. Furthermore, the poor ability of local farmers to organize in cooperatives impedes their potential access to credit, the creation of food processing units and passing of know-how from one group to the other.

4.1.4 Weak productivity of the Commercial sector

Low productivity of the existing small enterprises that have currently no access to financial or non-financial support. The management capacities of owners and employees are weak. These factors are a threat for the potential future development of this sector.
4.2 Degradation of health conditions

Access to affordable medical services is limited while exposure to pollution is high. The living conditions in the cluster pose a health threat to all target groups and particularly to the most vulnerable, i.e. elderly & youth. The main factors are:

4.2.1 Poor access to medical services

Despite the presence of health care centers in the villages of Michmich and Beit Younes, the cluster suffers from lack of access to basic socio-medical services. The little purchasing power weakens the community’s potential to access remote and costly medical clinics and pharmacies. The closest hospital is 20-45 km away, and the low level of first aid know-how also constitutes a risk in the occurrence of accidents and emergencies in this remote area.

The nearby dispensaries provide limited health services. Despite the presence of specialized physicians in Mishmish centre (cardiovascular, gastroenterology, pediatrics, gynecologist, etc.), the community members refrain from visiting it for medical follow ups.

4.2.2 Absence of adequate equipment for the doctors to perform the required tests (no ultrasound, no dental clinic, etc.)

4.2.3 Pollution: Due to the poor communal infrastructure discussed previously, the level of environmental pollution in the cluster is high. It results from:

• The accumulation and burning of solid waste in nature: The dumping of solid waste in nature by the cluster is due to:
  ▪ Lack of awareness on solid waste recycling and the importance of preserving the environment
  ▪ Absence of appropriate infrastructure and systems for solid waste collection and environmentally safe management. Solid wastes are currently dumped and then burned. All the MCs pay the equivalent of 666 US$ per month to collect wastes twice per week.

• Flooding of septic tanks and sewage in nature:
  The low income levels do not allow households to pay for the regular emptying and cleaning of their septic tanks. The tanks flood regularly, especially during the rainy season. Pollution from waste water threatens the wild natural sites, agricultural lands and the underground water resources available in the cluster.

4.3 Unexploited local resources in the tourism sector

In the entire villages of the cluster there are a number of archaeological areas and natural sites that are yet unexploited and non-rehabilitated. The neglect of these historical sites from the local community and the Ministries of Culture and Tourism has lead to their partial destruction. There are no limited local competencies in archaeology and tourism. The level of awareness among the communities on the importance of protecting these sites is low.

Another problem lies in the desertification caused by low levels of awareness among the population on the importance of preserving the local forests and cutting randomly the historical trees for wood and charcoal production. The increased incidence of accidental fires caused by burning solid waste also threatens the local flora and overall bio system in the cluster.

4.5 Weakness in local governance

Limited municipal experience is a main factor leading to weak communication structures between the municipality and the local community. This was reflected on the poor community participation in municipal life, the decreasing levels of tax collection, the limited financial resources and the absence of communal development initiatives.

The problem analysis is visualized as the problem tree on the following page.
Figure 4: Problem Analysis (Problem Tree)
5. Objectives Analysis and Overview of Solutions

5.1 Structure of Objectives and ESFD/CDR Intervention

General Objective and Purpose of Local Development in Hrar

The general objective of the local development plan for the villages of Beit Younes, Michmich, Al Krayat, Beit Ayyoub and Al Dornah is to improve the living conditions on a sustainable basis. The objectives analysis is shown in Figure 5. The problems expressed in Figure 4 are expressed in positive terms (Figure 6) showing the means-ends hierarchy of objectives. The objective analysis shall become a tool for the local authorities of the cluster to lead the local development process and to mobilize for the solution of the problems identified by the community.

ESFD and ADELNORD Intervention

The ESFD/CDR will support the 5 communities. The ESFD/CDR intervention has two aspects:

1. The ESFD/CDR will co-finance eligible projects according to the priorities of the communities (demand driven approach) and gives continued support for planning, implementation and the achievement of sustainable operation and maintenance by the communities. The financial support has limits, i.e. the ceiling of EUR 250,000 set in the Memorandum of Understanding.
2. The ESFD/CDR will assist the communities in mobilizing public, private or civil society institutions in solving problems for which financial support is not made available through the EC grant. The communities receive assistance in project planning and general capacity building. The purpose is to empower the local decision makers and actors to rely as much as possible on themselves in developing problem solutions in co-operation with all stakeholders.

5.2 Structure of Objectives and Solutions

The objectives analysis comprises three clusters of solutions, corresponding to the structure of the problem analysis. Solutions lie in:

- Increasing the level of income;
- Enhancing the health conditions;
- Improving the environment protection;
- Strengthening the local institutional framework.

5.3 Increasing the level of income

In order to face economic challenges in the cluster, members of the local committees proposed the following solutions:

5.2.1 Improving educational guidance

The educational committee composed of the five villages proposed several solutions to improve the educational sector based on the main problems encountered:

- Purchase of buses to facilitate transportation for the needy students, especially women who wish to continue their higher education outside their villages.
- Implement an integrated project with multi-sectorial components focusing on capacity building for the teachers and students:
  - Organizing special classes to empower teaching in foreign languages (French and English) and other needed specializations.
  - Upgrading professional and technical skills by implementing seminars/workshop on new technologies to improve the quality of education.
  - Executing pre-vocational orientation which will target children who dropped out from school or who want to shift from regular education to vocational education.
  - Establish a coordination body for schools in the villages. This will improve the collaboration between educational institutions in the cluster.
  - To enhance or extend the school buildings in the cluster. The educational committee envisages the cooperation with the Ministry of Education and Vocational Training in this regard.

5.2.2 Increasing opportunities for social development

Young people have found very little potentials to invest their energy and ambitions in the cluster. Boredom is due to the absence of sports, cultural and social services. Women suffer from the lack of opportunities to participate in economic activities. The social committee, which contains members from the five communities, envisages solutions to use the local competencies for the most deprived groups of women and youth by establishing:

- An artisan workshop that can open employment opportunities for women to produce and market their traditional artisan products.
- A sport facility that can facilitate implementing tournaments for the whole region.

5.2.3 Promoting the productivity of agriculture sector

Farmers suggested the following:

1. Improving the agriculture infrastructure;
   - The farmers of the cluster are suffering from the lack of irrigation water despite that the area is rich in underground water. The communities envisage establishing a water collection system and efficient irrigation systems in appropriate areas. Water shall allow farmers to develop the existing traditional orchard and extend their farming to crops that have more attraction for the market and prevent the farmers from leaving their land.
   - The farmers committee suggested establishing a network of agricultural roads to reach most of the unused lands. Lands are a natural resource that is not adequately used in the cluster; reclamation of these lands will improve economic revenues from agriculture.
2. Decreasing the production cost;
   - As mentioned previously, securing water for irrigation is a costly process. Farmers recommend that ensuring water irrigation is an essential solution for their agriculture problems.
   - Another factor that farmers suggested to reduce the production cost, is improving the level of farmers’ organization, re-activation of the cooperative with the aim of creating efficiently managed and specialized agricultural cooperatives. The cooperative could provide support in providing the agriculture inputs in reasonable prices in addition to various services that can support farmers.
3. Upgrading technical skills and Agricultural know-how
   - Improving the quality of agriculture products and providing proper guidance and agriculture extension services to introduce new and competitive varieties/species, represent a key opportunity to achieve this objective.
   - Farmers proposed to introduce new and competitive types of crops (organic, roses,...) and looking to cooperate with the Ministry of Agriculture in the North.

5.2.4 Development of trade and commercial productivity

The local economy in the cluster is limited, Michmich is the most active village. Most of the shops and enterprises are located in this village. Potential future as proposed by young entrepreneurs is investing in the tourism sector, precisely in tourists services (snacks, small shops, lodges). During our meetings with local communities, they have been introduced to the ESFD job creation component.

5.4 Enhancing the health conditions

The communities envisage the following strategy elements to improve the health conditions for inhabitants of the cluster through out:

1. Improving health conditions by:
   - Improving the quality of medical services provided by health centers: through the provision of adequate medical equipment (for dentistry, cardiovascular testing, etc.) and provision of affordable medications for chronic diseases on regular basis.
   - Supporting the Red Cross center in the region by completing the existing building and providing regular capacity building sessions and awareness campaigns to encourage the youth volunteering in the emergency health care.
2. Lowering Risks for Human Health

The local health and environment committee proposed:

- Minimizing pollution caused by wastewater through the completion/ rehabilitation of networks in all villages.
- Establishing a wastewater treatment plant or linking the sewage networks to a treatment plant available in the vicinity.
- Adopt an environmentally friendly system that allows the adequate management of collecting, sorting, recycling, and treating the solid waste to avoid burning them in nature, as is the current practice.
5.5 Improving the environment protection;
As mentioned above the major factors causing the deterioration of the environment are the unsafe waste water disposal and the hazardous management of solid wastes. The communities proposed solutions in this regard (paragraph 5.3).

The communities envisage the following to develop the tourism sector in the cluster:

- Improving awareness at the local and national level on the value of local archaeological and natural sites, especially in view of the large surface of the forest;
- Protecting and rehabilitating the archaeological sites in order to be in the official map of the Ministry of Tourism;
- Developing written material (brochures/flyers) on the various sites;
- Creating a local organization or unit within the local governance entities for adequate site management and maintenance. In this perspective, forests guardians should be mobilized for the protection of the sites;
- Awareness campaigns in secondary schools: competitions, researches, lectures...
- Adequate training and capacity building for interested youth from communities in local guiding;
- Organization of trips to the region and to the sites with ecotourism operators that involve the locally trained guides;
- Organization of local traditional and cultural festivals that show up the natural and archaeological sites of the region.

5.6 Strengthening local institutional frame work
There is a need to address local governance and improve local participation. The ESFD has contributed in building bridges between the communities and the municipalities through creating dialogue structures. However, more efforts should be done in this respect to institutionalise this process and enhance participation in community development. Participants proposed that:

- The youth category and the other stakeholders should take part in development planning processes through establishing joint municipal/community committees;
- The decision makers in their communities need more empowerment on the local governance, on the conflict management, on development planning.
6. Summary of the LDP and ESFD contribution

6.1 Summary of the LDP

The local development plan of the cluster of Beit Younes is the result of complex efforts exerted by the five communities. Series of meetings were organized with the aim of encouraging them to take part in the process, voice their problems and propose solutions. The present development plan expresses genuinely the needs and aspirations of the local communities and was formulated relying on available potentials.

The strategy (detailed in Figure 6), as proposed by the cluster to improve their living conditions, focuses on achieving four main objectives: (1) providing job opportunities and improving household income, (2) improving social and educational conditions for in the cluster (3) protecting the environment and improving the tourism sector and (4) enhancing community participation and building bridges with the municipalities.

The Local Development plan proposes a number of interventions aiming at improving the living conditions in the six communities.

A visualized plan is showing the responsibility of various stakeholders in this process and the ESFD interventions is attached. (Figure 7)

6.2 ESFD Contribution

As agreed in the MoU (Annex 1) the ESFD financial contribution to the local development plan in the villages of Beit Younes, Michmich, Al Kraya, Beit Ayoub and Al Gorneh is EUR 250,000. ESFD will support the investment cost for eligible projects.

Several meetings gathering the five communities and joint thematic committees were organized to discuss proposed projects. Each project was thoroughly reviewed in order to make sure that it falls within ESFD set criteria. As a result, a consensus was reached on the following projects:

- Supporting the MCs in collecting solid waste.
- Developing the agriculture infrastructure by rehabilitating irrigation canals.

2. Local communities, Red Cross center, ADELNORD – ESFD Ministry of Health – Local NGO specialized in health cares.

Networking the existing cooperatives with the ministry of internal affairs for the implementation of the project

Creation of a Municipalities And different form of Associations Non Governmental

Creation of a school environmental clubs

Figure 7 - Strategy for reaching the objectives of the Local development plan

<table>
<thead>
<tr>
<th>Objectives and Solutions</th>
<th>Supporting Stakeholders</th>
<th>Concept for sustainable operation and maintenance</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Improving Economic Growth</td>
<td>ADELNORD project – ESFD</td>
<td>Empower the existing local specialized cooperatives to be responsible for the management</td>
</tr>
<tr>
<td>1.1 Improving revenues from the agricultural sector</td>
<td>Local communities, Ministry of agriculture and UNDP</td>
<td></td>
</tr>
<tr>
<td>1.1.1 Improving access to irrigation systems</td>
<td>Local Community with support from Green plan – Ministry of Agriculture</td>
<td></td>
</tr>
<tr>
<td>1.1.2 Improving irrigation systems on the new agricultural lands</td>
<td>Ministry of Agriculture in Adbeh – LARI and Agriculture Directorate</td>
<td></td>
</tr>
<tr>
<td>1.1.3 Upgrading technical skills and Agricultural know-how</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1.4 Improving job opportunities and improving household income</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Improving Health Care services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.1 Improving Health Care services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.1.1 Providing health centers with adequate equipment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.1.2 Completion of the ongoing construction of the health care center of Red Cross</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.1.3 Providing regular awareness sessions to educate women on children and women health care</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.2 Minimizing Pollution from Waste Water</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.2.1 Establishing a waste water network for the cluster</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.2.2 Link the network to a waste water plant in the region</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.3 Minimizing Pollution from Solid Waste</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.3.1 Raise awareness of the local community on environment preservation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.3.2 Training local communities on solid waste sorting, recycling</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.3.3 Implement a project that ensures the application and practice of solid waste sorting and recycling and manufacturing composts for agriculture</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.3.4 Implement an environmentally safe management system for collected solid waste disposal</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Elaborated in the framework of ADELNORD Project, funded by the EU, executed by ESFD / CDR
### Objectives and Solutions

#### 3. Environment protection and Developing the tourism sector

**3.1 Develop the local infrastructure for tourism**
- Put the major archaeological sites on the Ministry of Tourism official map
- Protect and rehabilitate the archaeological sites
- Develop written material (brochures/flyers) on the various sites
- Create a local organization within the future municipalities for the adequate management of the natural and archaeological sites
- Provide adequate training and capacity building in local guiding
- Organize trips to the region and sites with ecotourism guides
- Organize local traditional and cultural festivals

**3.2 Improve access to loans and credits for young entrepreneurs**
- Provide access to loans to entrepreneurs in the hospitality sector
- Assist and coach entrepreneurs in the development of business plans

#### 4. Improving local governance structures

**Solutions for improving local governance structures**
- Create a sustainable platform for community participation in municipal planning.
- Build the capacity of the MC on governance and participation issues.
- Implement relevant activities to strengthen community participation: establish or institutionalize joint Community/municipal committees, hold regular public meetings, develop municipal newsletter...

### Supporting Stakeholders

**Ministry Of Culture & UNESCO & MSO**

**Unicef and Ministry of Education (MOE)**

**Lebanese Committee for Literacy (MOE) or EPEP**

**Local Community & Ministry of social affairs**

**Local Community & Ministry of Culture**

**Ministry of Tourism & INGOs SRI**

**Ministry of Tourism**

**MC with Ministry of Interior**

**MC with Ministry of Education and Ministry of Social Affairs**

### Concept for sustainable operation and maintenance

**Local communities & Ministry of Culture**

**MC with Ministry of Interior**

**MC with Ministry of Interior**

**MC with Ministry of Interior**

**Establishing and supporting of civil society Associations**

**MC/local community joint committee**

---

**Figure 8: Logical framework matrix for the ESFD financial contribution**

<table>
<thead>
<tr>
<th>Program/Project Title</th>
<th>Local Development Plan for the Cluster of Beit Younes, Michmish, Al Krayat, Beit Ayyoub and Al Qorneh</th>
<th>Date of establishment: March 2012</th>
<th>Page 1 of 2</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Intervention Logic</strong></td>
<td><strong>Objective</strong></td>
<td><strong>No</strong></td>
<td><strong>Objectively verifiable Indicators</strong></td>
</tr>
<tr>
<td><strong>Overall</strong></td>
<td>Local Development is supported in the North Lebanon</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Project Purpose</strong></td>
<td>Agriculture in the cluster is improved on a sustainable basis and Solid waste disposal is enhanced.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Results</strong></td>
<td>Result No. 1 Productivity of agriculture increased</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Result No. 1.1 Agriculture infrastructure enhanced</td>
<td>3.1</td>
<td>Water irrigation reach the Arable lands</td>
</tr>
<tr>
<td></td>
<td>Farmers are interested in growing new types of crops</td>
<td>3.2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Result No. 1.2 Community services are provided regularly and unsafe disposal of solid waste is decreased</td>
<td>4.1</td>
<td>Solid waste collection fees reduced 50% in one year</td>
</tr>
<tr>
<td></td>
<td>Pollution caused by hazardous disposal of solid waste declined.</td>
<td>4.2</td>
<td>Opinion polls</td>
</tr>
<tr>
<td><strong>Activities</strong></td>
<td>Main activities for Result No. 1.1 Preparation of the tender dossier.</td>
<td></td>
<td>Budget and Resources</td>
</tr>
<tr>
<td></td>
<td>1. Preparing technical specification and tender dossier for equipment needed.</td>
<td></td>
<td>Budget and Resources</td>
</tr>
<tr>
<td></td>
<td>2. Launching and receiving equipment</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>3. Developing awareness campaign</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>4. Preparing operational</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Annex 1  Memorandum of Understanding between Beit Younes, Michmich, Al Krayat, Beit Ayyoub and Al Qorneh and the ESFD Project

COUNCIL FOR DEVELOPMENT AND RECONSTRUCTION
Economic and Social Fund for Development Project

Funded by the European Union
Financing Agreement No.
ENPF/2008/019-023

Memorandum of Understanding for
Collaboration between the Council for Development and Reconstruction/ ESFD Project

And the Cluster of Beit Younes, Michmich, El Qrayet, El Qornet and Beit Ayyoub

6. Languages of the MOU:

This MOU is drawn in Arabic and in English. In the case of any discrepancies, the Arabic version shall prevail.

For the CDR/ ESFD

Mr. Nabil A. EL Far
CDR President
Signature
Date

On behalf of the Cluster of Beit Younes, Michmich, El Qrayet, El Qornet and Beit Ayyoub:

Mr. Fawzi Mohamed Mahmoud, President of the Municipal Council of Beit Younes,

Signature

Translation:

1. The duration of the collaboration is 24 months.

2. The duration of the collaboration between the two parties is up to 24 months.

6. Languages of the MOU:

This MOU is drawn in Arabic and in English. In the case of any discrepancies, the Arabic version shall prevail.

For the CDR/ ESFD

Mr. Nabil A. EL Far
CDR President
Signature
Date

On behalf of the Cluster of Beit Younes, Michmich, El Qrayet, El Qornet and Beit Ayyoub:

Mr. Fawzi Mohamed Mahmoud, President of the Municipal Council of Beit Younes,

Signature
Annex 2 Stakeholder Analysis

The Stakeholder Analysis is available in the enclosed CD

Annex 3 Ex-Ante Evaluation - Cluster profile

The village Profile is available in the enclosed CD
الجمهورية اللبنانية
وزارة الداخلية والبلديات
بلدية بيت يومن
قرار رقم 18/بيدي
في ١٨/٩/٢٠١١

الموضوع: قبول هبة

لمجلس بلدية بيت يومن
بناءً على محضر جلسة المجلس البديلي بتاريخ ١٨/٩/٢٠١١
بناءً على المرسوم الإشاري رقم ١١٨ بتاريخ ٣٠/٣/١٩٨٧ قانون البلديات.
بناءً على حكم المرسوم رقم ١٩٢/٨٨ مرسوم ملزمة في البلديات (١)
بناءً على الهيئة المقدمة من مشروع دعم التنمية المحلية في شمال لبنان للجمعيات
mithالمثلثة، القرى، النواحي، بيت يومن،
بناءً على النصائح العامة.

قرر ما يلي:

المادة الأولى: الموافقة على قبول هبة مقدمة من مشروع دعم التنمية المحلية في شمال لبنان للجمعيات
mithالمثلثة، القرى، النواحي، بيت يومن،
المادة الثانية: تكلف رئيس البلدية السيد
المادة الثالثة: ينشر ويبلغ هذا القرار دعماً للجادة.

رئيس البلدية
نائب الرئيس

اسم:

[ستة توقيعات]
