

REPUBLIC OF LEBANON

# THE PILOT PROJECT ON HOST COMMUNITY SUPPORT AND CAPACITY DEVELOPMENT FOR THE EMPOWERMENT OF LOCAL AUTHORITIES IN THE REPUBLIC OF LEBANON

## FINAL REPORT

NOVEMBER 2018

Japan International Cooperation Agency (JICA)

NTC INTERNATIONAL CO., LTD.  
ASUKA WORLD CONSULTANTS CO., LTD.

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REPUBLIC OF LEBANON

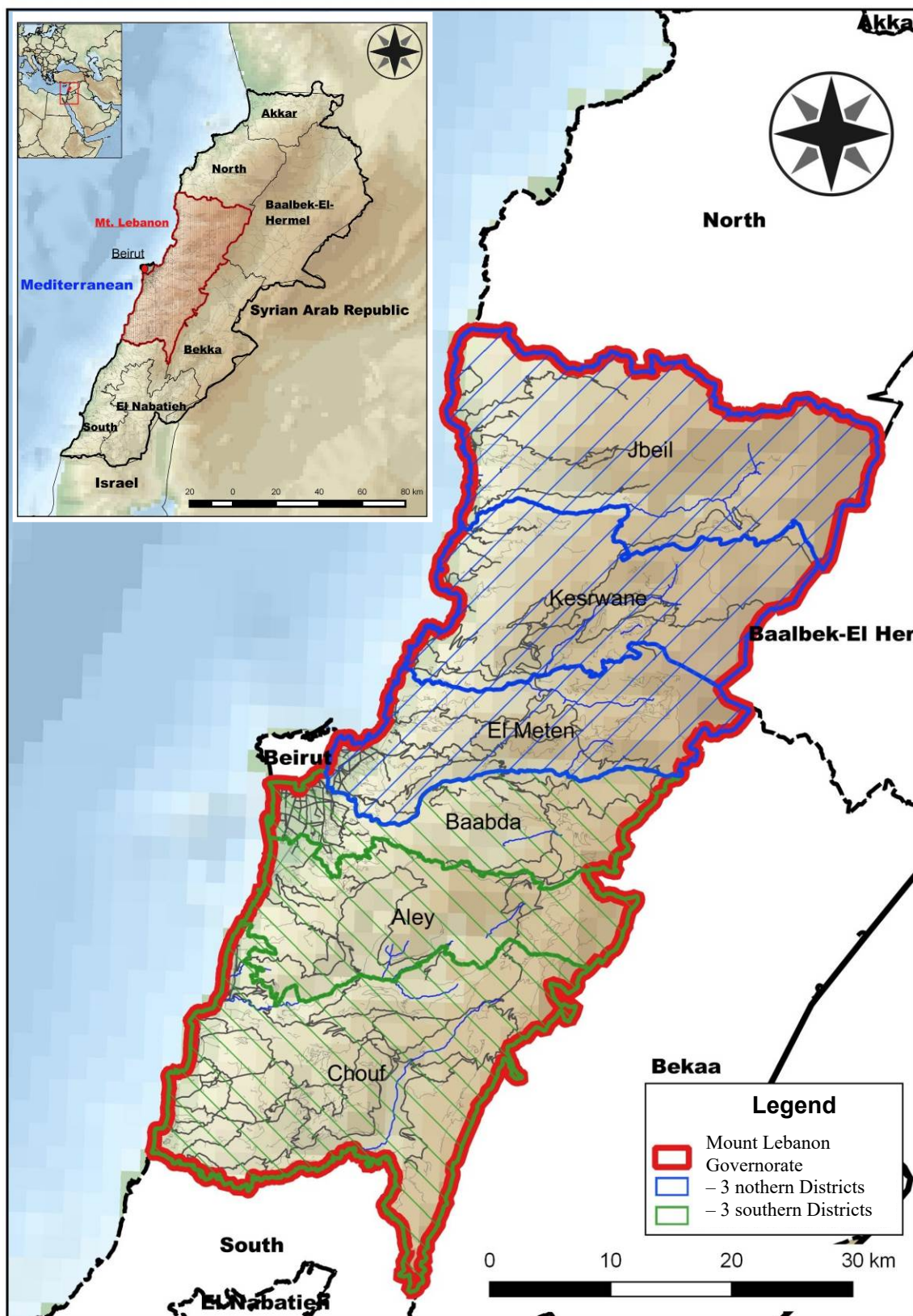
**THE PILOT PROJECT ON HOST COMMUNITY  
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Location Map



## Photographs



Discussion between the head of Aley Branch of BMLWE and Mayor of Chanay municipality



Workshop on MRR at cluster level held in Iklim el Kharoub, Aley district



A pumping station constructed by Choufeit municipality a few years ago, transferred to BMLWE in June 2017.



Five water pumps in Jbeil Byblos, occasionally suffering from troubles due to its deterioration. The replacement of three water pumps were requested.



A reservoir with a capacity of 500 m<sup>3</sup> in Sibline municipality, which is to be repaired. Its leakage is estimated at 40 m<sup>3</sup>/ 7 hrs, according to inspection by the municipality.



The view of Sibline town from the reservoir. Palestinians reside in the red-circled area facing Mediterranean Sea.



Focus Group Discussion (FGD) for needs assessment conducted in Chhim, Aley district. The participants mainly included Muslim, and a few Christian women and secondary school students.



Trainees learned skills on agricultural processing, where they are bottling rose water.



A logo seal with the Aqoura motif designed for marketing. The trainees seek to sell agricultural processed products with the skills acquired in the training.



Closing ceremony of the training, where trainees of Aqoura, Chiim, and Kahlle gathered to celebrate.



Sale at a Christmas market: trainees of Kahlle SDC sold ornaments that resemble an angel, which they crafted from old musical scores.



After receiving the training, some of the trainees organized a women group and started making fig jams by themselves. A woman in the picture is re-boiling and then cooling jams as she learned in the training.



Handing over the guideline for livelihood improvement from Senior Representative of JICA Jordan Office to Director General of MoSA on 24th September, 2018. The guideline was prepared by JICA Study Team.



Handover ceremony. From left to right, Deputy Mayor of Choueifat, Director General of BMLWE, Deputy Director General of JICA Syrian Office, and Secretary of Embassy of Japan in Lebanon, on 25th September, 2018.



Plaque put up at the water facility rehabilitated by JICA in Choueifat municipality.



Handing over a sticker of JICA from Senior Representative of JICA Jordan Office to Director General of BMLWE on 25th September, 2018.



The generator installed at the water facility in Choueifat municipality.



A handover certificate signed by Director General of BMLWE and Senior Representative of JICA Jordan Office on 25th September, 2018.



## **The Pilot Project on Host Community Support and Capacity Development for the Empowerment of Local Authorities in the Republic of Lebanon**

### **FINAL REPORT**

#### **Table of Contents**

#### **Location Map**

#### **Photographs**

#### **Table of Contents**

#### **List of Tables and Figures**

#### **List of Abbreviations and Local Words**

#### **Units and Currency**

|                                                                                    | Page       |
|------------------------------------------------------------------------------------|------------|
| <b>Chapter 1 Overview of the Pilot Project.....</b>                                | <b>1-1</b> |
| 1.1 The Current Situation in Lebanon after the Outbreak of the Syrian Crisis ..... | 1-1        |
| 1.2 Objective of the Pilot Project .....                                           | 1-1        |
| 1.3 Project Outline.....                                                           | 1-1        |
| 1.4 Project Alignment with LCRP .....                                              | 1-2        |
| <b>Chapter 2 Current Status of Lebanon under the Syrian Crisis .....</b>           | <b>2-1</b> |
| 2.1 Overview of Current Situation in Lebanon under the Syrian Crisis.....          | 2-1        |
| 2.1.1 Economic Situations .....                                                    | 2-1        |
| 2.1.2 Political Situation.....                                                     | 2-3        |
| 2.1.3 Current Situation of the Syrian Displaced .....                              | 2-4        |
| 2.1.4 Basic Attributes of the Syrian Displaced .....                               | 2-6        |
| 2.1.5 Distribution of the Syrian Displaced.....                                    | 2-6        |
| 2.2 Circumstances Surrounding the Syrian Displaced .....                           | 2-8        |
| 2.2.1 Lebanese Policies on the Syrian Displaced.....                               | 2-8        |
| 2.2.2 Current Status of Host Community.....                                        | 2-9        |
| 2.3 Outline of LCRP: Lebanon Crisis Response Plan.....                             | 2-11       |
| <b>Chapter 3 Organizations Concerned with the Pilot Project .....</b>              | <b>3-1</b> |
| 3.1 Current Status of Ministry of Social Affairs .....                             | 3-1        |
| 3.1.1 Outline of MoSA's Activities .....                                           | 3-1        |
| 3.1.2 Outline of Social Development Centers.....                                   | 3-5        |
| 3.2 Outline of Water Sector Lebanese Agencies.....                                 | 3-8        |
| 3.2.1 The Roles of Concerned Agencies Stipulated in Water Law 221 .....            | 3-8        |
| 3.2.2 Outline of the Ministry of Energy and Water .....                            | 3-10       |
| 3.2.3 Outline of BMLWE .....                                                       | 3-11       |
| 3.2.4 Current Condition of BMLWE Operation .....                                   | 3-12       |
| 3.3 Status of Local Government / Related Agencies.....                             | 3-16       |
| 3.3.1 Structure of Municipality .....                                              | 3-16       |
| 3.3.2 Structure of UoM .....                                                       | 3-18       |
| <b>Chapter 4 Activity of Lebanese Host Community Support Program .....</b>         | <b>4-1</b> |
| 4.1 Activity of LHSP.....                                                          | 4-1        |
| 4.1.1 Outline of LHSP .....                                                        | 4-1        |
| 4.1.2 Progress of LHSP.....                                                        | 4-1        |
| 4.2 Activity of Map of Risks and Resources (MRR) .....                             | 4-3        |
| 4.2.1 Outline of MRR .....                                                         | 4-3        |

---

|                  |                                                                                                                            |            |
|------------------|----------------------------------------------------------------------------------------------------------------------------|------------|
| 4.2.2            | Progress of the MRR.....                                                                                                   | 4-6        |
| 4.3              | Lessons Learnt from LHSP and MRR .....                                                                                     | 4-7        |
| 4.3.1            | Challenges for Referring MRR Results as Local Development Plan .....                                                       | 4-7        |
| 4.3.2            | Necessary Action for Using MAP as Local Development Plan .....                                                             | 4-8        |
| <b>Chapter 5</b> | <b>Water Facility Rehabilitation .....</b>                                                                                 | <b>5-1</b> |
| 5.1              | Introduction .....                                                                                                         | 5-1        |
| 5.2              | Current Situation of the Water Sector .....                                                                                | 5-1        |
| 5.2.1            | Lebanon's National Water Strategy .....                                                                                    | 5-1        |
| 5.2.2            | Water Balance in Lebanon .....                                                                                             | 5-2        |
| 5.2.3            | Current Situation of Groundwater .....                                                                                     | 5-6        |
| 5.2.4            | Current Situation of Water Supply Facilities .....                                                                         | 5-8        |
| 5.2.5            | Water Tariff and its Collection .....                                                                                      | 5-10       |
| 5.2.6            | Laws and Institutional Framework of Water Sector .....                                                                     | 5-12       |
| 5.2.7            | Lessons Learned of Donors .....                                                                                            | 5-13       |
| 5.2.8            | Results of Study .....                                                                                                     | 5-17       |
| 5.3              | Sub-Projects for the Water Facility Rehabilitation .....                                                                   | 5-20       |
| 5.3.1            | Procedure of Site Selection for SPs .....                                                                                  | 5-20       |
| 5.3.2            | Criteria and Prerequisites for Selection of Candidate Sites of Sub-Project .....                                           | 5-20       |
| 5.3.3            | List of Municipalities Selected and Prioritized by MoSA .....                                                              | 5-21       |
| 5.3.4            | List of Recommendable Sites and Works Made by BMLWE .....                                                                  | 5-23       |
| 5.3.5            | Site Visit and Confirmation of Candidate Sites, and Consideration of<br>Candidate Sites for Preliminary Survey by JST..... | 5-24       |
| 5.3.6            | Implementation of Preliminary Survey and Result.....                                                                       | 5-24       |
| 5.3.7            | Implementation of Detailed Design Survey.....                                                                              | 5-30       |
| 5.3.8            | Approval of the Sites of SPs .....                                                                                         | 5-31       |
| 5.3.9            | Processes of Selection of the Sites and the Result in Each Process.....                                                    | 5-31       |
| 5.3.10           | Contents of the Works of SPs in the Tender Documents.....                                                                  | 5-33       |
| 5.3.11           | Result of Bidding.....                                                                                                     | 5-33       |
| 5.3.12           | Supervision and Final Inspection.....                                                                                      | 5-33       |
| 5.3.13           | Lessons Learned through the Implementation of SPs.....                                                                     | 5-40       |
| <b>Chapter 6</b> | <b>Support for Livelihood Improvement.....</b>                                                                             | <b>6-1</b> |
| 6.1              | Background of the Sub Project.....                                                                                         | 6-1        |
| 6.2              | Current Situation Analysis .....                                                                                           | 6-1        |
| 6.2.1            | Source of Livelihoods.....                                                                                                 | 6-1        |
| 6.2.2            | Demand of Workforce in Mount Lebanon Governorate.....                                                                      | 6-2        |
| 6.2.3            | Progress of Livelihood Project under LHSP.....                                                                             | 6-2        |
| 6.2.4            | Current Status of Support in Host Community of Lebanon.....                                                                | 6-3        |
| 6.3              | Consideration of Implementation Structure .....                                                                            | 6-8        |
| 6.3.1            | The Activity Situation of SDCs in the Mount Lebanon Governorate.....                                                       | 6-8        |
| 6.3.2            | Capacity of Implementing Partners .....                                                                                    | 6-10       |
| 6.4              | Sub Project Framework.....                                                                                                 | 6-11       |
| 6.4.1            | Direction of Sub-Project Following Situation Analysis .....                                                                | 6-11       |
| 6.4.2            | Sub-Project Framework .....                                                                                                | 6-11       |
| 6.5              | Description of Sub Projects.....                                                                                           | 6-12       |
| 6.5.1            | Formulation of Livelihoods Sub-Project.....                                                                                | 6-12       |
| 6.5.2            | Target SDC Selection .....                                                                                                 | 6-13       |
| 6.5.3            | Support Needed For The Improvement of Livelihoods Conditions<br>per Targeted Areas.....                                    | 6-14       |
| 6.5.4            | Selection of the Training Topics.....                                                                                      | 6-15       |
| 6.5.5            | Selection of Trainees.....                                                                                                 | 6-15       |
| 6.5.6            | Summary of Sub-Project.....                                                                                                | 6-16       |
| 6.6              | Lessons Learned and Findings .....                                                                                         | 6-18       |

---

|                  |                                                                                |            |
|------------------|--------------------------------------------------------------------------------|------------|
| <b>Chapter 7</b> | <b>Procurement for Sub-Project .....</b>                                       | <b>7-1</b> |
| 7.1              | Sub-Project of Water Supply Facility .....                                     | 7-1        |
| 7.1.1            | Current Situation and General Information on the Procurement Process .....     | 7-1        |
| 7.1.2            | Consideration for the Procurement and Construction .....                       | 7-1        |
| 7.1.3            | Procurement Steps of Relevant Organizations .....                              | 7-3        |
| 7.1.4            | General Description for Procurement in Water Sub-Project .....                 | 7-3        |
| 7.1.5            | Procurement Method .....                                                       | 7-4        |
| 7.2              | Sub Project of Livelihood Improvement .....                                    | 7-5        |
| 7.2.1            | General Description .....                                                      | 7-5        |
| 7.2.2            | Procurement Method .....                                                       | 7-6        |
| <b>Chapter 8</b> | <b>Challenges and Survey Result .....</b>                                      | <b>8-1</b> |
| 8.1              | Water Facilities Rehabilitation .....                                          | 8-1        |
| 8.1.1            | Challenges Related to Water Facilities affected by Syrian Crisis .....         | 8-1        |
| 8.1.2            | Challenges related to the Water Facilities affected by the Syrian Crisis ..... | 8-1        |
| 8.1.3            | Survey Result related to Water Facilities in Mount Lebanon .....               | 8-3        |
| 8.2              | Livelihoods Improvement .....                                                  | 8-3        |
| 8.2.1            | Challenges Related to Livelihoods Sector Affected by the Syrian Crisis .....   | 8-3        |
| 8.2.2            | Challenges on the Design and Planning .....                                    | 8-4        |
| 8.2.3            | Situation Analysis on Livelihood Improvement .....                             | 8-5        |
| 8.2.4            | Findings and Lessons Learned from the Sub-Project .....                        | 8-5        |
| 8.2.5            | Survey result related to Livelihoods interventions under Syria Crisis .....    | 8-6        |

### **List of Tables**

|            |                                                                                |      |
|------------|--------------------------------------------------------------------------------|------|
| Table 1.1  | Syrian Displaced in Lebanon Registered by UNHCR .....                          | 1-1  |
| Table 1.2  | Project Activities .....                                                       | 1-1  |
| Table 1.3  | LCRP Outcomes and Indicators Relevant to the Pilot Project .....               | 1-3  |
| Table 1.4  | LCRP Outcomes and Indicators in the Social Stability Sector .....              | 1-3  |
| Table 2.1  | Economic Indicators of Lebanon .....                                           | 2-1  |
| Table 2.2  | Seat Allocation in Lebanese Parliament .....                                   | 2-3  |
| Table 2.3  | Results of 2018 Lebanese Parliament Election .....                             | 2-4  |
| Table 2.4  | Trends of Registered Syrian Displaced by Major Host Countries .....            | 2-4  |
| Table 2.5  | Syrian Displaced in Lebanon by Gender and Age .....                            | 2-6  |
| Table 2.6  | Host Community Issues and Status in Lebanon under the Syrian Crisis .....      | 2-11 |
| Table 2.7  | Strategic Objectives for LCRP 2017-2020 .....                                  | 2-12 |
| Table 3.1  | Outline of MoSA .....                                                          | 3-1  |
| Table 3.2  | Support for SDC with Preparation of Annual Budget Submission .....             | 3-2  |
| Table 3.3  | Outline of SDC Department Mandate .....                                        | 3-2  |
| Table 3.4  | Outline of Social Development Project .....                                    | 3-3  |
| Table 3.5  | Outline of Social Development Directorate Mandate .....                        | 3-3  |
| Table 3.6  | Outline of NGO Training Project .....                                          | 3-4  |
| Table 3.7  | Functions of NGO Department .....                                              | 3-4  |
| Table 3.8  | Functions of Handicraft Department .....                                       | 3-5  |
| Table 3.9  | Number of SDCs in Beirut and Mount Lebanon .....                               | 3-5  |
| Table 3.10 | Outline of Selected SDCs in Mount Lebanon .....                                | 3-6  |
| Table 3.11 | Role of Concerned Water Sector Authorities .....                               | 3-8  |
| Table 3.12 | Roles of MoEW stipulated in Article 2 of Law 221/2000 .....                    | 3-9  |
| Table 3.13 | Description of WEs stipulated in Article 3 of Law 221/2000 .....               | 3-9  |
| Table 3.14 | Roles of WEs stipulated in Article 4 of Law 221/2000 .....                     | 3-10 |
| Table 3.15 | Roles of WEs .....                                                             | 3-11 |
| Table 3.16 | Responsibilities of WEs .....                                                  | 3-11 |
| Table 3.17 | Needs of Further Understanding Necessary on Organization Aspect of BLMWE ..... | 3-13 |

|            |                                                                                                        |      |
|------------|--------------------------------------------------------------------------------------------------------|------|
| Table 3.18 | Needs of Further Understanding on Internal Rules of BMLWE and Organization Framework.....              | 3-13 |
| Table 3.19 | Unaudited Financial Statements from BMLWE (2006 to 2009).....                                          | 3-14 |
| Table 3.20 | Hearing on Performance on BMLWE Aley Branch on April 20,2017 .....                                     | 3-14 |
| Table 3.21 | Overview of Municipal Administration .....                                                             | 3-16 |
| Table 3.22 | Overview of Three Municipalities in Mount Lebanon Governorate.....                                     | 3-17 |
| Table 3.23 | Overview of UoM Administration .....                                                                   | 3-18 |
| Table 4.1  | Outline of LHSP .....                                                                                  | 4-1  |
| Table 4.2  | Livelihoods Support Projects under LHSP.....                                                           | 4-2  |
| Table 4.3  | Basic Assistance Projects under LHSP .....                                                             | 4-2  |
| Table 4.4  | Outline of MRR.....                                                                                    | 4-4  |
| Table 4.5  | Selection Criteria of MRR Implementation Area.....                                                     | 4-5  |
| Table 4.6  | Current Situation of Social Stability in Mount Lebanon.....                                            | 4-5  |
| Table 4.7  | Selected 14 Clusters .....                                                                             | 4-6  |
| Table 4.8  | Selection Criteria of Cluster for the MRR.....                                                         | 4-7  |
| Table 5.1  | Key Lessons Learned for PSP .....                                                                      | 5-2  |
| Table 5.2  | Water Demand of Displaced Syrian (2014) .....                                                          | 5-5  |
| Table 5.3  | State of Water Supply Service of BMLWE in Some Municipalities .....                                    | 5-8  |
| Table 5.4  | State of Water Demand and Supply in 2010 (unit:1 million m <sup>3</sup> ) .....                        | 5-8  |
| Table 5.5  | Latest Fees and Tariff of BMLWE.....                                                                   | 5-11 |
| Table 5.6  | From National Water Sector Strategy .....                                                              | 5-12 |
| Table 5.7  | Assumption of Infrastructure Issues of WE's including BMLWE.....                                       | 5-17 |
| Table 5.8  | Assumption of management Issues of WE's including BMLWE .....                                          | 5-18 |
| Table 5.9  | Selection Criteria for the Works of Candidate Sites of SPs .....                                       | 5-21 |
| Table 5.10 | List of Municipalities Selected and prioritized by MoSA .....                                          | 5-22 |
| Table 5.11 | List of Recommendable Sites and Works Made by BMLWE.....                                               | 5-24 |
| Table 5.12 | Summary of the Result of Preliminary Survey.....                                                       | 5-24 |
| Table 5.13 | Prerequisite for Sub-Project .....                                                                     | 5-27 |
| Table 5.14 | Evaluation Criteria .....                                                                              | 5-28 |
| Table 5.15 | Summary of The Checking The Compatibility of Prerequisite and Evaluation of Rehabilitation Works ..... | 5-28 |
| Table 5.16 | Recommended Sites and Works for SPs .....                                                              | 5-30 |
| Table 5.17 | Candidate Sites and Works for SPs after the Bidding.....                                               | 5-30 |
| Table 5.18 | Comparison of the Price between Preliminary Survey and Detailed Design Survey .....                    | 5-30 |
| Table 5.19 | Processes of Selection of the Sites and the Result in Each Process .....                               | 5-32 |
| Table 5.20 | General Description for SPs .....                                                                      | 5-33 |
| Table 5.21 | Comparison of the Prices .....                                                                         | 5-33 |
| Table 5.22 | Name and Roles of the Bodies Concerned.....                                                            | 5-34 |
| Table 5.23 | Changes of the Contents of the Work .....                                                              | 5-35 |
| Table 5.24 | Planned and Actual Timeline of the Implementation of the Construction Work ..                          | 5-36 |
| Table 5.25 | Results of the Completion Inspection .....                                                             | 5-37 |
| Table 5.26 | Expected Effect and Impact Associated with the Implementation of the Construction Work .....           | 5-38 |
| Table 5.27 | Basis of the Calculation of the Figures.....                                                           | 5-38 |
| Table 5.28 | Participants .....                                                                                     | 5-39 |
| Table 5.29 | Contents of the Ceremony .....                                                                         | 5-39 |
| Table 6.1  | Summary of the LHSP Livelihoods Projects.....                                                          | 6-2  |
| Table 6.2  | LCRP Interventions, Activities and Challenges .....                                                    | 6-3  |
| Table 6.3  | Outline of SDC (Repeated) .....                                                                        | 6-8  |
| Table 6.4  | List of Potential/Vulnerable SDCs .....                                                                | 6-13 |
| Table 6.5  | Challenges and Problems of the Selected Sites and Training Themes Required ...                         | 6-14 |
| Table 6.6  | Selected Topics/Themes for the Training.....                                                           | 6-15 |
| Table 6.7  | The Outline of Sub-Projects .....                                                                      | 6-16 |

|           |                                                                                                                                |      |
|-----------|--------------------------------------------------------------------------------------------------------------------------------|------|
| Table 6.8 | Experiences and Challenges of Sub-Project.....                                                                                 | 6-19 |
| Table 7.1 | Procurement System of Other Organizations.....                                                                                 | 7-3  |
| Table 7.2 | General Description for Procurement in Water Sub-Project.....                                                                  | 7-4  |
| Table 7.3 | Structure of Request for Proposal (RfQ).....                                                                                   | 7-4  |
| Table 7.4 | Structure of Bidding Document .....                                                                                            | 7-5  |
| Table 7.5 | Procurement and Evaluation Process for Contractor.....                                                                         | 7-5  |
| Table 7.6 | General Description for Procurement in Livelihood Sub-Project .....                                                            | 7-6  |
| Table 7.7 | List of Shortlisted Firms for Livelihood Sub-Project.....                                                                      | 7-6  |
| Table 8.1 | Challenges related to the Development of Technical Cooperation Project<br>for Improving Small Scale Water Supply Network ..... | 8-3  |

## **List of Figures**

|             |                                                                                                                                        |      |
|-------------|----------------------------------------------------------------------------------------------------------------------------------------|------|
| Figure 1.1  | Process of Prioritizing Water Facility Rehabilitation and Livelihood<br>Improvement .....                                              | 1-2  |
| Figure 2.1  | Composition of the Lebanese Economy (2015).....                                                                                        | 2-2  |
| Figure 2.2  | Trend of Registered the Syrian Displaced in Lebanon .....                                                                              | 2-5  |
| Figure 2.3  | Distribution of Syrian Displaced Resident (31th of January, 2018) .....                                                                | 2-7  |
| Figure 2.4  | Distribution of Workers by Sector .....                                                                                                | 2-9  |
| Figure 2.5  | 251 Most Vulnerable Localities in Lebanon in 2015.....                                                                                 | 2-10 |
| Figure 2.6  | Implementing and Governance Structure of LCRP .....                                                                                    | 2-12 |
| Figure 3.1  | Organogram of MoEW .....                                                                                                               | 3-11 |
| Figure 3.2  | Organogram of BMLWE .....                                                                                                              | 3-12 |
| Figure 5.1  | Lebanon water balance-Dry year .....                                                                                                   | 5-2  |
| Figure 5.2  | Water Stress by Country in 2040 .....                                                                                                  | 5-3  |
| Figure 5.3  | Comparison of Unaccounted for Water within Lebanon and among MENA.....                                                                 | 5-4  |
| Figure 5.4  | Renewable Water Resources Per Capita.....                                                                                              | 5-5  |
| Figure 5.5  | Distribution of Syrian Displaced Persons Water Demand across Cazas<br>in Beirut and Mount Lebanon.....                                 | 5-5  |
| Figure 5.6  | Water Demand/Supply Estimate for People in Lebanon including the Displaced...                                                          | 5-6  |
| Figure 5.7  | Daily Average of Power Cuts in Lebanon from 2010 to 2013.....                                                                          | 5-6  |
| Figure 5.8  | Map showing the Stressed Aquifers in Beirut and Mt. Lebanon .....                                                                      | 5-7  |
| Figure 5.9  | Age of Networks (NWSS) .....                                                                                                           | 5-9  |
| Figure 5.10 | Continuity of Water Supply Service (NWSS) .....                                                                                        | 5-10 |
| Figure 5.11 | Collection Rates .....                                                                                                                 | 5-10 |
| Figure 5.12 | Flow of Water Sector Project Approval Based on Law<br>No.221/2000and Hearing of MoEW/BMLWE and Other Actors<br>(Prepared by JST) ..... | 5-13 |
| Figure 5.13 | Procedure of Site Selection for SPs .....                                                                                              | 5-20 |
| Figure 5.14 | Location Map of Selected and Prioritized Municipalities.....                                                                           | 5-23 |
| Figure 5.15 | Implementation Structure of the Construction and Supervision .....                                                                     | 5-34 |
| Figure 6.1  | Main Sources of Livelihoods .....                                                                                                      | 6-1  |
| Figure 6.2  | Problem Analysis for the LHSP Planning Process .....                                                                                   | 6-2  |
| Figure 6.3  | Sub-Project Strategy .....                                                                                                             | 6-11 |
| Figure 6.4  | Flow on Formulation of Sub-Project .....                                                                                               | 6-12 |
| Figure 7.1  | Average Monthly Precipitation over the Year in Aalay, Mt. Lebanon .....                                                                | 7-2  |
| Figure 7.2  | Average Monthly Rainy Days over the Year in Aalay, Mt. Lebanon.....                                                                    | 7-2  |
| Figure 8.1  | Survey Flow Related to Water Facilities Rehabilitation.....                                                                            | 8-1  |
| Figure 8.2  | Survey Flow Related to Livelihoods Sector.....                                                                                         | 8-4  |

### **List of Abbreviations and Local Words**

| <b>Abbreviation</b> | <b>Full Name</b>                                                      |
|---------------------|-----------------------------------------------------------------------|
| <b>ACWUA</b>        | Arab Countries Water Utilities Association                            |
| <b>BDL</b>          | Banque de Liban                                                       |
| <b>BLWE</b>         | Bekaa Water Establishment                                             |
| <b>BMLWE</b>        | Beirut and Mount Lebanon Water Establishment                          |
| <b>CDR</b>          | Council for Development and Reconstruction                            |
| <b>DfID</b>         | Department for International Development                              |
| <b>EU</b>           | European Union                                                        |
| <b>FGD</b>          | Focus Group Discussion                                                |
| <b>GIS</b>          | Geographic Information System                                         |
| <b>GIZ</b>          | Deutsche Gesellschaft für Internationale Zusammenarbeit               |
| <b>GOL</b>          | Government of Lebanon                                                 |
| <b>GDP</b>          | Gross Domestic Product                                                |
| <b>IBNET</b>        | International Benchmarking Network for Water and Sanitation Utilities |
| <b>ICT</b>          | Information and Communication Technology                              |
| <b>IMF</b>          | Independent Municipal Fund                                            |
| <b>JICA</b>         | Japan International Cooperation Agency                                |
| <b>JST</b>          | JICA Study Team                                                       |
| <b>LCRP</b>         | Lebanon Crisis Response Plan                                          |
| <b>LHSP</b>         | Lebanese Host Community Support Programme                             |
| <b>MIS</b>          | Management Information Systems                                        |
| <b>MoEW</b>         | Ministry of Energy and Water                                          |
| <b>MoSA</b>         | Ministry of Social Affairs                                            |
| <b>MRR</b>          | Map of Risks and Resources                                            |
| <b>NLWE</b>         | North Lebanon Water Establishment                                     |
| <b>NWSS</b>         | National Water Sector Strategy                                        |
| <b>RfQ</b>          | Request for Quotation                                                 |
| <b>RRP</b>          | Syria Regional Response Plan                                          |
| <b>SDC</b>          | Social Development Center                                             |
| <b>SLWE</b>         | South Lebanon Water Establishment                                     |
| <b>UFW</b>          | Unaccounted for Water                                                 |
| <b>UNDP</b>         | United Nations Development Programme                                  |
| <b>UNESCO</b>       | United Nations Educational, Scientific and Cultural Organization      |
| <b>UN-HABITAT</b>   | United Nations Human Settlements Programme                            |
| <b>UNHCR</b>        | Office of the United Nations High Commissioner for Refugees           |
| <b>UNICEF</b>       | United Nations Children's Fund                                        |
| <b>UNOPS</b>        | United Nations Office for Project Services                            |
| <b>USAID</b>        | United States Agency for International Development                    |
| <b>UoM</b>          | Unions of Municipalities                                              |
| <b>VAT</b>          | Value Added Tax                                                       |
| <b>WB</b>           | World Bank                                                            |
| <b>WE</b>           | Water Establishment                                                   |
| <b>WFP</b>          | United Nations World Food Programme                                   |

**Units and Currency**

|                |                      |
|----------------|----------------------|
| hr             | hour                 |
| mm             | millimeter           |
| m              | meter                |
| m <sup>3</sup> | cubic meter          |
| MCM            | million cubic meter  |
| %              | percent              |
| USD            | United States dollar |
| EUR            | Euro                 |
| LBP            | Lebanese pound       |

**Exchange rates (as of October 2018)**

|     | LBP    | USD     | EUR     | JPY    |
|-----|--------|---------|---------|--------|
| LBP |        | 0.00067 | 0.00057 | 0.0754 |
| USD | 1499.1 |         | 0.85499 | 113.03 |
| EUR | 1753.3 | 1.16960 |         | 132.18 |
| JPY | 13.263 | 0.00884 | 0.00756 |        |



## Chapter 1 Overview of the Pilot Project

### 1.1 The Current Situation in Lebanon after the Outbreak of the Syrian Crisis

Since the Syrian crisis began in 2011, Lebanon has received a huge influx of 1.5 million displaced persons from Syria, 991,917 out of them are persons registered as the displaced by the UNHCR as of April 2018, accounting for one-quarter of the population in Lebanon (about 6.2 million). The Government of Lebanon (GoL) adopted a no-camps policy, therefore, some of the displaced are illegal residents in host communities, causing tension with the host communities, competition on low skilled jobs and pressure on the infrastructure and public service delivery.

The following table shows the number of displaced people from Syria in Lebanon who registered by the UNHCR. On the 6th of May 2015, the GoL requested the UN refugee agency to stop registering Syrian displaced as the displaced except the new-born in order to alleviate increased burden imposed by a large inflow of the displaced from Syria. Since then, the number of Syrian displaced acknowledged by UNHCR has been declining, on the other hand, unregistered Syrian displaced are increasing in number. UNHCR continue to list applicants to be ready for resumption of registration.

**Table 1.1 Syrian Displaced in Lebanon Registered by UNHCR**

| Date              | 2018    | 2017      | 2016      | 2015      | 2014    | 2013    |
|-------------------|---------|-----------|-----------|-----------|---------|---------|
| No. of registered | 991,917 | 1,011,366 | 1,055,984 | 1,178,038 | 945,461 | 122,038 |

Source: UNHCR "Syria Regional Refugee Response" <https://data2.unhcr.org/en/situations/syria>

### 1.2 Objective of the Pilot Project

The objectives of the Pilot Project are to assess the possibility of implementing a technical cooperation project for supporting host communities, empowering Lebanese local authorities (municipality), and exploring its appropriate approach in Mount Lebanon Governorate, affected by the influx of displaced from Syria. The Pilot Project is in accordance with LCRP developed by UNDP as a response to the Syrian crisis in Lebanon.

The partners involved in this pilot project are the Ministry of Social Affairs (MoSA), the Ministry of Energy and Water (MoEW), Water Establishment of Beirut and Mount Lebanon (BMLWE), and the municipalities of the Mount Lebanon Governorate.

### 1.3 Project Outline

The Project is conducted as shown in the table below.

**Table 1.2 Project Activities**

|                                                                                                                                                                                                                                                                                                                                                                    |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>I. Preparatory Work in Japan (March 2017)</b>                                                                                                                                                                                                                                                                                                                   |
| ✓ Preliminary information collection on Lebanon's central ministries and local authorities for implementing pilot projects.                                                                                                                                                                                                                                        |
| <b>II. Field Survey in Lebanon 1 (April to July 2017).</b>                                                                                                                                                                                                                                                                                                         |
| ✓ Explain an outline of the pilot projects to concerned government agencies, international organisations, and donors, including MoSA, MoEW, BMLWE, UNICEF, and UNHCR.                                                                                                                                                                                              |
| ✓ Comprehend political, social, and economic situation and assess the impact of Syrian crisis in Lebanon, especially in Mount Lebanon Governorate                                                                                                                                                                                                                  |
| ✓ Study Lebanese administration system and jurisdiction, and obligations of concerned agencies such as MoSA, SDC, MoEW, and BMLWE and municipalities.                                                                                                                                                                                                              |
| ✓ Clarify the current situation and progress of MRR to consider its adequacy as referential plan for Capacity Building Cooperation (JICA technical cooperation scheme require GoL plan and it focus on enhancement of practical ability of counterparts through implementation of pilot project in target community in accordance with plan of GoL to be referred) |
| ✓ Prepare support for water supply facility.                                                                                                                                                                                                                                                                                                                       |
| ✓ Review livelihood improvement projects conducted under the framework of LCRP/LHSP and by SDCs and other donors in Mount Lebanon Governorate.                                                                                                                                                                                                                     |
| ✓ Investigate the needs for livelihood improvement assistance and preliminary discussion with                                                                                                                                                                                                                                                                      |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| concerned agencies and international organisations.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>III. Work in Japan 1 (June 2017)</b><br>✓ Submission of the Working Plan to JICA Headquarters.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>IV. Field Survey in Lebanon 2 (July 2017 to April 2018)</b><br>✓ Explain the Working Plan to concerned government agencies and municipalities.<br>✓ Implement sub projects for water supply facilities: selection of 9 potential sites and then 3 project sites, bidding for the pilot projects, contract with local consulting companies.<br>✓ Implement sub projects for livelihood improvement: site selection based on discussion with SDCs in potential municipalities, developing concept paper and a detailed design for sub projects, contract with local consulting companies, follow-up and lesson learned.<br>✓ Monitor and support an ongoing sub project for water supply facilities. |
| <b>V. Work in Japan 2 (May to August 2018)</b><br>✓ Review the progress and results of the sub projects, list the lessons learned and consider a possible technical cooperation project by JICA.<br>✓ Submit the Draft Final Report to JICA Headquarters.                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>VI. Field Survey in Lebanon 3 (September to October 2018)</b><br>✓ Explain the result of the Survey to concerned government agencies of Lebanon.<br>✓ Submit of the Final Report to JICA Headquarters.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

#### 1.4 Project Alignment with LCRP

The Project focuses on support for water facilities rehabilitation and livelihood improvement based on the data collection survey implemented by JICA in 2016. The following figure shows the process of identifying prioritized needs, i).livelihood improvement, and ii) water facility rehabilitation.

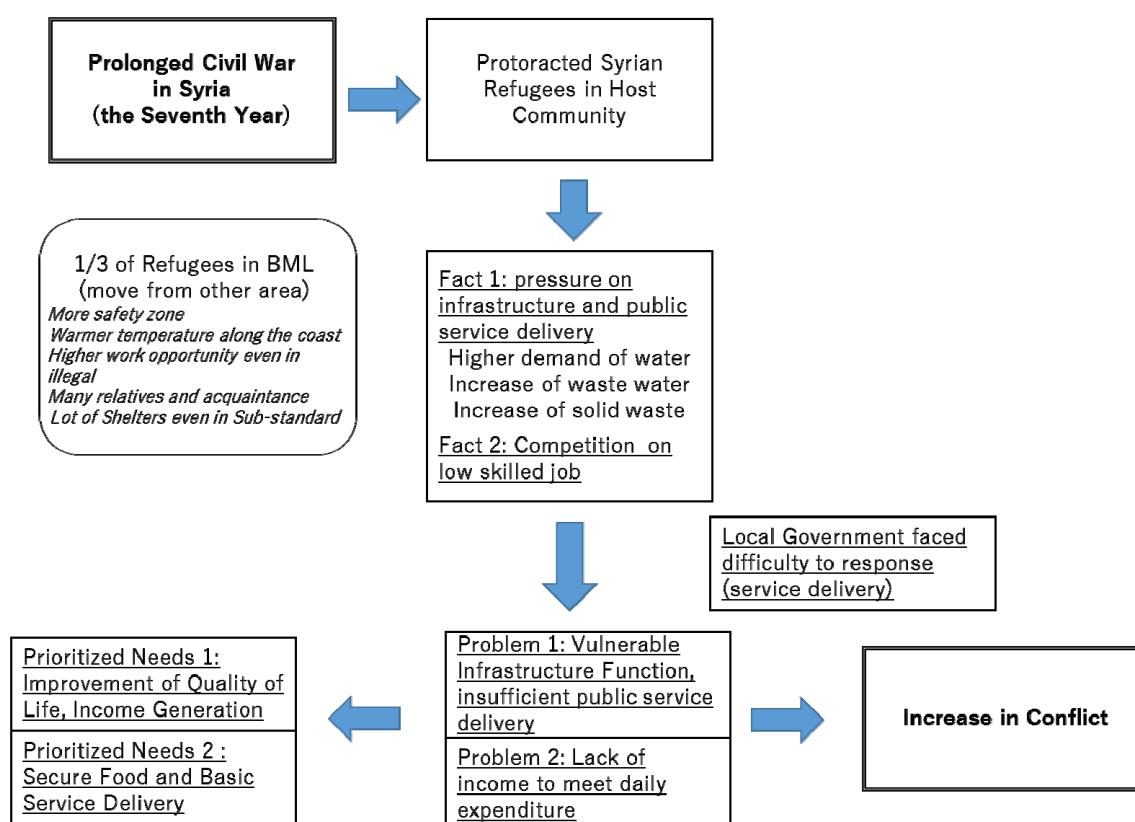


Figure 1.1 Process of Prioritizing Water Facility Rehabilitation and Livelihood Improvement

Prolonged Syrian Crisis hindered return of the displaced Syrians, which resulted in their long stay in host communities for more than 7 years. The crisis above caused pressure on infrastructure and service delivery, competition on jobs in such communities, consequently people suffered in income decrease and water quantity /quality problem. Since this situation makes conflict between host community and the displaced Syrian, in order to mitigate it water sector and livelihood improvement sector are set up as important sector in this Pilot Project.

Selected main sectors in the Pilot Projects should be aligned with Lebanon Crisis Response Plan (LCRP) and relevant outcome and indicators are summarized in the table below.

**Table 1.3 LCRP Outcomes and Indicators Relevant to the Pilot Project**

| Sector                          | Outcomes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|---------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b><u>Livelihood Sector</u></b> | <p><b>Outcome 1:</b> Stimulate local economic development and market systems to create income generating opportunities and employment.</p> <p><b>Indicators:</b> Total number of job created/maintained<br/>Number of targeted Lebanese MSMEs that report increased performance and expanded market access as a result of programme activities.</p> <p><b>Outcome 2:</b> Improve workforce employability.</p> <p><b>Indicators:</b> Number of job seekers placed into jobs (at least 50% women).<br/>Number of targeted vulnerable persons engaged in home-based income generation (at least 50% women).</p> |
| <b><u>Water Sector</u></b>      | <p><b>Outcome 1:</b> More vulnerable people in Lebanon are using safely managed drinking water and sanitation services whilst reducing health and environmental risks and improving water quality by increasing the proportion of wastewater that is safely treated.</p> <p><b>Indicators:</b> Percentage increase in proportion of population using safely managed drinking water services.<br/>Percentage increase of boys, girls, women and men with appropriate hygiene knowledge, attitudes and practices.<br/>Percentage increase in proportion of wastewater safely treated.</p>                      |

The table below shows the outcomes and indicators of the social stability sector. Given that the prolonged displacement in Lebanon has brought about conflicts between Lebanese and Syrian displaced, securing social stability in local communities hosting Syrian displaced persons through enhancing the above two sectors is also imperative.

**Table 1.4 LCRP Outcomes and Indicators in the Social Stability Sector**

| Sector                         | Outcomes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|--------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b><u>Social Stability</u></b> | <p><b>Outcome 1:</b> Strengthen municipalities, national and local institutions' ability to alleviate resource pressure.</p> <p><b>Indicators:</b> Percentage of people living in vulnerable areas reporting positive impact of municipalities on their lives.<br/>Percentage of people reporting competition for Municipal &amp; Social services and utilities as source of tension.<br/>Percentage of people in vulnerable areas who feel that they can voice concern with authorities in case of dissatisfaction.<br/>Percentage of waste diversion rate.</p> <p><b>Outcome 2:</b> Strengthen municipal and local community capacity to foster dialogue and address sources of tensions and conflicts.</p> <p><b>Indicators:</b> Percentage of people living in vulnerable areas able to identify conflict resolution mechanisms/actors in their community they would turn to.<br/>Percentage of people living in vulnerable areas identifying factors that could improve inter-community relationships.<br/>Percentage of people displaying propensity for violent conflict resolution.</p> |



## Chapter 2 Current Status of Lebanon under the Syrian Crisis

### 2.1 Overview of Current Situation in Lebanon under the Syrian Crisis

#### 2.1.1 Economic Situations

Lebanon is one of upper middle income countries, with its latest GNI per capita calculated using the World Bank Atlas method estimated at 7,980 USD in 2018. Although its economy had recorded a substantial growth during the first decade of 2000s, it slowed down to 1.7 % on average between 2011 and 2018. This is partly attributable to the huge influx of displaced Syrians, which has placed enormous strain on the economy.

One of marked features of the Lebanese economy is a high ratio of its government debt to the national GDP, reaching 157 % in 2018, the third highest in the world. Following the civil war that ended in 1990, the GoL rebuilt its economy as well as physical and financial infrastructure by borrowing mainly from private banks in the country, which imposed a huge debt burden upon the government<sup>1</sup>.

The economy of Lebanon is also characterized by its importance of the finance sector, contributing to 21 % of the total GDP in 2015. Likewise, the wholesale, retail and hotel sector is another vital economic sub-sector in the economy and accounts for 18 %. However, due to the outbreak of the Syrian civil war in 2011, the Lebanese economy is faced with severe situations, for example, reduction in capital inflow from neighboring gulf countries, decline in exports to Syria, and the fewer number of tourists. The influx of 1.5 million displaced persons from Syria has risen pressure on public service delivery, increasing the fiscal deficit of the government.

**Table 2.1 Economic Indicators of Lebanon**

|                                             |                                                                                                                                                                                                                             |
|---------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Main industry                            | Financial industry , Travel industry , Food processing industry                                                                                                                                                             |
| 2. Gross National Income (GNI)              | 42.1 billion and 55 million USD * <sup>1</sup> (real value)                                                                                                                                                                 |
| 3. GNI per capita                           | 7,018 USD (real value, 2016), 7,980 USD (World Bank Atlas method, 2016) * <sup>1</sup>                                                                                                                                      |
| 4. Economic growth rate                     | 2.0 % (2016)* <sup>1</sup>                                                                                                                                                                                                  |
| 5. Price escalation rate                    | 1.6 % (2016, World Bank)                                                                                                                                                                                                    |
| 6. Total trade                              | Exports: 3.93 billion dollars (2016)<br>Imports: 18.95 billion dollars (2016)                                                                                                                                               |
| 7. Main trading items                       | Exports: Gold, Diamond, Copper scrap (2016)<br>Imports: Petroleum products, Automobile, Pharmaceutical products, Gold (2016)                                                                                                |
| 8. Main trading partners                    | Exports: Saudi Arabia, United Arab Emirates, Iraq, South Africa (2016)<br>Imports: China, Russia, Turkey, United Arab Emirates (2016)                                                                                       |
| 9. Currency                                 | Lebanon Pond (LBP)                                                                                                                                                                                                          |
| 10. Exchange rate                           | 1 USD = 1,507 LBP (2018.2)                                                                                                                                                                                                  |
| 11. Governments' outstanding debt           | 157.3% (Ratio to GDP, predicted figures, 2018)* <sup>2</sup>                                                                                                                                                                |
| 12. Major donors (2016, 1,000 thousand USD) | 1. United States (221.8), 2. Germany (174.9), 3. EU (173.8),<br>4. United Kingdom (159.7), 5. UNRWA (102.2), 6. Norway (50.3),<br>7. France (48.0), 8. Netherland (45.0), 9. Canada (43.8), 10. AFESD (42.2) * <sup>3</sup> |

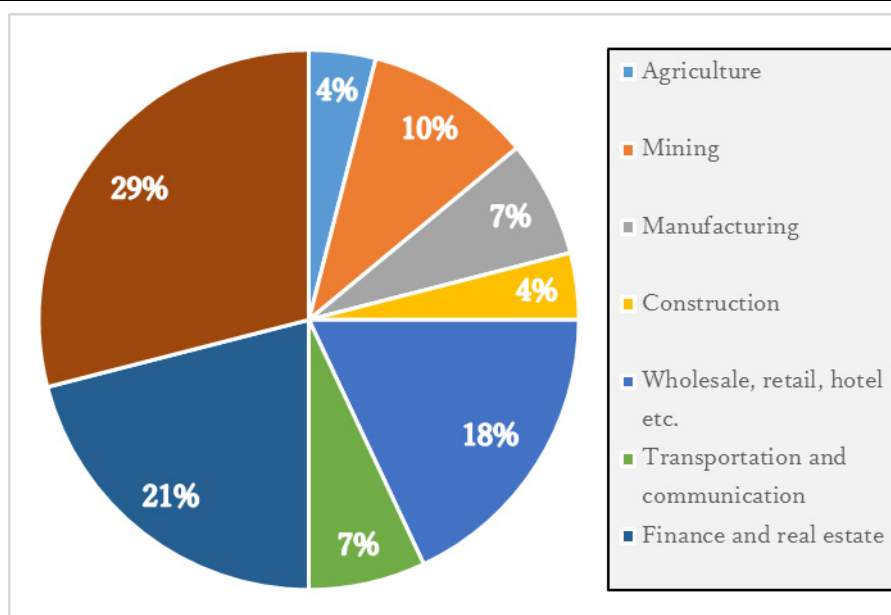
Note: The figures are mean values, while values of real GDP and per capita GDP are those of the end year of the period.

Source: \*1 World Bank Website: Retrieved the 28th of March, 2018, from <https://data.worldbank.org/country/lebanon>.

\*2 IMF Website, World Economic Outlook Database: Retrieved the 10th of May, 2018.

\*3 OECD Website, Lebanon/Aid at a glance charts: Retrieved the 28th of March, 2018.

<sup>1</sup> CIA "Lebanon" The World Factbook. <https://www.cia.gov/Library/publications/the-worl-factbook/goes/le.html>. (accessed 21 May, 2018)



**Figure 2.1 Composition of the Lebanese Economy (2015)**

Note: It shows the percentage of GDP by sector.

Source: United Nations, Statistical Division (2017). National Accounts Main Aggregates Database. Retrieved 18th May, 2018, from <https://unstats.un.org/unsd/snaama/introduction.asp>

The characteristics of labor market in Lebanon is (1) stagnation of employment creation especially in manufacturing and service industries and lack of employment opportunity, (2) a large amount of laborers in informal sector, (3) the influx of a large number of the displaced persons and migrant workers from Arab countries, (4) brain drain of the young Lebanese skilled labor, (5) types of segregation of occupation causing mismatch in the labor market<sup>2</sup>.

Annually 32 thousand labor force newly join in labor market though only 5,000 jobs are created newly for a year. According to a research, the unemployment rate of Lebanon has reached 25 %<sup>3</sup>, and particularly high in youth, 34 % of youth in unemployment in 2012 and the people with higher educational background tend to be unemployed, 36.1 % of university graduates in unemployment<sup>4</sup>. There is miss matching between human resources sought by companies and knowledge and skills the young have in background of these problems.

Furthermore, the labor market in Lebanon has been becoming more serious recently. Although the Labor Act in Lebanon needs employers to employ native workers in preference to foreign workers, the companies which employ Syrian workers whose labor cost is low compared to Lebanese has been increasing since Syrian Crisis. Regarding as the construction industry which depends on foreign workers over many years whose cost is low, most of the employees are Syrians due to the influx of the Syrian displaced. According to the World Bank, it is estimated that the number of Lebanese who has been lost their jobs reaches from 250 thousand to 300 thousand. Intensification of competition in these labor market causes friction between Lebanese and Syrians.

<sup>2</sup> ILO(2017) "Towards coordinated efforts for effective labor market information and employment services in Lebanon." Retrieved from [http://www.ilo.org/wcamsp5/groups/public/---arabstates/---ro-beirut/documents/publication/wcms\\_554182.pdf](http://www.ilo.org/wcamsp5/groups/public/---arabstates/---ro-beirut/documents/publication/wcms_554182.pdf)

<sup>3</sup> European Training Foundation (2015) "Labor Market and Employment Policy in Lebanon." (PDF). Retrieved 21st May, 2018, from [http://www.etf.european.eu/webatt.nsf/0/33A1850E6A358308C1257DFF005942FE/\\$file/Employment%20policies\\_Lebanon.pdf](http://www.etf.european.eu/webatt.nsf/0/33A1850E6A358308C1257DFF005942FE/$file/Employment%20policies_Lebanon.pdf)

<sup>4</sup> The World Bank (2017) "The World Bank In Lebanon." Retrieved 21st May, 2018, from <http://www.worldbank.org/en/country/lebanon/overview>.

## **2.1.2 Political Situation**

Lebanon is a republic country whose head of state is the president. The president who serves for six (6) years is selected by the votes of members of Congress. Parliament of Lebanon adopt unicameral system. The necessary number of members is 128 seats and the tenure of office is four (4) years.

There are 18 sects which are recognized officially and the number of seats and major political posts are assigned in consideration of political balance between the sects (“Sectarianism”). It is the system that political posts and official posts are assigned by sects based on the “national agreement” which has been exchanged between Maronite and Sunni when the Lebanon has become independent in 1943. The president is selected from Maronite (Christianity), the prime minister is from Sunni and the chairperson of Parliament is from Shia conventionally. In addition, the ratio between Christians and Muslims is regulated 1 to 1 for the number of seats of Parliament and posts of cabinet members.

Political confrontation between the political alliance from pro-Syrian and that from anti-Syrian have been deadlocked and caused a political vacuum that the position of the President is vacant for nearly about 2.5 years (Prime Minister Tammam Salam have been played as acting President for that time) since President Sleiman serve out his term in May of 2014. Meanwhile, the voting for selecting President by members of Congress had been boycotted more than 40 times. There are regulatory restrictions that two-thirds of members of Congress’ agreements are necessary for selecting President by constitutional requirement but it is difficult to constitute the overwhelming majority group whose members are more than two-thirds of the specific party or the political alliance due to the sect system in the background of this. Michel Aoun who was the former leader of FRM have been selected as President and the political vacuum come to an end in October of 2016. The transaction that Saad Hariri who was anti-Syrian and has been opposed to President was a leader of Tayyar al-Mustaqbal at the head of “March 14” when President Aoun has been selected (FRM that Aoun belongs to is pro-Syrian).

Hizballah, a Shia political party, won 14 seats and Amal movement won 15 seats under the parliamentary election in May of 2018. As mentioned above, parliamentary seats are allocated by sects and 27 of the total 128 seats (equivalent to 21 %) are allocated to Shia under the election system in Lebanon, hence, above two parties won all of the allocated seats. However, it is predicted that the following two parties get support from people more in it than appears the number of seats since these parties obtain approximately 30 % votes of the total regarding as the percentage of votes. Moreover, the pro-Syrian party and alliance held a majority in the Diet such as the both parties tie up with “March 8” and FPM that Michel Aoun President belongs to won 29 seats.

On the other hand, the Lebanese Forces, the leading Christian party of anti-Syrian “March 14 alliance” won 16 seats, which doubled comparing to those in previous election. It won in 13 Caza, despite of five (5) Caza in former election, enhanced a sense of presence as major Christian party second to FPM. However, Future Movement of PM Hariri saw a drop from 33 seats to 21 in parliament with decrease in seats for its Sunni from 22 to 17.

President Aoun and Prime Minister Hariri showed, however, their intention to build a national cabinet in succession immediately after the election in order to overcome social and economic crisis due to the issues of the Syrian displaced and so on.

**Table 2.2 Seat Allocation in Lebanese Parliament**

| Religion   | Confession                 | Seats |
|------------|----------------------------|-------|
| Christians | Maronite Catholic          | 34    |
|            | Greek Orthodox             | 14    |
|            | Greek Catholic             | 8     |
|            | Armenian Orthodox          | 5     |
|            | Armenian Catholic          | 1     |
|            | Protestants                | 1     |
|            | Other Christian Minorities | 1     |
| Muslims    | Sunni                      | 27    |
|            | Shia                       | 27    |

| Religion | Confession | Seats |
|----------|------------|-------|
|          | Druze      | 8     |
|          | Alawite    | 2     |
| Total    |            | 128   |

**Table 2.3 Results of 2018 Lebanese Parliament Election**

| Coalition | Political Party               | Confession         | Seats    |
|-----------|-------------------------------|--------------------|----------|
| March 8   | Free Patriotic Movement (FPM) | Maronite Christian | 29 (+2)  |
|           | Amal Movement                 | Shia Muslim        | 17 (NA)  |
|           | Hezbollah                     | Shia Muslim        | 14 (+1)  |
| March 14  | Future Movement               | Sunni Muslim       | 20 (-14) |
|           | Lebanese Forces               | Maronite Christian | 16 (+8)  |

Note: Number in ( ) showed seat change from those won last election. No. of seat includes those won by partner politicians.

Source: LCPS (2018) "Calling into Question Hezbollah's Electoral 'Takeover'." Retrieved 2nd July, 2018, from <https://www.lcps-lebanon.org/featuredArticle.php?id=153>

Each sect problematizes common issues such as allocation of official posts and opportunities of social development which is not related to each faith and religious beliefs directly. The sect system in Lebanon is "collectivization for interests" of sects.

### 2.1.3 Current Situation of the Syrian Displaced

#### (1) Overview

The number of the Syrian displaced who flee to outside Syria is increasing still now due to the Syrian Crisis occurred in 2011. The number of internally displaced persons reached over 5 million in April of 2017 and 5.6 million as of the end of May in 2018. Although approximately 100 million Syrian stay in Lebanon as the displaced even today, registration of Syrian displaced by UNHCR is stopped currently since it is supposed that receiving and assisting the Syrian displaced more than this is beyond the capacity of administrative organizations in Lebanon. The following is the situation of Syrian displaced through collecting information from the refugees' portal site of UNHCR and other website of donors and so forth.

#### (2) Registered Number of the Displaced

The following table shows changes in the number of the Syrian displaced who are registered as the displaced by UNHCR by host countries. According to the changes in total Syrian displaced, nearly 2 million Syrians had been taken refuge abroad from 2013 to 2014, approximately 1.3 million Syrians from 2014 to 2015 and approximately 950 thousand Syrians from 2015 to 2016 have been identified as the displaced. Although the speed of increasing the number of the Syrian displaced has been becoming slowly since 2016, the number has reached more than 5 million in August of 2017 and has been increasing the Syrian displaced still now.

The major countries hosting the Syrian displaced are Lebanon, Turkey, Jordan, Iraq and Egypt. The number of the Syrian displaced hosted from each country (as of March, 2018) is the following table. Especially Turkey has been hosted the greater part of Syrians evacuated since 2014 and 63 % of total Syrians displaced stay in Turkey as of 2018.

**Table 2.4 Trends of Registered Syrian Displaced by Major Host Countries**

|         | Registered Syrian Displaced |                        |                         |                          |                      |         |
|---------|-----------------------------|------------------------|-------------------------|--------------------------|----------------------|---------|
|         | 2018                        | 2017                   | 2016                    | 2015                     | 2014                 | 2013    |
| Lebanon | 991,917<br>(-19,449)        | 1,011,366<br>(-44,618) | 1,055,984<br>(-122,054) | 1,178,038<br>(232,577)   | 945,461<br>(823,423) | 122,038 |
| Turkey  | 3,540,648<br>(583,194)      | 2,957,454<br>(268,768) | 2,688,686<br>(990,214)  | 1,698,472<br>(1,074,164) | 624,308<br>(439,723) | 184,585 |
| Jordan  | 659,063<br>(2,893)          | 656,170<br>(18,311)    | 637,859<br>(13,951)     | 623,908<br>(46,122)      | 577,786<br>(294,571) | 283,215 |

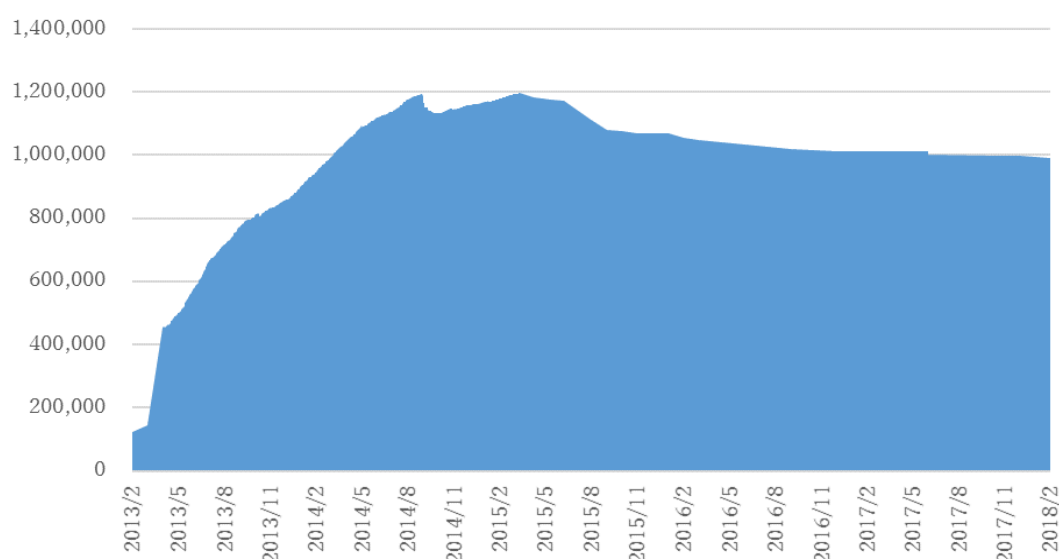
|                                                | Registered Syrian Displaced    |                                |                                |                                  |                                  |                |
|------------------------------------------------|--------------------------------|--------------------------------|--------------------------------|----------------------------------|----------------------------------|----------------|
|                                                | 2018                           | 2017                           | 2016                           | 2015                             | 2014                             | 2013           |
| Iraq                                           | 248,092<br>(13,684)            | 234,408<br>(-10,227)           | 244,635<br>(1,311)             | 243,324                          | NA                               | NA             |
| Egypt                                          | 128,034<br>(7,880)             | 120,154<br>(853)               | 119,301<br>(-14,215)           | 133,516<br>(-1,018)              | 134,534<br>(104,232)             | 3,0302         |
| <b>Syrian<br/>displaced<br/>(Total number)</b> | <b>5,615,147<br/>(682,768)</b> | <b>4,932,379<br/>(185,914)</b> | <b>4,746,465<br/>(942,156)</b> | <b>3,804,309<br/>(1,298,575)</b> | <b>2,505,734<br/>(1,958,747)</b> | <b>546,987</b> |

\*Unit is a person. Numbers within brackets show a change from the previous year. The total of 5 countries is not always corresponding to the total number of the Syrian displaced because each year shows the number as of the end of the February or nearly that time.

Source: UNHCR (2018) Refugees Operational Data Portal: Syria Regional Refugee Response. Retrieved the 7th of June, 2018, from <https://data2.unhcr.org/en/situations/Syria>

The Figure 2.2 shows changes in the number of the Syrian displaced who stay in Lebanon from 2013 (2 years have been passed since the Syrian crisis occurred) to the end of February, 2018. The Syrian displaced in that case mean the people who are registered by UNHCR. The Syrian displaced in Lebanon has been increased rapidly since the Syrian Crisis, 800 thousand people have been moved to Lebanon as the displaced for 1 year from February, 2013. The number of the Syrian displaced continues to increase and have reached approximately 1.2million in September of 2014. Although the number has decreased a little after that, shifted to increase it again from the end of 2014 and reached 1.2 million in April of 2015. However, new registration of the Syrian displaced has not been conducted in reality since May in 2015 due to interrupting registration of the Syrian displaced by UNHCR mentioned below, hence the number of Syrian displaced tends to decrease gradually. The number of Syrian displaced fall below 1 million in November of 2017 and 986 thousands and 942 (226 thousands and 373 households) as of the end of April in 2018. It is considered that there are interrupting registration of the Syrian displaced, resettlement, return to their home country and death of the Syrian displaced themselves at the background of decreasing the number of the Syrian displaced.

It is estimated that the number of Syrians who flee to Lebanon reach 1.5 million considering Syrians who are not registered as the displaced. According to its former minister Rashid Derbas, MoSA does not know the exact number of the Syrian displaced.



**Figure 2.2 Trend of Registered the Syrian Displaced in Lebanon**

Unit: Person

Source: UNHCR (2018) Refugees Operational Data Portal: Syria Regional Refugee Response. Retrieved the 7th of June, 2018, from <https://data2.unhcr.org/en/situations/syria>

## 2.1.4 Basic Attributes of the Syrian Displaced

The number of the Syrian displaced who resident in Lebanon is 990 thousands as of the end of April in 2018, 47.5 % of these is male and 52.5 % is female (Table 2.5). According to changes by gender and age from 2015, the rate of children from 5 to 17 is increasing notwithstanding that the rate of children 5 five and adult over 18 is decreasing. From gender comparison of the population rate by age groups in 2018, the population rate from 18 to 56 has a big gap that female occupies 24.1 % and male occupies 18.2 % despite that there are few gap between male and female in most groups. The factor of this result is predicted that male of working age population have occupations in Syria hence it is difficult for them to leave Syria and some male join the Syrian Civil War.

According to the report by UNHCR, UNICEF and WFP “Vulnerability Assessment of Syrian Refugees in Lebanon”, there are displaced Syrian households who resident in Lebanon and approximately 62 thousands households of the total resident in Mount Lebanon Governorate. Average households of the Syrian displaced are consisted of 2.2 adults and 2.7 children (1.1 children is under 5), the total 4.9 members. From the number of people per household, households from 1 to 4 members occupy 46 % of the total (single households occupy 5 %), from 5 to 6 members occupy 33 % and more than 7 members occupy 21 %. Female headed households of the Syrian displaced households account for 19 % in Lebanon. There are more economic opportunities in Beirut district. The percentage of single households is high (11 %) and almost all of single households are male (89 %).

Female headed households of the displaced Syrian households account for 19 % in Lebanon. By districts, Beirut is the lowest (7.3 %) and Baalbek-Hermel is the most (32 %).

Besides, according to “Vulnerability Assessment of Syrian Refugees in Lebanon” above, 76 % of the Syrian displaced live below the poverty line (3.84 USD per capita per day) and more than half people live in extreme poverty.

**Table 2.5 Syrian Displaced in Lebanon by Gender and Age**

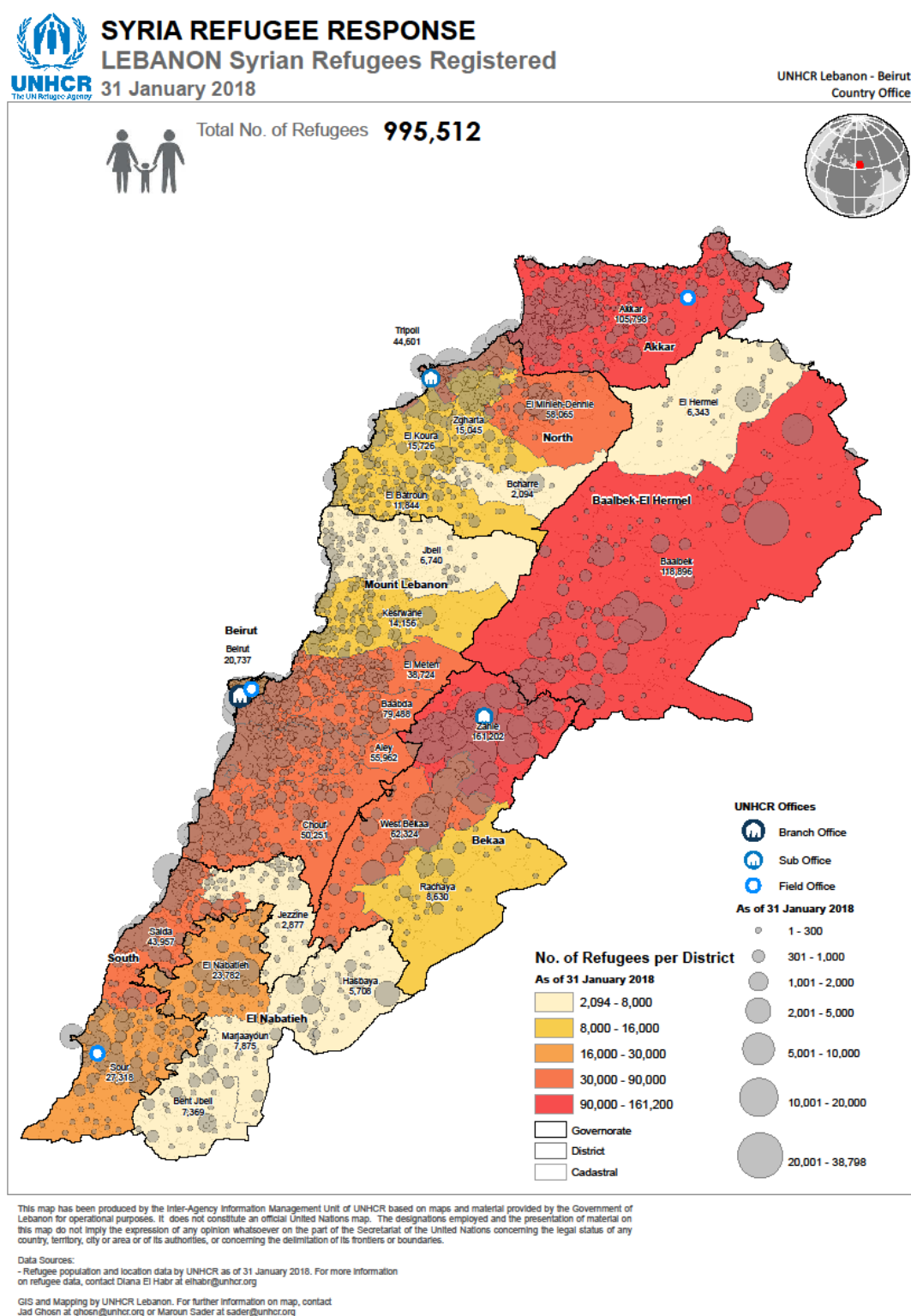
|              | Female |      | Male |      | Total |       |
|--------------|--------|------|------|------|-------|-------|
|              | 2015   | 2018 | 2015 | 2018 | 2015  | 2018  |
| 0-4          | 9.1    | 7.8  | 9.5  | 8.2  | 18.6  | 16.0  |
| 5-11         | 10.8   | 12.2 | 11.4 | 12.7 | 22.1  | 24.9  |
| 12-17        | 6.3    | 7.0  | 6.3  | 7.3  | 12.6  | 14.3  |
| 18-59        | 25.1   | 24.0 | 19.3 | 18.1 | 44.3  | 42.1  |
| More than 60 | 1.6    | 1.5  | 1.2  | 1.2  | 2.8   | 2.7   |
| Total        | 52.8   | 52.5 | 47.2 | 47.5 | 100.0 | 100.0 |

Unit: %

Source : JICA Study Team based on the following: UNHCR (2018) Refugees Operational Data Portal: Syria Regional Refugee Response. Retrieved the 7th of June, 2018, from <https://data2.unhcr.org/en/situations/syria>

## 2.1.5 Distribution of the Syrian Displaced

The following figure is distribution of residential areas of the Syrian displaced in Lebanon. The Syrian displaced are spread out in Lebanon since the Government of Lebanon does not permit to settle camps. The influx of the Syrian displaced into the north area where is bordering on Syria, Bekaa and Beirut where is the capital city of Lebanon is numerous especially. Besides, Beirut, Zahle where is the prefectural capital of Bekaa and Tripoli where is the prefectural capital of Northern Governorate form accumulation points with network of peripheral suburb. Syrians displaced tend to resist the area where the poverty level is high in Lebanon especially.



**Figure 2.3 Distribution of Syrian Displaced Resident (31th of January, 2018)**

Source: UNHCR (2018) Refugees Operational Data Portal: Syria Regional Refugee Response. Retrieved the 7th of June, 2018, from <https://data2.unhcr.org/en/situations/syria>

## **2.2 Circumstances Surrounding the Syrian Displaced**

### **2.2.1 Lebanese Policies on the Syrian Displaced**

The Government of Lebanon has not ratified neither “Convention Relating to the Status of Refugees” in 1951 nor “Protocol Relating to the Status of Refugees” in 1967, takes a position that there is no “refugee” including Syrians in Lebanon. The status of the Syrian displaced who flee to Lebanon depends on the Memorandum of Understanding (MOU) exchanged between the Government of Lebanon and UNHCR in 2003 for that reason (The MOU is supposed to target Iraqi who apply for the displaced at the beginning). The short-term residence permit which is available for 3 months is issued for people who apply for the displaced by this memorandum and duration of stay in Lebanon is extended from 6 to 9 months more if they are registered as the displaced by UNHCR. UNHCR is supposed to assist the displaced for Durable Solutions such as resettlement for the period.

Visa was not necessary for Syrians to enter Lebanon so far and the residence permit can be renewed for free substantially. However, the Government of Lebanon have started to restrict receiving the Syrian displaced since 2014 because of increasing the Syrians displaced. The Government of Lebanon is supposed to permit only Syrian who flee from hot spot near the border by the Cabinet decision in June of 2014. Furthermore, the Government has made stricter to restrict Syrians to enter Lebanon and 200 USD yearly has been made necessary for renewal of the residence permit in January of 2015.

Then on May 6<sup>th</sup>, 2015, the Government of Lebanon required UNHCR to interrupt the process of registration as the displaced for Syrian except new born children after in May of 2015. In response to this, UNHCR has been interrupted the process hence Syrians who flee to Lebanon newly cannot be registered as the displaced and there is no way for getting the residence permit except looking for personal guarantors of Lebanese. However, UNHCR has been making a registration list of the Syrian displaced still now so as to resume registration of the Syrian displaced as soon as the Government of Lebanon permit the registration.

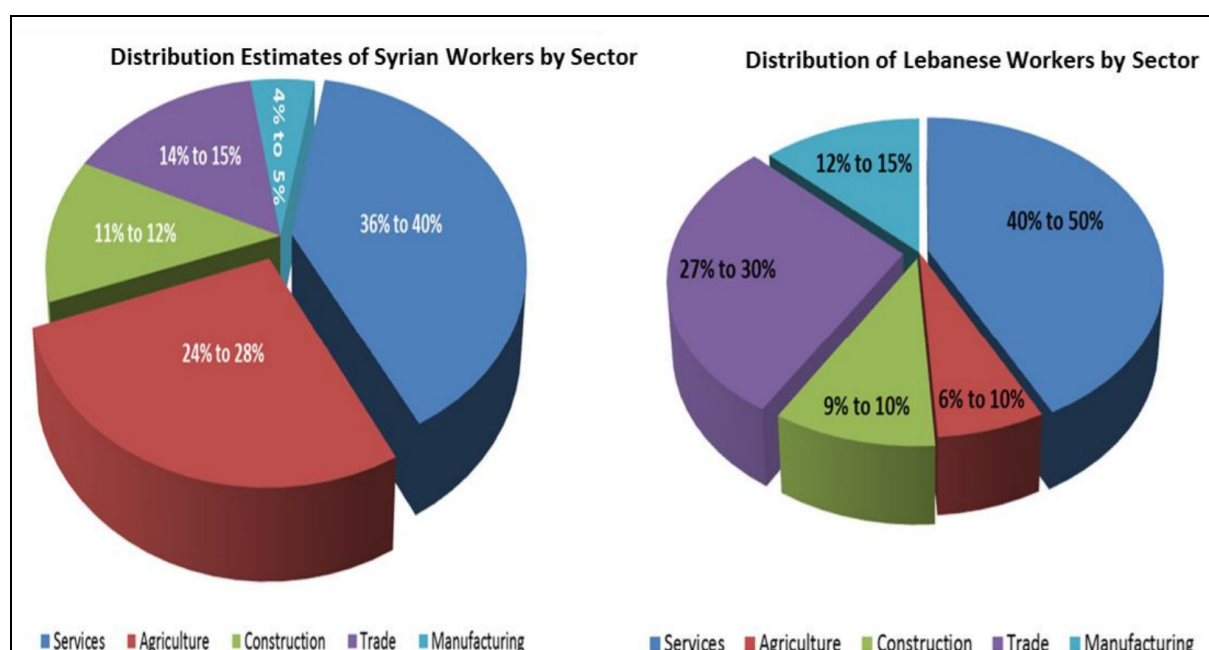
The General Security Office of Lebanon which controls immigration of foreigners announced that 200 USD which was necessary for the Syrian displaced in case of applying the residence permit was to be exempted. This is limited to the persons who have registered as the displaced by UNHCR before January in 2015 or have experiences of applying the residence permit by using the certificate of the displaced status from 2015 to 2016 and not adopted to other the Syrian displaced (Ex. a person who has an experience to get a residence permit through its personal guarantor).

Although exemption of cost for renewal of the residence permit had been conducted partially, the majority of Syrian who live as the displaced in Lebanon are not permitted to stay there legally without the residence permit as mentioned above. Therefore, they have risks to be detained by the General Security Office of Lebanon. According to the estimation of the Government of Lebanon and UNHCR, the percentage of persons who do not possess the residence permit within the Syrian displaced who is over 15 years of age and resident Lebanon was 47 % as of January in 2016, however, the percentage reached 60 % as of August in 2016 and 74 % as of May in 2017. In addition, the percentage of households which do not possess the residence permit anyone within all households in Lebanon was 20 % in 2015 and 29 % in 2016, however, went up to 55 % in 2017. The Syrian displaced under the circumstances of illegal residence are restricted opportunities such as submitting birth registration, working, entering school of children and access to medical care and so forth.

With lengthening of the displaced issues, offering public service such as infrastructure stagnates in the area of Lebanon where influx the displaced specifically and competition with Syrians for employment opportunity and thereby grew dissatisfaction of Lebanese. These situation cause increasing of fiscal burden of the Government and stagnation of economic growth at a macro level. Therefore, settlement of the displaced issue (repatriation of the Syrian displaced at an early stage) is the priority beyond sects and political parties for new President, Cabinet and National Assembly generated in 2016.

Following figure (Figure 2.4) shows distribution of workers by sector. Decision no. 197 issued by Ministry of Labor in 2014, described particular exemptions for Syrians in agriculture, environment and the construction, but other sectors hold Syrian workforces without obtaining work permits. There

is a severe job competition especially in low skilled works between Lebanese and Syrians, on the other hand, some Syrians engage in white-collar work like doctor, accountant, and teacher.



**Figure 2.4 Distribution of Workers by Sector**

Source: BLOMINVEST BANK (2018) "The Impact of Syrian Refugees on the Lebanese Labour Market." Retrieved 2nd July, 2018, from <http://blog.blominvestbank.com/wp-content/uploads/2018/06/The-Impact-of-Syrian-Refugees-on-the-Lebanese-Labour-Market-June-29-2018.pdf>

## 2.2.2 Current Status of Host Community

The main destabilizing factor heightening the tension between the Syrian displaced and Lebanese residents of host community is i) a lack of employment, ii) insufficiency of public service and community resource, iii) a shortage of residences and increasing house-lent and iv) the conflict deterrent of administration. It is sorted out the information of the former two specifically at this paragraph. Both MEHE and MoSA recognize the community which occurs disputes many times as the vulnerable community through the research of donors.

The map of next page aims at knowing where many Lebanese, Syrian and Palestine who are judged as vulnerable people are distributed and considering the direction of assistance based on the data which community are influenced due to the influx of the Syrian displaced. The poverty level of the north and south part of Lebanon and densely populated areas near big cities is high since the Syrian Crisis occurred. Syrians displaced tend to resident these areas where the poverty level is high. 4 of 5 Syrian displaced cannot satisfied with basic needs for living on the north part of Lebanon such as Hasbaya and Baalbek specifically.

## MOST VULNERABLE LOCALITIES IN LEBANON

March 2015



Calculation of the Most Vulnerable Localities is based on the following datasets:

### 1 - Multi-Deprivation Index (MDI)

The MDI is a composite index, based on deprivation level scoring of households in five critical dimensions:

- i - Access to Health services;
- ii - Income levels;
- iii - Access to Education services;
- iv - Access to Water and Sanitation services;
- v - Housing conditions;

MDI is from CAS, UNDP and MoSA Living Conditions and Household Budget Survey conducted in 2004.

### 2 - Lebanese population dataset

Lebanese population data is based on CDR 2002

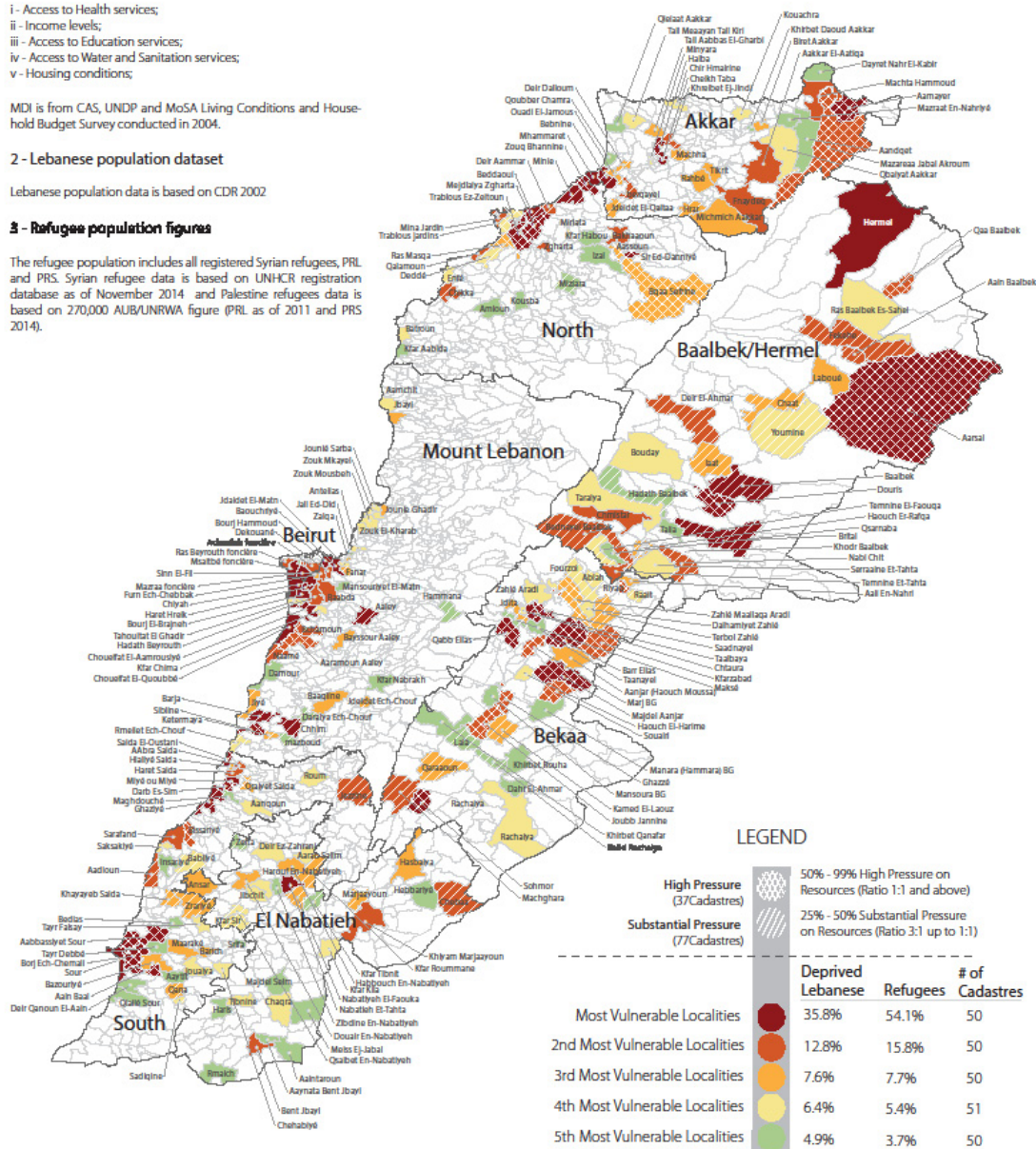
### 3 - Refugee population figures

The refugee population includes all registered Syrian refugees, PRL and PRS. Syrian refugee data is based on UNHCR registration database as of November 2014 and Palestine refugees data is based on 270,000 AUB/UNRWA figure (PRL as of 2011 and PRS 2014).

251 Most Vulnerable Cadastres

87% Refugees

67% Deprived Lebanese



The Ratio of Refugees to Lebanese, by cadastre, is included to highlight the potential degree of population pressure on services and resources.

The boundaries and names shown on this map do not imply official endorsement or acceptance by the United Nations.  
GIS & Mapping by UNOCHA

**Figure 2.5 251 Most Vulnerable Localities in Lebanon in 2015**

Source: UNHCR "Syria Regional Refugee Response", URL: <https://data2.unhcr.org/en/situations/syria#>

Competition over employment, insufficient public service provision and community resources, insufficient housing /sudden increase in rent, role of municipality for conflict resolution are issues as main sources of division (Dialogue and local response mechanisms to conflict between host communities and the Syrian displaced in Lebanon (Search for Common Service, 2014). The pilot projects focus on lack of employment and insufficient public service delivery and following table summarizes those issues.

**Table 2.6 Host Community Issues and Status in Lebanon under the Syrian Crisis**

| <b>Issue</b>                                      | <b>Situation</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|---------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Insufficiency of employment                       | <ul style="list-style-type: none"> <li>Employee wages are being forced down, and there is a decrease in employment opportunities due to the influx of Displaced Syrians</li> <li>According to the Lebanese law and regulation, Syrians are allowed to work in 3 different sectors (agriculture, cleaning and construction), therefore the work opportunities are limited for the Syrian displaced</li> <li>Due to the prolonged Syrian Crisis, displaced Syrians have started to work illegally in sectors such as services etc. leading to competition between Syrians and Lebanese.</li> <li>There are not enough job opportunities to vulnerable Lebanese.</li> <li>High unemployment rate in young people is observed.</li> <li>Poverty and pre-existing difficult economic situations are worsened with the high concentration of the Syrian displaced and the competition on jobs and businesses.</li> <li><b>Supporting the job creation will mitigate competition for the jobs as one of the main drivers of inter-community tensions.</b></li> </ul> |
| Insufficient public services/ community resources | <ul style="list-style-type: none"> <li><b>The increase in Displaced people from Syria is causing a decline in the delivery of public services</b></li> <li>Lack in education services: The provision of learning opportunities to the children of Displaced Syrians at schools in Lebanon is causing an insufficiency in facilities and teachers</li> <li><b>Water supply/ sewage: Approximately 80 % of Mount Lebanon Governorate is covered by the water supply network, but less than 10 % of small communities/ villages of fewer than 2000 people are covered; water supply is inconsistent (some areas are provided tapped water at a rate of 2 hours per week).</b> The sewage network is mostly non-existent, except in cities and along the coast.</li> <li>Waste management: In the Mount Lebanon Governorate there are no established final disposal sites, and the capacity of midway processing facilities is insufficient</li> <li>There is a high pressure and competition on electrical consumption and water resources.</li> </ul>           |

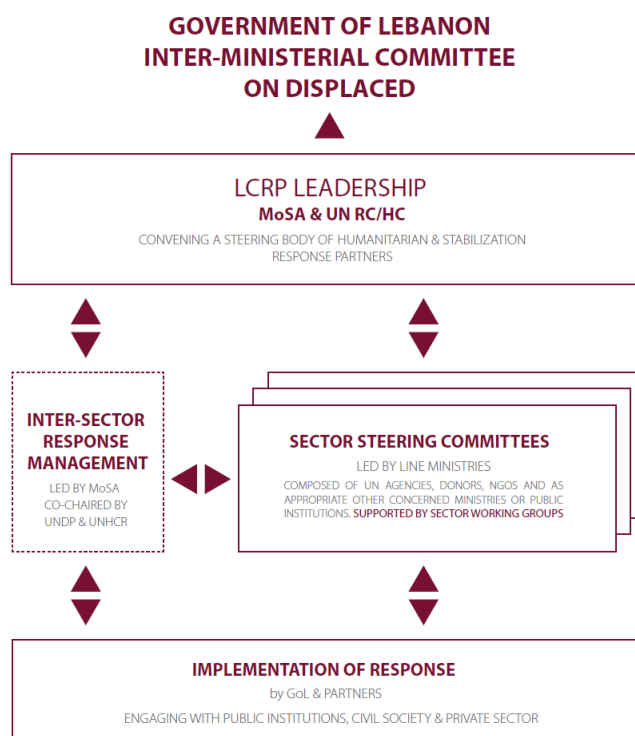
## **2.3 Outline of LCRP: Lebanon Crisis Response Plan**

In response to the increasing numbers of the Syrian displaced fleeing to neighboring countries, such as Turkey, Lebanon, Jordan, and Iraq, aid agencies started assisting basic humanitarian needs of displaced Syrians hosted in these countries since 2012. At the same time, the Regional Response Plan (RRP) was launched by UNHCR as a strategic framework document to meet the needs for protection and assistance of the Syrian displaced. Then, RRP was replaced with the Regional Refugee and Resilience Plan (3RP) in 2015, in which UNHCR and UNDP aim at alleviating an increasing strain of the protracted displacement on each country and its local communities.

The Lebanon Crisis Response Plan (LCRP) is a document developed by the GoL and the United Nations as a Lebanese chapter of the 3RP. The objectives of the LCRP is to provide protection of and humanitarian assistance to Syrian and Palestine as well as vulnerable Lebanese, and to strengthen quality of and access to public service delivery in Lebanon. The LCRP includes several sectors to be addressed for Syrian displaced and the Lebanese vulnerable, that is, social stability, protection, water, health, basic assistance, energy, food security & agriculture, shelter, education, and livelihoods.

The following figure shows the implementation and governance structure of the LCRP, in which not only Lebanese ministries and UN agencies but also donors and NGOs are involved as key response

partners. The high-level national authority for the LCRP is the GoL's Inter-Ministerial Committee on Displaced. The Committee gives the LCRP Steering Committee a mandate to lead and oversee the Government's response to the crisis in Lebanon. The Steering Committee is co-chaired by the Lebanese Ministry of Social Affairs (MoSA) and the UN Residence Coordinator (RC)/ Humanitarian Coordinator (HC). It is the Inter-Sector Working Group that coordinate projects among the sectors, where MoSA takes a leading role and UNHCR and UNDP act as co-chairs. Also involved in this Working Group are Lebanese related ministries, the UN agencies, donors and NGOs. The Sector Steering Committees are supported by sector working groups, which involves national and international partners contributing to the LCRP in technical and operational ways. To take an example, Ministry of Agriculture plays a central role in the sector working group of food security & agriculture in collaboration with FAO and WFP.



**Figure 2.6 Implementing and Governance Structure of LCRP**

Source: The Government of Lebanon and the United Nations (2018) "*Lebanon Crisis Response Plan 2017-2020 (2018 update)*"

The monitoring framework of the LCRP 2017-2020 is presented in Table 2.7. The latest LCRP sets four strategic objectives, with each of them accompanying impacts, impact indicators, outcomes and corresponding sectors. The table below shows the strategic objectives with impacts and indicators.

**Table 2.7 Strategic Objectives for LCRP 2017-2020**

| Strategic Objective 1: Ensure protection of vulnerable population                                                                                                                                                                                                                                                                            |                                                                                                        |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|
| Ensure access of persons displaced from Syria to legal status in accordance with Lebanese laws and regulations, durable solutions (returning to their country), and tailored provision of protection and other services for persons with specific needs, such as persons with disabilities, older persons as well as for women and children. |                                                                                                        |
| Impact 1                                                                                                                                                                                                                                                                                                                                     | Displaced persons from Syria and vulnerable populations live in a safe protective environment          |
| Indicator 1.1                                                                                                                                                                                                                                                                                                                                | Percentage of displaced persons with a protection risk reduced.                                        |
| Indicator 1.2                                                                                                                                                                                                                                                                                                                                | Number of instances of assistance provided to displaced persons from Syria and vulnerable populations. |
| Sector                                                                                                                                                                                                                                                                                                                                       | Protection, Livelihoods, Food security & Agriculture, and Education                                    |
| Strategic Objective 2: Provide immediate assistance to vulnerable populations                                                                                                                                                                                                                                                                |                                                                                                        |

|                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Address the immediate needs of the vulnerable populations (displaced Syrians, vulnerable Lebanese, Palestine displaced from Syria and Palestinians in Lebanon) and reduce exposure to hunger, disease outbreaks, violence, poverty, and so on.                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Impact 2</b>                                                                                                                                                                                                                                                                                                                                                                                                  | Immediate humanitarian needs of the most vulnerable populations are met<br><b>Indicator 2.1:</b> Percentage of vulnerable population whose immediate basic humanitarian needs are met<br><b>Indicator 2.2:</b> Percentage reduction of the population who is severely economically vulnerable<br><b>Sector:</b> Basic assistance, Shelter, Food security & Agriculture, and Water                                                                     |
| <b>Strategic Objective 3: Support service provision through national system</b>                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Strengthen national and local capacities to meet the increasingly overwhelming service-related needs, reinforce confidence in the equitable access to and quality of public services for vulnerable populations, and enhance strengthening service delivery in the most vulnerable communities affected by the crisis through the support of the network of Social Development Centers of MoSA as a key gateway. |                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Impact 3</b>                                                                                                                                                                                                                                                                                                                                                                                                  | Vulnerable populations have equitable access to basic services (health, education, water, energy, solid waste, shelter and social protection) through national (public and private) systems<br><b>Indicator 3.1:</b> Percentage of target population with access to quality public and private services<br><b>Sector:</b> Food security & Agriculture, Basic assistance, Health, Water, Education, Livelihoods, Shelter, Social stability, and Energy |
| <b>Strategic Objective 4: Reinforce Lebanon's economic, social and environmental stability</b>                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Promote job creation and support businesses to generate income for local economies in poor areas and the outcomes of the Brussels conference, and address social and economic risks faced by Lebanese, displaced Syrians and Palestinian adolescents and youth, including through TVET and decent work opportunities.                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Impact 4</b>                                                                                                                                                                                                                                                                                                                                                                                                  | Mitigated deterioration in the economic condition of vulnerable populations<br><b>Indicator 4.1:</b> Percentage reduction of the population living below the poverty line<br><b>Indicator 4.2:</b> Percentage of the active population who has access to decent employment opportunities                                                                                                                                                              |
| <b>Impact 5</b>                                                                                                                                                                                                                                                                                                                                                                                                  | Social stability is strengthened in Lebanon<br><b>Indicator 5.1:</b> Percentage of municipalities enforcing restrictions<br><b>Indicator 5.2:</b> Percentage decrease in population living in vulnerable areas reporting tensions in their community<br><b>Indicator 5.3:</b> Percentage increase of population living in vulnerable areas reporting sense of solidarity in their community                                                           |
| <b>Impact 6</b>                                                                                                                                                                                                                                                                                                                                                                                                  | Mitigated environmental impact of the Syrian crisis, to avoid further degradation of the natural eco-system and ensure its long-term sustainability<br><b>Indicator 6.1:</b> Percentage increase in emissions of particulate matter (PM) reduced<br><b>Indicator 6.2:</b> Level of adoption of Environmental Marker<br><b>Sector:</b> Food security & Agriculture, Livelihoods, Education, Shelter, Social stability, Water, and Energy               |

\* "National systems" is inclusive of national government and local institutions, NGOs/civil society and the private sector.

Source: The Government of Lebanon and the United Nations (2018)



## Chapter 3 Organizations Concerned with the Pilot Project

This chapter describes organizational structures, functions, budgets of organizations concerned with the Pilot Project, that is, Ministry of Social Affairs, Social Development Center, Ministry of Energy and Water, Beirut and Mount Lebanon Water Establishment, municipalities, and Unions of Municipalities.

### 3.1 Current Status of Ministry of Social Affairs

#### 3.1.1 Outline of MoSA's Activities

The main vision of the MoSA is human development and provision of services to stabilize the society. The ministry plays a crucial role for overall development as well as meeting the community needs.

While MoSA has a close relation with the communities and provides basic service to people in needs, it also liaises public and private sectors for balanced and sustainable development interventions. It has also the experience of working with the international organizations and implementing various projects, which is outstanding among ministries. Below is an outline of MoSA.

**Table 3.1 Outline of MoSA**

| Item      | Contents                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Structure | <p>Minister: Pierre Abi Assi, Director General: Abdallah Ahmad</p> <p>Departments: (out of 40 departments except for local branches, 14 Heads are to be assigned and 1 hold another post)</p> <ul style="list-style-type: none"> <li>➤ <b><u>Social Development Directorate (Head: Noha Azzi): in charge of social development funds.</u></b></li> <li>➤ Department of Handcraft (Head: Suhad Mooti)-Handcrafts Development Division (Vacant)-Production Division (Head: Anjy Bdeir) <ul style="list-style-type: none"> <li>- Department of Social Development (Head: Mari Younes)-Volunteer Work Division (Vacant)-Rural Development Division (Vacant)-Urban Development Division (Vacant)</li> </ul> </li> <li>➤ <b><u>Social Services Directorate (Head: Randa Bou Hamdan)</u></b> <ul style="list-style-type: none"> <li>- Department of Family Social Services (Head: Diya Saleh)-Family Affairs Division (Vacant)-Women Affairs Division (Vacant)</li> <li>- Department of Private associations &amp; institutions (Head: Abir Abdel Samad)-Associations and Voluntary Organization Division (Head: Femand Abou Haider)-Joint Venture Division (Vacant)-Associations and Institutions of Public Interest Division (Vacant)</li> <li>- Department of Social Welfare (Head: Neda Fawaz)-Social Welfare Division (Head: Ali Aj Mikdad)-Social Welfare Institution Division (Vacant)-Protection Division (Head: Salam Shreim)-Specialized Social Welfare Division (Head: Khaddija Ibrahim)</li> <li>- Department of Disabled Persons (Head: Mary El Hajj)-Specialized Care Division (Head is unknown)-Specialized Institutions Unit (Vacant)-Operating and Employment Service Division (Vacant)</li> </ul> </li> <li>➤ <b><u>Departments under the Director General</u></b> <ul style="list-style-type: none"> <li>- <u>Department of Planning and Research</u> (Head: Bashir El-Omari)-<u>Planning and Programs Division</u> (Vacant)-<u>Statistics and Informatics Division</u> (Vacant)-<u>Training Division</u> (Head: Marie Younes)-<u>Population Division</u>(Mariam Maghamis)-4 experts (1 Vacant) - <b><u>NGO Division (Abeer Abdel Samad): in charge of joint capacity building and empowerment projects for the communities</u></b></li> <li>- <u>Department of Development Services</u> (Head: Huda Mhana)-<u>Social Development Centers (SDC)</u> (Head: Adnan Naser Eldeen)-<u>Equipment and Human Resources Division</u> (Head: Mohammed Sharaf Eldeen)</li> <li>- Department of Accounting (Head: Fatima El Khateeb)-Administration Accounting Division (Head: Concurrency)-Joint Venture Accounting Division (Head: Mohammed Khalifeh)-Development Services Accounting Division (Head: Anne Marie Maalouf)</li> <li>- Administrative Development (Head: Al DIWANI)-Public Relations Division and Conferences (Head: Farah Ismael)-Legal Studies Department (Head: Rania Keyrouz)-Secretariat and archive Division (Head: Adla Khoury)-Administration Division(Ragheda Nemme) – Productive Health Unit (Bahia Sleiman)</li> </ul> </li> </ul> |

| Item                 | Contents                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                      | <p>➤ <b>Local Branches</b></p> <ul style="list-style-type: none"> <li>- Higher Council for Childhood, The National commission for the disabled, Population National Commission, National Committee for Literacy, Elderly National Commission</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Role                 | <p>Provide services for vulnerable individuals (Lebanese and non-Lebanese)</p> <ul style="list-style-type: none"> <li>i) Social and protection services for children, women, elderly persons, disabled persons and youth</li> <li>ii) Socio- economic development service and projects (development projects, support to volunteering, training on woodworking and handcrafting)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Implemented Projects | <p><u>Projects implemented under national budget:</u></p> <p>Socio-economic development projects, Social training center, Enhancing women's participation in society, Strengthening the Lebanese institutions and support for marginalized groups, National project for the elderly, People with disabilities Insurance Project, Disabled people centers, Media development and public communication project, Population and development program, National project for drugs abduction, Victim landmines national project, National project for volunteering, Free nutrition food project for schools</p> <p><u>Projects implemented under donated funds (as of 2017):</u></p> <p>Response to the Syrian Crisis (donated by UNICEF (and other UN agencies))</p> <p>National program targeting the poorest in Lebanon (donated by WB, Canadian Government and Italian Government)</p> <p>Italian Cooperation</p> |

## (2) MoSA Social and Development Centers (SDCs) Department - Formulation of Annual Budget Plan

The ministry has four main sections: Social Development Directorate, Social Service Directorate, Directorate under immediate supervision of Director General (DG), and Regional Branches. MoSA has a network of 200 SDCs spread on a national level. The central SDC Department, also directly supervised by MoSA DG, support SDCs nationwide to formulate their annual work plan and budget proposal.

**Table 3.2 Support for SDC with Preparation of Annual Budget Submission**

| Item                     | Contents                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|--------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Process                  | <ul style="list-style-type: none"> <li>(a) SDC director prepare the annual work plan plus the budget proposal and submit them to the SDC department. Donor's fund or projects are not involved in this plan or proposal.</li> <li>(b) Department of SDC compile above proposals and added up cost estimates into a budget plan for all SDCs nationwide.</li> <li>(c) Minister and DG approve the budget plan, and it is submitted to the Lebanese Ministry of Finance. <ul style="list-style-type: none"> <li>• Training plans and its cost can be included in budget above.</li> <li>• All activities and projects cost to be occurred in SDC shall be estimated into budget plan.</li> <li>• Budget allocation to MoSA is cut recently.</li> </ul> </li> </ul> |
| Implementation Structure | Central team consists of the head of the Department of Development Services and head Social Development Centers (SDCs) (Head: Adnan Naser Eldeen) and 4 staffs                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Financial Resource       | Annually 33 billion LBP which covering annual expenditure of SDCs and not including training budget                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Challenges               | Not all budget requested was allocated to MoSA, thus SDC received somehow limited money and it is not enough for all SDC activities and needs donor's support.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

Department of SDC is in charge of monitoring and evaluation of SDC's activities. Outline of its mandate is shown in table below.

**Table 3.3 Outline of SDC Department Mandate**

| Item           | Contents                                                                                                                        |
|----------------|---------------------------------------------------------------------------------------------------------------------------------|
| Monitoring SDC | <ul style="list-style-type: none"> <li>• Planning, Monitoring and Evaluation of SDC activities plus reporting to DG.</li> </ul> |

|  |                                                                                                                                                                                                                                                                                                                                                       |
|--|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | <ul style="list-style-type: none"> <li>• Coordination with other departments and projects within MOSA.</li> <li>• Evaluation of SDC staff performance.</li> <li>• Reviewing each SDC's annual work plan and financial report. In addition to data collection on service provision and feedback with advice if necessary to SDCs directors.</li> </ul> |
|--|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

### (3) MoSA Social Development Directorate – Social Development Project-

MoSA Social Development Directorate is in charge of proposal scheme for social development projects, which funds individuals or group activities for social development such as rural infrastructure, public facilities construction, education and youth short-term job enhancement, etc.

**Table 3.4 Outline of Social Development Project**

| Item                                   | Contents                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Methodology                            | <ul style="list-style-type: none"> <li>• Qualified parties (see below) submit proposals for social development projects to MoSA. The Minister, Director General, and relevant stakeholders determine whether the proposal(s) is approved or not.</li> <li>• 70 percent of the approved project will be pledged (up to 9,100 USD). The rest will be prepared by the qualified parties.</li> <li>• Project period: 1 year</li> <li>• Project supervision: a committee with 7 members will be established within MoSA/SDC for each project and supervise project implementation.</li> <li>• Monitoring of the project: MoSA monitored through SDC for 5 years.</li> <li>• Projects must contribute to social development, including infrastructure, educational materials, handover of machineries for livelihood improvement, etc. Training is not included.</li> <li>• Disbursement of machineries will be directly done by MoF to the supplier.</li> <li>• Started in 2005. 170 projects were approved in 2017.</li> </ul> |
| Stakeholders, Implementation Structure | <ul style="list-style-type: none"> <li>• Social Development Directorate is in charge. (7 staff in departments, 21 in local branches)</li> <li>• Relevant parties can be followed up through SDC.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Budget                                 | 20 million Lebanon Pound (approx. 13,000 USD) per project, 2 billion Lebanon Pound per year (approx. 1.3 million USD)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Target Area                            | Rural areas, areas without municipalities, new municipalities.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Eligible Qualified Parties             | NGOs with more than 8 members, Religious authorities/organizations, Municipalities and informal groups                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Selection Criteria                     | Regional balance is considered, and balance in terms of the number of projects in each caza (7 projects per caza)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Issues and Limitations                 | <ul style="list-style-type: none"> <li>• Reduction of budget from MoF in recent years.</li> <li>• Implementation manual is under preparation.</li> <li>• Shortage of staff for project implementation.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

Social Development Directorate is in charge of urban and rural development project planning and implementation, some projects with proposal scheme mentioned above and some with fund from donors and NGOs. Also it has project for civil society promotion.

**Table 3.5 Outline of Social Development Directorate Mandate**

| Item                                       | Contents                                                                                                                                                                                                                                                                                                                                                                   |
|--------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Rural Development                          | <ul style="list-style-type: none"> <li>• Capacity Building Needs Assessment team is established for 2008-2009 for needs assessment through FGD.</li> <li>• Construction of rural road, irrigation facilities, reservoir, provision of agricultural equipment.</li> <li>• Equipment support for storage, processing and distribution and sales of agro-products.</li> </ul> |
| Social Infrastructure                      | • Community hall, public park, paved road construction                                                                                                                                                                                                                                                                                                                     |
| Education Support for Technical Innovation | • Equipment/training provision for information and technology, foreign language school operation                                                                                                                                                                                                                                                                           |

| Item                          | Contents                                                                                                                                                                      |
|-------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| and Globalization             |                                                                                                                                                                               |
| Youth Short-Term Job Creation | <ul style="list-style-type: none"> <li>Job-creation through tree-fruit harvesting, forest preservation, garden making, forest road construction, eco-tourism, etc.</li> </ul> |

#### (4) MoSA NGO Department/Handicraft Department –NGO Training Program-

##### 1) Outline of NGO Training Project

NGO Development Program of MoSA pledges its funds, based on appraisal of proposals prepared by NGO, CSO (Civil Society Organization), Cooperative, etc. aiming to support vulnerable groups of each district. The table below shows an outline.

**Table 3.6 Outline of NGO Training Project**

| Item                                      | Contents                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Method                                    | <ul style="list-style-type: none"> <li>Qualified parties (see below) submit training project proposals to MoSA. The Minister, permanent vice minister, and relevant stakeholders determine whether the proposal(s) is approved or not.</li> <li>NGO Department assesses the adequacy of NGO and attaches its result to MoSA administration office. MoSA administration office checks proposal and request NGO to submit additional documents such as NGO members list, contract, certificate of registration of group, etc. After these documents are submitted, DG and other concerned discuss and approve the proposal.</li> <li>70 percent of the approved project will be pledged. The rest will be prepared by the qualified parties.</li> <li>Project period: 1 year</li> <li>Project supervision: a committee with four (4) members will be established for each project (2 from the fund recipient such as NGO, 2 from MoSA (i.e. MoSA regional office staff in charge of project sites)), and supervise project implementation.</li> <li>Monitoring of the project: MoSA monitored through above committees and MoSA NGO Department staff (In 2017 June to august, NGO Dep director and committee monitored nationwide projects with questionnaire survey and field visit)</li> <li>Trainings include social development, disabled persons, agricultural development, etc.</li> <li>Started in 2005. 257 projects were approved in 2017.</li> </ul> |
| Stakeholders, Implementation Structure    | <ul style="list-style-type: none"> <li>Department of NGO is in charge. (9 staff in departments)</li> <li>SDC has no role for NGO training project.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Budget                                    | <ul style="list-style-type: none"> <li>20 million Lebanon Pound (approx. 13,000 USD) per project, 2 billion Lebanon Pound per year (approx. 1.3 million USD) .</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Target Area                               | <ul style="list-style-type: none"> <li>No criteria</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Necessary Conditions of Qualified Parties | <ul style="list-style-type: none"> <li>NGO (registered in MoIM), CSO or Club (registered in Ministry of youth), Religious authorities, Municipalities and informal groups</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Issues and Limitation                     | <ul style="list-style-type: none"> <li>Reduction of budget from MoF in recent years.</li> <li>Implementation manual is under preparation.</li> <li>Shortage of staff for project implementation.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |

The main functions of NGO Department are summarized below.

**Table 3.7 Functions of NGO Department**

| Function                        | Description                                                                                                                             |
|---------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|
| Screening and Evaluation of NGO | Evaluate NGOs as a social service provider as to whether it is capable of executing the contract with MoSA.                             |
| Training Project                | Consider proposals submitted by NGOs, assist NGOs in contract procedure and project management, and implement monitoring and follow-up. |

The following table shows the functions that Handicraft Department performs.

**Table 3.8 Functions of Handicraft Department**

| Function                                     | Description                                                                                                                                                                                                                                                                                                |
|----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Capacity Development for MoSA, SDC, and NGOs | <ul style="list-style-type: none"> <li>Expand SDCs' capacity for handicraft</li> <li>"Capacity Building for Poverty Reduction Project" implemented by MoSA and UNDP.</li> <li>Focus group discussions (FGD) were implemented by officials in charge of "Capacity Needs Assessment" (2008-2009).</li> </ul> |

### 3.1.2 Outline of Social Development Centers

The Social Development Centers (SDCs) are established in 1994, under the MoSA. They carry out activities which contribute the social stability. In order to accomplish their role, they conduct assessment, plan and implement the projects at various levels in collaboration with other ministries. On the community level, SDCs maintain close relations with municipalities and other organizations.

They target rather the vulnerable people in the communities, such as person with disabilities, orphans, homeless, and old people in addition to women empowerment. In principal, they provide the following services to the people regardless of race, nationality and religion, such as 1) health (primary health care), 2) Social services, 3) Education (literacy programs) and 4) Vocational Training.

Each Caza has SDCs, main and sub offices. One SDC has approximately 5-13 employees. The functions are varied among SDCs. They are entitled to make direct contract with organization such as NGOs and implement the projects whose budget is less than 10,000 USD and after getting general director approval.

**Table 3.9 Number of SDCs in Beirut and Mount Lebanon**

| Governorate/ Caza | Main SDC  | Sub-SDC   | MoSA Office |
|-------------------|-----------|-----------|-------------|
| Beirut            | 4         |           | Headquarter |
| Mount Lebanon     |           |           |             |
| Baabda            | 4         | 1         |             |
| Aley              | 7         | 4         |             |
| El Metn           | 7         | 3         |             |
| Chouf             | 11        | 3         |             |
| Kesrwane          | 4         | 7         | 1           |
| Jbeil             | 3         | 6         | 1           |
| <b>Total</b>      | <b>40</b> | <b>24</b> | <b>2</b>    |

**Table 3.10 Outline of Selected SDCs in Mount Lebanon**

| <b>Caza</b>                                                  | <b>Aley</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>Chouf</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>Jbeil</b>                                                                                                                                                                                                                                                                                                                    |
|--------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Name SDC</b>                                              | <b>Kahhale (Aley)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>Chhim</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>Aaqoura (Qartaba)</b>                                                                                                                                                                                                                                                                                                        |
| <b>Structural Position</b>                                   | Sub SDC of Alley main SDC covering central region of Mt. Lebanon                                                                                                                                                                                                                                                                                                                                                                                                                          | Chhim main SDC covering south region of Mt. Lebanon                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Sub SDC of Qartaba main SDC covering north region of Mt. Lebanon                                                                                                                                                                                                                                                                |
| <b>Population and Covered Area</b>                           | Lebanese: 7,000 population<br>Covering: 8 Municipalities                                                                                                                                                                                                                                                                                                                                                                                                                                  | Chim Municipality:<br>Lebanese 35000, Syria 12000<br>Covering: Chhim/<br>Ketermaya / Mazboud/<br>Dalhoun/ Sibline                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Permanent residents 100 individuals (winter and summer). In summer the population reach 9000 individuals.<br>Syrians is 450 Syrians. But in September, during apple harvesting period, 1000 Syrian Laborers come to Akoura for one month only                                                                                   |
| <b>Staff</b>                                                 | Director (1)<br>Manager (1)<br>SDC director and three other staffs (one civil servants): it is not clear they have a manager or not                                                                                                                                                                                                                                                                                                                                                       | Director (1)<br>Manager (1)<br>Staff (3)<br>Doctors                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Director (1)<br>Manager (1)<br>Staff (1) (not a civil servant)<br>Three doctors<br>*Staff work is assist for director and manager, cleaning.                                                                                                                                                                                    |
| <b>Budget</b>                                                | <ul style="list-style-type: none"> <li>➤ Previously the SDC had an allocated development projects budget + administrative budget.</li> <li>➤ SDC financial year extends from January till end of December (last payments done before 15 December)</li> </ul>                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                 |
|                                                              | Alley SDC with 2 sub-centers have an annual budget of 150 million LL (100,000 USD). Which a reasonable part of it goes into rent expenditure. The SDC faced big budget cut downs after 2008, and this was not only limited to MoSA but rather all the Lebanese government. This sometimes left the team for a year without salaries                                                                                                                                                       | The whole budget for Chhim SDC is 200 million LL (\$133,000 USD) and this budget is split into 2<br>1.General financial budget including salaries, transportation, national social security fund (and can include projects, but since 2012 there is a budget cut down and constraint so the proposal for project funds have not been approved since)<br>2. Administrative expenses and maintenance are covered by petty cash. This includes small payments done at the SDC for operations such as electricity, internet, gas... this takes a budget of 12 million LL from the whole budget | Qartaba main SDC with Akoura and Souwaneh sub-centers have an annual budget of 225 million LL (150,000 USD). The SDC faced big budget cut downs after 2008, and this was not only limited to MoSA but rather all the Lebanese government. This sometimes left the team for some time without salaries and inability to execute. |
| <b>Social Development Program and NGO Program under MoSA</b> | Proposals for development projects are directed to MoSA and have specific guidelines. Prior to 2008 the budget for the proposals was approved and projects executed. After 2008 there was a budget cut-down for the whole government restricted by Ministry of Finance. And since then budgets for developmental proposals are not accepted and sometimes SDCs pass through hardship times until money dispatching or reimbursements. SDC Director has good experience writing proposals. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                 |

| <b>Caza</b>                                               | <b>Aley</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>Chouf</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>Jbeil</b>                                                                                                                                                                                                                       |
|-----------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Name SDC</b>                                           | <b>Kahhale (Aley)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>Chhim</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>Aaqoura (Qartaba)</b>                                                                                                                                                                                                           |
| <b>Functions</b>                                          | 1.Primary healthcare center<br>2. Opening a new dental clinic<br>3. Host trainings and awareness sessions for the community.                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 1.Primary healthcare center<br>2. Dental clinic<br>3. Equipped computer lab<br>4. Host trainings and awareness sessions.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 1.Primary healthcare center                                                                                                                                                                                                        |
| <b>Concerned Sectors and Support to Women Empowerment</b> | 1) Public Health<br>2) Education and awareness<br>3) Women empowerment and support<br>Training on handicraft and vocational training (trainer outsourced)<br>4) Administration<br>5) Social work                                                                                                                                                                                                                                                                                                                                                                                        | 1) Public Health<br>2) Education and awareness<br>3) Women empowerment and support Training on handicraft and other vocational training (trainer outsourced)<br>4) Administration<br>5) Social Work                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 1) Public Health<br>2) Administration<br>Akoura SDC can provide social development assistance, yet there is no available staff.                                                                                                    |
| <b>Programs Implemented</b>                               | 10 years ago, Kahhale SDC held several trainings for different targeted groups. Topics: handicrafts, agro-processing, and accessories and later the SDC held an exhibition in which they bared all costs and it was free for beneficiaries that benefited from exposure and direct sales. This exhibition was a high success though in the later years the financial budget was cut down and the SDC was struggling in its financial means.<br>· WB/MoSA led poverty program(safety net)<br>· WFP support for Syrian displaced household<br>· Awareness sessions by UNICEF(health care) | In 2015 a project was done with RET organization the project duration was for 9 months and had 3 target groups: Women, Children, and Youth. Women received training on empowerment, sewing, and English Language; meanwhile women are taking the class, or are in meetings, their children can play in a children's play room and have a children activities schedule in addition to follow up on their social interaction and familial problems if any. Youth were targeted with English and Phone Repairs trainings. A project was in collaboration with "Himaya (protection)" local NGO targeting Youth Violence; it was agreed upon through an in-formal approval form the ministry targeting parents and children (mainly mothers).<br>A soap training was done previously in the SDC by the personal efforts of the director. It was for 16hrs on a timeframe of 3 weeks in which the participants manufactured soap. | - English and French classes<br>- Child education and Family Planning sessions<br>- Gender Based Violence and Hygiene for Syrian displaced (Italian NGO)<br>- INGO carried out food processing training only for Syrian displaced. |
| <b>Facilities</b>                                         | <b><u>1 floor:</u></b><br>1 entrance and waiting space<br>1 big open space for trainings<br>1 gynecologist clinic<br>1 dental clinic to be<br>1 room used for poverty project under MoSA<br>1 General health office                                                                                                                                                                                                                                                                                                                                                                     | <b><u>1 floor:</u></b><br><b><u>Right wing:</u></b><br>2 medium sized rooms for meeting and training<br>1 computer equipped room (rehabilitated by ACTED)<br>1 storage room, 1 room for SDC staff, 1 toilet                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b><u>1 floor:</u></b><br>1 Director's room<br>1 meeting room, used for meetings and training and a form of storage + 2 external toilets, 1 Medicine with a small kitchen, 1 toilet                                                |

| Caza     | Aley           | Chouf                                                                                                                                 | Jbeil             |
|----------|----------------|---------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| Name SDC | Kahhale (Aley) | Chhim                                                                                                                                 | Aaqoura (Qartaba) |
|          | 2 toilets      | <u>Left wing:</u><br>1 Dental clinic, 1 general health clinic, 1 kitchen, 1 common room, 1 office of SDC director + manager, 1 toilet |                   |

### 3.2 Outline of Water Sector Lebanese Agencies

#### 3.2.1 The Roles of Concerned Agencies Stipulated in Water Law 221

The roles of Lebanese water sector agencies are stipulated in Water Law 221 and law defining change of it. Law 221/2000<sup>5</sup> was enforced on 29<sup>th</sup> of May, 2000, which defined change of Law 221, followed by Law 241<sup>6</sup> enforced on 7<sup>th</sup> of August in 2000, and Law 377 on 14<sup>th</sup> of December in 2004.

Law 221/2000 is central framework for water sector in Lebanon and it stipulated role of MoEW and all Water Establishment (WE) and their activities. Total of four WEs like BMLWE, South Lebanon Water Establishment (SLWE), North Lebanon Water Establishment (NLWE) and Bequaa Water Establishment (BWE), and Litani River Authority (LRA)<sup>7</sup> function in alignment with Law 221/2000.

**Table 3.11 Role of Concerned Water Sector Authorities**

|                          |                                                                                                                                                                                                      |
|--------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| International Regulation | Hold higher ground than in Lebanese domestic law                                                                                                                                                     |
| Lebanese Gov.            | Governing all sectors in Lebanon                                                                                                                                                                     |
| CDR                      | Fund raising via donor coordination/ negotiation                                                                                                                                                     |
| MoEW                     | National Strategy formulation on water sector, approval of WEs' budget                                                                                                                               |
| WE                       | Provision of drinking water, sewage processing, irrigation water supply to north North Lebanon, Beqaa, South Lebanon, Beirut, and Mount Lebanon                                                      |
| LRA                      | Supply of water for irrigation and power generation in Litani river basin                                                                                                                            |
| Municipality             | Provision of space (in owned building), permission and authorization, law enforcement concerning health, abating public/private nuisance, etc although municipalities rely on legal control by MoIM. |

Source: USAID (2011) "Comprehensive Sector Analysis Report (Final Report)"

LRA functions according to its creation of the law on August 14, 1954, and now under the supervision of Electricity Tutelage Department under Directorate of Tutelage.

Within the Lebanese government the MoEW, under General Directorate of Exploitation, Directorate of Tutelage, are currently overseeing developing and implementing policies related to water supply and sanitation.

Roles of four WEs (BMLWE, SLWE, NLWE, BWE) are stipulated in Law 221/2000 as shown in Table 3.13 and Table 3.14.

<sup>5</sup> English translation acquired from BMLWE URL accessed 2017/4/23  
<http://www.ebml.gov.lb/common/aboutUs.aspx?lang=2>

<sup>6</sup> Restructuring water sectoring Lebanon: Litani river authority facing the challenges of good water governance.  
<http://ressources.ciheam.org/om/pdf/a65/05002197.pdf>, accessed 2017/04/23

<sup>7</sup> Litani River Authority Decrees and Laws [http://www.litani.gov.lb/en/?page\\_id=49](http://www.litani.gov.lb/en/?page_id=49)

**Table 3.12 Roles of MoEW stipulated in Article 2 of Law 221/2000**

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Law 221/2000 Article 2<sup>8</sup></b></p> <ul style="list-style-type: none"> <li>- The Ministry of Energy and Water</li> <li>- The Ministry of Energy and Water Resources shall assume in the water sector the following powers and functions: <ul style="list-style-type: none"> <li>1- To monitor, observe, measure, count and study the water resources and to estimate the needs to water as well as the way of its use in all the regions.</li> <li>2- To control the quality of the surface and ground water and to determine the criteria.</li> <li>3- To set up the public design project to privatize and distribute the water resources for drinking and irrigation on the state level, also to set up and continuously update the water public directive plan project.</li> <li>4- To design, study and execute the huge water facilities such as the dams, mountain lakes and tunnels, to reform and exploit the riverbeds, water nets and others.</li> <li>5- To perform the artificial feed for the underground water tanks when necessary and to observe the exploitation of the extracted quantities.</li> <li>6- To protect the water resources from waste and contamination by setting up the enactments and taking the necessary measures and procedures to prevent their contamination and returning them to their natural quality.</li> <li>7- To grant permits and authorizations for excavating water, using the public water and properties, making all the necessary relevant formalities; granting them pursuant to the laws and regulations in force.</li> <li>8- To conduct the water, geological and hydrological studies and researches, to collect the technical data in the water filed, to set up and regularly update the technical plans.</li> <li>9- To exercise the control and trusteeship over the public institutions and agencies working in the water field pursuant to the provisions of this law and the corresponding enactments and provisions.</li> <li>10- To enhance the performance of the water exploitation public institutions, to control such performance on the basis of the indexes mentioned in the works program duly ratified.</li> <li>11- To set up and control the criteria to be adopted in the exploitation public institutions studies and the execution of their works, as well as the conditions and regulations of exploiting the surface and underground water in addition to the standard regulations of the water quality.</li> <li>12- To complete the appropriation formalities related to the ministry and to the water exploitation public institutions subject to its trusteeship pursuant to the laws and regulations in force.</li> <li>13- To give opinion in the permits of mines and quarries regarding their effect on the water resources.</li> <li>14- To ensure public relations with the citizens and inform them of what concern them about water and direct its use.</li> </ul> </li> </ul> |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

**Table 3.13 Description of WEs stipulated in Article 3 of Law 221/2000**

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>- Public Institutions exploiting water.</li> <li>- The public institutions exploiting water which names and head offices are mentioned below shall be constituted as follows: <ul style="list-style-type: none"> <li>- Water of Beirut and Mount Lebanon – Head office in Beirut.</li> <li>- Water of North Lebanon – Head office in Tripoli.</li> <li>- Water of Bekaa – Head Office in Zahle.</li> <li>- Water of South Lebanon – Head office in Saida.</li> </ul> </li> </ul> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

<sup>8</sup> Law no.221/2000 Organization of Water Sector, issued by the President of the Republic, Baabda, on May 29,2000,  
<https://web.archive.org/web/20100527110341/http://www.ebml.gov.lb/common/aboutUs.aspx?lang=2>.

- |                                                                                                                                                                                                                                                   |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>- The said establishments enjoy legal entity as well as financial and administrative independency. The scope of their exploitation shall be determined pursuant to the plan attached to this law.</li></ul> |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

**Table 3.14 Roles of WEs stipulated in Article 4 of Law 221/2000**

- |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>- The establishment shall be managed by a Board of Directors composed of a Chairman and six members to be appointed and whose compensations shall be determined by virtue of a decree taken at the Cabinet upon the proposition of the Minister of Water and Electricity Resources; they should be university degrees holders recognized in Lebanon, in Law – Water and Environment – Medicine – Engineering – Economy and Accounting.</li><li>- The term of office of the Board of Directors shall be determined in the decree of its election and its services shall be determined at any time pursuant to the same principles.</li><li>- The Chairman of the Board shall assume the functions of the General Manager of the establishment, assisted by an executive body of the employees subject to his power.</li><li>- The Board of Directors shall set up all the regulations pertaining to it to be ratified by a decree taken in the Cabinet upon the proposition of the Ministers of Finance and Water &amp; Electricity Resources.</li></ul> |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Actual roles and responsibility shall be reviewed based on those stipulated. Roles and responsibility of MoWE and WEs shall be more clarified especially for water resource development and management of developed water resource.

### **3.2.2 Outline of the Ministry of Energy and Water**

MoEW oversees national planning for the water and energy sectors. It retains supervisory authority on the independent WE and the national electrical power company.

MoEW makes plans for large scale water network building, strategies, long term plans and projects for the water and energy sectors. The WEs are responsible for the supply networks and maintenance. WEs produce annual business plan once a year, and after considering requests from municipalities, MoEW prioritize the interventions and needs. In addition to planning and setting strategic sector goals, the Ministry retains the executive powers to design and build dams and large reservoirs.

Though MoEW focuses on energy and water sectors, the sanitation sector such as wastewater treatment is not receiving enough attention. Shortage of human resources in terms of staff numbers is said to be one of the underlying issues in the organization. MoEW coordinates international donors interventions and water sector projects to avoid redundancy, overlapping and duplication of activities.

Figure 3.1 present the organogram of MoEW with the number of its employees as of 2012.

An interview with MoEW was made on April 29th to update the organogram and make sure that the organization structure did not changed.

## MEW's organization will be restructured with main focus on policy making, planning and regulatory roles

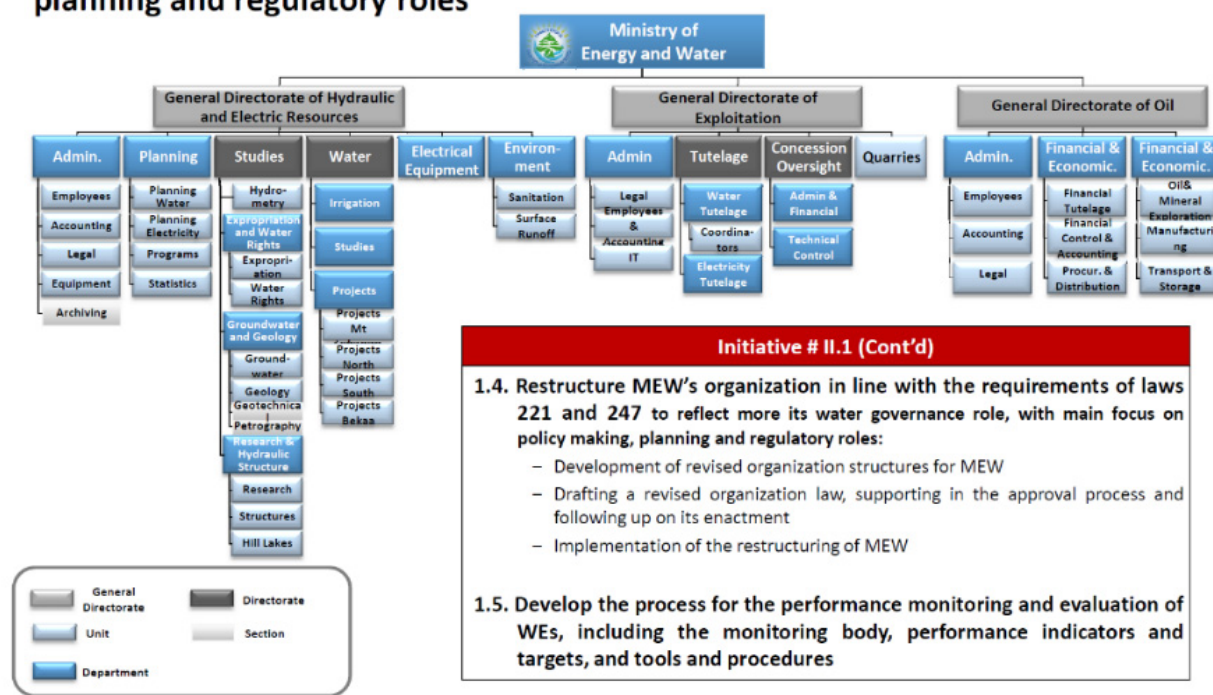


Figure 3.1 Organogram of MoEW<sup>9</sup>

### 3.2.3 Outline of BMLWE

Organogram shown in Figure 3.2 is the recent and available one from NWSS, similar to the one in the previous JICA survey carried out in 2016. BMLWE's activities and other WEs, BWE, NLWE in addition to SLWE are supervised under the Water Tutelage Directorate of MoEW. In the NWSS, the role of WEs is stipulated in article 4 of Water Law 221/2000, and explained in Table 3.15 and Table 3.16.

Table 3.15 Roles of WEs<sup>10</sup>

- |                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>(a) Design, implement, operate and maintain potable and irrigation distribution projects based on national master plan and resources allocated by MoEW</li> <li>(b) Collect, treat and dispose of wastewater based on treatment and outfall sites approves by MoEW</li> <li>(c) Propose water supply, irrigation and wastewater tariffs</li> <li>(d) Monitor water quality for distributed water supply and irrigation</li> </ul> |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

The MoEW concentrate on policy making, planning, conservation/resource management and regulation, while the WEs focus on service provision (some planning activities and business operation).

Table 3.16 Responsibilities of WEs

|                                                                                                                                                                                                                                 |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Planning</b> <ul style="list-style-type: none"> <li>1) Establishment of long term consolidated planning for water, irrigation and wastewater</li> <li>2) Evaluation of infrastructure and investment requirements</li> </ul> |
| <b>Business Operation</b>                                                                                                                                                                                                       |

<sup>9</sup> NWSS, 2010/12/27, Resolution No.2 2012/3/9

<sup>10</sup> Law 221/2000

- 1) Provision of services including billing and collection
- 2) Maintenance and renewal of infrastructure
- 3) Funding and execution of investment programs

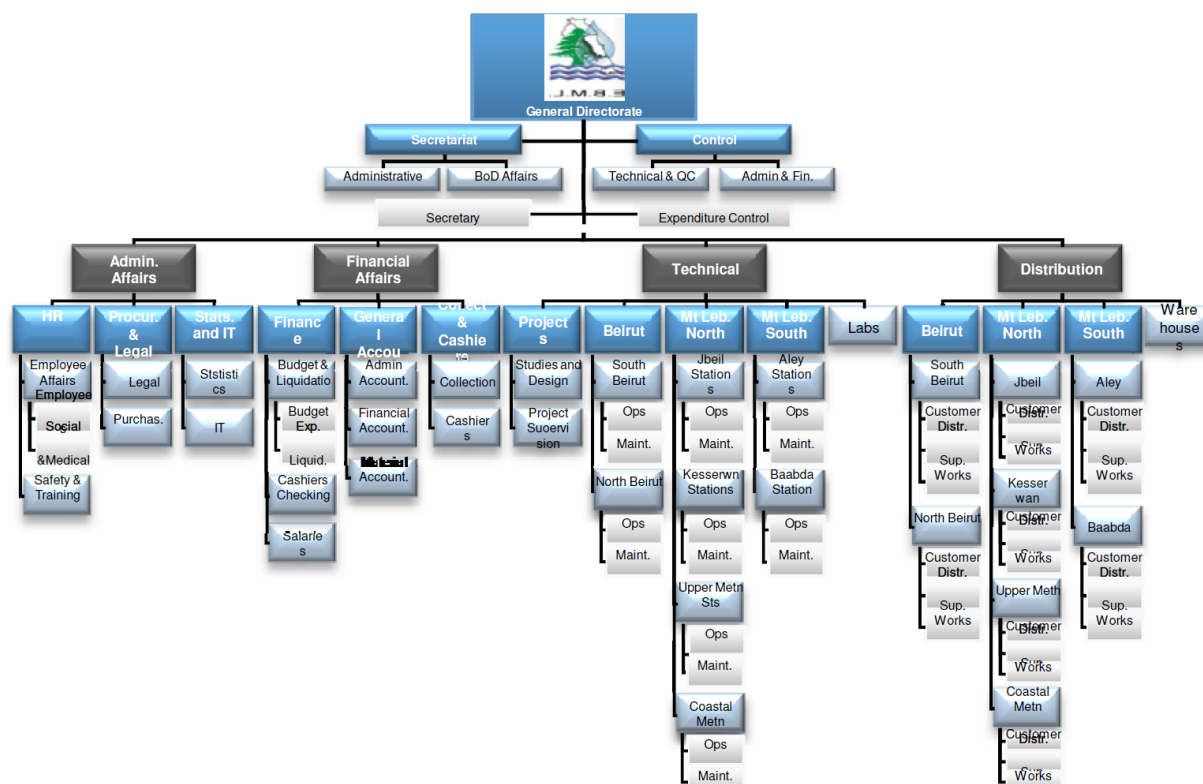


Figure 3.2 Organogram of BMLWE

Source: Ministry of Energy and Water (2010) "National Water Sector Strategy: A right for every citizen, a resource for the whole country." Retrieved 20 June, 2018, from <http://extwprlegs1.fao.org/docs/pdf/leb166572E.pdf>

### 3.2.4 Current Condition of BMLWE Operation

As mentioned in the inception report and to be able to check the current conditions of Water Establishment, namely BMLWE, JICA Study Team began visited BMLWE local offices in mid-April 2017. BMLWE's provision of water supply facilities mainly in the Mount Lebanon Governorate and the management/operations and maintenance of existing facilities, so far JST visited local BMLWE branch in Aley in mid-April of 2017 while visiting nearby sites for the sub-project.

#### (1) Organizational Aspect

Based on the JICA study in 2016, BMLWE manages 621 staff (as of 2010) in approximately 380 local municipalities. Legally, BMLWE is responsible for the management/operations and maintenance of Mount Lebanon Governorate water supply facilities.

BMLWE is largely split into four departments: administration, finances, technology, and water supply, district branch offices exist for the technology and water supply departments, they manage pumping station sites and the operation and maintenance of the water pipes/water distribution networks. In the Mount Lebanon Governorate, there are four branch offices in the northern area (Jbeil, Kesrouan, Upper Metn, Coastal Metn), and two in the southern area (Aley, Baabda).

**Table 3.17 Needs of Further Understanding Necessary on Organization Aspect of BLMWE**

| Items                 | To be ascertained                                                                                                                                                                                                               |
|-----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Organization of BMLWE | Interviews shall be conducted with BMLWE head office and local offices to further understand the organization strength and weakness. Official request are currently prepared to be sent to BMLWE requesting updated organigram. |

**Table 3.18 Needs of Further Understanding on Internal Rules of BMLWE and Organization Framework**

|                                                                                                                                                                                                 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Institutional Framework                                                                                                                                                                         |
| Water Law 221/2000(May 29, 2000) and amended 241(Aug7, 2000), Law 377 (December14, 2004.)<br>Under supervision of General Directorate of Exploitations, Directorate of Tutelage, Water Tutelage |
| Legal Status of Establishment                                                                                                                                                                   |
| Government 100% State Owned                                                                                                                                                                     |
| Business Strategy, Planning and Management                                                                                                                                                      |
| To find out if there is any agreement or commitment with MoEW                                                                                                                                   |
| Labour                                                                                                                                                                                          |
| To find out if there are any government servant rules or else applies (Disciplines and Appeals)                                                                                                 |
| Procurement                                                                                                                                                                                     |
| To study government procurement act                                                                                                                                                             |
| Accounting Standards                                                                                                                                                                            |
| Most accounting matters; decree No. 4665 dated 26 December 1981 or specific decree applied.                                                                                                     |
| Audit                                                                                                                                                                                           |
| Under post control from the court of audit                                                                                                                                                      |
| Legal                                                                                                                                                                                           |
| Legal unit exist in Admin Affairs, Does the organization have a legal counsel                                                                                                                   |
| Governance / Compliance                                                                                                                                                                         |
| No concerned department or unit found in organization. How these functions                                                                                                                      |
| Branch Operation                                                                                                                                                                                |
| Clarification on Unit Operations of Distribution Department and Unit in Organogram                                                                                                              |

## (2) Financial Affairs of Water Establishment (BMLWE)

In relation to financial aspects of Water Establishments, focusing on BLMWE, JST tried to collect following information thorough sending official request letters, hearings, interviews for better understanding the current status of BMLWE to assess the roles, performance, financial condition as well as organizational function of the establishment.

- Latest Organogram with each department staff number (no change was confirmed in organogram in the hearing BMLWE on Aug 2, 2017 and Oct 12, 2017),
- latest Water Demand/Supply, Water Balance of Lebanon,
- The annual report of BMLWE including Balance Sheet, Profit and Loss Statement, and Cash-flow statement.
- Business Strategy, and Business Plan,
- Key Performance Indicators

BMLWE was not able to provide the requested data. Thus, JST conducted hearing interview with organizations concerning the water sector in Lebanon such as MoEW, UNICEF, UNHCR, WB, USAID, DAI, ACWUA, ACTED. Also, JST obtained unaudited financial statements of BMLWE from the Word Bank archive, but these figures are almost 7 years old and JST refrains from making any comments on the financial soundness of BMLWE on the Statements.

**Table 3.19 Unaudited Financial Statements<sup>11</sup> from BMLWE (2006 to 2009)**

| Year                                                       | 2006        | 2007        | 2008        | 2009        |
|------------------------------------------------------------|-------------|-------------|-------------|-------------|
| # of Subscriptions                                         | 357,501     | 359,071     | 364,597     | 371,703     |
| Amount billed                                              | 58.1        | 59.8        | 61.6        | 63.2        |
| Collection of amounts billed for the current year          | 38.0        | 41.7        | 42.1        | 43.7        |
| Collection of amounts billed for previous years            | 6.1         | 10.2        | 14.3        | 14.1        |
| Subtotal of amounts collected (current and previous years) | 44.1        | 51.9        | 56.4        | 57.8        |
| Collection rate                                            | 76%         | 87%         | 92%         | 91%         |
| Other revenues                                             | 9.5         | 10.9        | 11.5        | 14.5        |
| <b>Total revenues</b>                                      | <b>53.6</b> | <b>62.8</b> | <b>67.9</b> | <b>72.4</b> |
| Salaries, Wages, Compensation & their supplements          | 15.1        | 14.9        | 17.4        | 19.2        |
| Administrative & General Expenses                          | 2.5         | 5.0         | 0.9         | 1.1         |
| Maintenance Expenses                                       | 3.5         | 3.4         | 4.9         | 5.9         |
| Electricity Power                                          | 12.5        | 17.2        | 13.1        | 11.5        |
| Investment & Laboratory Expenses                           | 1.8         | 2.2         | 3.0         | 2.3         |
| <b>Total Operational Expenses</b>                          | <b>35.5</b> | <b>42.7</b> | <b>39.4</b> | <b>40.0</b> |
| <b>Cash Surplus</b>                                        | <b>18.1</b> | <b>20.2</b> | <b>28.5</b> | <b>32.4</b> |

### (3) Hearing on BMLWE Branch Office

JICA Project JST started information & data collection on current performance of BLMWE, following table shows one example of activity took place in mid-April 2017.

**Table 3.20 Hearing on Performance on BMLWE Aley Branch on April 20,2017**

Aley Branch serves 220 municipalities and villages, and the largest branch in BLMWE. Aley branch has 180 staff. Aley branch has 70 pumping station, so theoretically needs 70 engineers, but due to short staff, engineers have multiple assignment. Aley region has tough electricity issue, as electricity is only available 6 hours a day. Therefore, every pumping station has generator installed. Some pumping station has tandem generators in case. Fuel cost is borne by BMLWE. Branch is facing some issues with capacities in relation to the shortage of stable electricity supply.

On a top of hearings above, JST clarified the following information with BMLWE branch.

- Though there are data of water supply population and existing facilities, branch is not authorized to deliver to JST since it belongs to the government.
- BMLWE assumes the responsibility of land acquisition, acquisition process is performed by municipalities. Though acquisition investment cost is borne by BMLWE, sometimes municipality provide government land to help financial burden of BMLWE.
- The branch does not have BMLWE organogram, financial statements (including annual report), therefore the request should be made to the headquarter.
- Branch only can supply 40L-50 L per person/day against required 200L per person/day. It is rather not an issue of leakage from distribution pipes, but the shortage of water resource.
- Replacement of distribution pipe is performed 35 years' cycle.
- Water bill collection is done once a year by visiting connected household. As for households living in apartments, payments are collected from the owner/landlord. According to the hearing, most displaced Syrians are living in apartments. (According to Lebanese law, landlord is obliged to make water bills)
- Water theft exists, but the most crucial issue is to secure an absolute quantity of water supply.
- Branch's biggest issue is to secure water supply. In Chaney municipality, water shortage is severe as influx of Syrians surge. Population surge caused by Syrian crisis is causing grave negative impact on water facilities, especially on shortage of water supply.

<sup>11</sup> Documents of the World Bank, Report No:56341-LB, PROJECT APPRAISAL DOCUMENT ON A PROPOSED LOAN IN THE AMOUNT OF US\$200MILLION TO THE LEBANESE REPUBLIC FOR THE GREATER BEIRUT WATER SUPPLY PROJECT OCTBER 13,2010

- (i) There is a plan to invest USD30million for dam construction, capacity of 42,000m<sup>3</sup>.
- (j) In Chaney municipality, due to shortage of water supply from water system, domestic water is supplied by water trucks. Water supplied by trucks is domestic water and not potable water. Price per 2 m<sup>3</sup> is 15,000 LBP (USD 10) if supplied by municipality, 25,000 LBP if supplied by private business. 2 m<sup>3</sup> of domestic water is average consumption of 5member family for 4 days (100 L per person/day).
- (k) Price for potable water from- non-brand water company, per 10 L, 1000 LBP and if brand water 3,000 LBP.

#### **(4) Hearing from MoEW on WEs**

JST visited MoEW Tutelage on October 2<sup>nd</sup>, 2017 and performed hearing on performance of BMLWE as well as other Water Establishments.

Hearing from MoEW suggest BMLWE should make more effort on proper NRW reduction effort and proper use of GIS and MIS to increase monitoring capacity of operations as well as maintenance to improve the business performance.

##### **Hearing from MoEW on Water Establishments Performance**

###### **(1) Financial Soundness of Water Establishments**

BMLWE is financially strong until the last two years before they started two big dam projects, Janna dam and Bisri dam<sup>12</sup>. BMLWE participated with the finance from the World Bank. BMLWE now has less cash balance than before the project. (according to WB documents<sup>13</sup> available, CDR was the implementation agency on guarantee from GOL, IBRD<sup>14</sup> providing USD474M, Islamic Development Bank USD128M, GoL USD15M, total project cost of USD617M)

South Lebanon Water Establishment (SLWE) has 6 service areas and 1 project, including a big area where was once under Israeli occupation until May 2000. At the time of Israeli Occupations, SLWE was not able to collect water tariff, therefore SLWE still has very weak financial condition due to less accumulation of cash assets. (Now SLWE is collecting tariff.) In 2006, due to the war with Israel, most of the facilities and networks were damaged in South Lebanon. Rehabilitation of the water system in South Lebanon started after 2006 and SLWE is still in a need of rehabilitation. SLWE is managing themselves for maintenance and administration cost, but it is not covering much investment costs for big projects. The issue is the same for Beqaa and North establishments.

###### **(2) Capacity Building Trainings on Water Establishments (Human Resources)**

There were programs from GIZ and USAID to train establishments personnel. All establishment participated but except BMLWE. In BMLWE there was no fixed hiring, all the new employees are consultants or daily workers. In the other establishments, the government once hired fixed employees covering some shortage of the staff needed. The capacity building was done according to the addendum.

###### **(3) Certification program for Capacity Building of Water Establishments (Human Resources)**

ACWUA<sup>15</sup> made a study to decrease the non-revenue water for the Arab region, and install it to Lebanon.

###### **(4) GIS Systems**

Despite existing of GIS system, it is not used up to its capability. The GIS system was installed in 2005<sup>16</sup> and not updated till now. All the information installed in the system is the basic information of water like coordinated of well, reservoir, network, etc. Therefore, not used for NRW purpose.

<sup>12</sup> Lebanon-Water Supply Augmentation Project, Borrower: GOL, Implementing agency: CDR  
<http://projects.worldbank.org/P125184?lang=en> accessed Oct7, 2017

<sup>13</sup> Lebanon-Water Supply Augmentation Project, Borrower: GOL, Implementing agency: CDR  
<http://projects.worldbank.org/P125184/?lang=en&tab=financial> accessed Oct7, 2017

<sup>14</sup> <http://www.worldbank.org/en/about> accessed Oct7,2017

<sup>15</sup> According to ACUWA, training done on pilot project basis for SLWE and NLWE, but not for BMLWE.

<sup>16</sup> GIS was introduced to water establishments since 2005 funded by European Union to collect data, decrease the paper work, organize the maintenance records, map the assets, detect the leakage, manage and monitor the network. ArcGIS can still be used if data are properly updated.

### (5) Information Management System and Key Performance Indicators

In BMLWE there is information management system, and everything is computerized, same as South, and North. The situation in Beqaa is less than the other establishments as the system needs update. As for KPI<sup>17</sup> in the four establishments, KPI's computerized. Data collection was done but not sent to the ministry. Regarding the IBNET<sup>18</sup> from the world bank, there is a data collection, but only data collection and not for bench marking.

## 3.3 Status of Local Government / Related Agencies

Lebanon has a decentralized local authorities' system: municipalities with a mayor and a municipal council elected by the citizens during local elections under the Ministry of Interior and Municipalities (MoIM), and the decentralized authorities govern the region under the head of the governorate/district as designated by MoIM.

The role of the municipality is to design local development plans (implement needs assessments), to formulate budgets, provide basic services, supervise the provision and manage the maintenance of basic infrastructure. In addition, as a central authority manage the promulgation of policies in the region, provide public services and technical support for each sector in the region, and manage regional peace and order, etc.

In Lebanon as a whole, there are 1,108 municipalities, some have a weak budget and limited personnel. For this reason, under the condition of agreement with individual municipalities, the establishment of Unions of Municipalities (UoM), which are groups of multiple municipalities, was legally recognized. There are 51 UoM as of May 2016, with a total of 700 municipalities belonging to UoM.

### 3.3.1 Structure of Municipality

#### (1) Municipal Administration

Municipal administration is shown in table below. Mayor, municipal councillors are elected directly by registered voters who sometime are not residents of that municipality.

**Table 3.21 Overview of Municipal Administration**

| Item      | Content                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Structure | <ul style="list-style-type: none"> <li>➤ Head of Municipality (Mayor)</li> <li>➤ Municipality (Municipal Council)</li> <li>➤ President, Vice-President (Deputy), Council Members</li> <li>➤ Municipal Committee</li> <li>• Bidding Committee (Regulation provide Municipal Council President and Deputy shall be Bidding committee members.) <ul style="list-style-type: none"> <li>• Purchasing Committee, •Delivery Committee</li> <li>• Legislative Committee, •Finance Committee</li> <li>• Health Committee/ Health &amp; Social Affairs Committee</li> <li>• Committee of Public Works, •Environment Committee</li> <li>• Information Committee</li> <li>• Public Gardens Committee, •Sports Committee, •Committee of Archeology</li> <li>• Tourism Committee, •Education &amp; External Affairs Committee</li> <li>• Selling Price Estimation Committee</li> <li>• Rental Value Estimation Committee for Residential and Non-Residential</li> </ul> </li> <li>➤ Municipality (Municipal Department)</li> </ul> <p>Following role is an example of Batroun Municipality. The number of staff is written in parenthesis.</p> <p>Clerk (1), Accountant (1), Treasurer (1), Collector (1), Health Inspector (1), Municipal</p> |

<sup>17</sup> MoEW refers that BMLWE has computerized system of Information Management to calculate KPI, but despite JST repeated requests BMLWE does not share information. As for IBNET benchmarking, only data collection was done but not used for bench marking.

<sup>18</sup> <https://www.ib-net.org/about-us/> accessed on Oct7, 2017. The international Benchmarking Network for Water and Sanitation Utilities funded by World Bank Group,

| Item   | Content                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|--------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|        | Police (5), Guard Superintendent (1), Guard (4), Driver (1), Doctor (1 ; contracted employee), and Assistant Delegate (1 ; contracted employee)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Role   | <p>Roles stipulated in Decree No.118 (1977) Article 49-52</p> <ul style="list-style-type: none"> <li>a) Budget planning, approval</li> <li>b) Decision on expenditure and revenues</li> <li>c) Decision on loan for project</li> <li>d) Decision on budget resources</li> <li>e) Decision on public works and services</li> <li>f) Decision on real estate possessed by Municipality</li> <li>g) Decision on approval for grant aid</li> <li>h) Urban Planning</li> <li>i) Construction of market, museum, hospital, library</li> <li>j) Payment for operation of public hospital</li> <li>k) Public works payment</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Budget | <p>Municipality Budget Resource: i) Direct Fee (43%), ii) Independent Municipal Fund (31%), iii) Other (26%)</p> <ul style="list-style-type: none"> <li>(a) Direct Fee: 16 varieties of tax and other are collected directly, and construction authorization fee, real estate lease, operation and maintenance fee of sewage and paved road occupy 83% of total direct fee. Law 60 provide that Municipality can collect direct fee, though actual collection is not carried out due to lack of staff.</li> <li>(b) Independent Municipal Fund; 7 varieties of tax and revenues (tax on real estate income/gains, tax on income, custom fee, insurance, vehicle authorization fee, succession tax). Regulation stipulates these revenues are collected to central and allocated to: <ul style="list-style-type: none"> <li>- UoM (25% of total, out of it, 25% allocated according to pop, and 75 % according to project)</li> <li>- Municipality (75% of total, out of it, 42% allocated according to pop, 25% allocated according to revenue, 30% according to project)</li> <li>- However, actual allocation is 12% of total for UoM (60% allocated according to pop, 40% according to number of Municipalities) and 88% for Municipality (67% according to pop and 20% according to revenues and 10% according to project).</li> </ul> </li> <li>(c) Other: Municipality can include surcharge in the fees collected by ministries and agencies/ public institution. These are collected by ministries / public institutions, and corresponding amount are allocated to Municipality. For example, tax on real estate construction (+3%), telephone bill (+10%, instead of VAT10%), electricity bill (+10%, instead of VAT10%), water charge (+10%, instead of VAT10%), and tax on mobile phone gain (+10%), etc.</li> </ul> |

Below the overview of three (3) municipalities in Mount Lebanon governorate.

**Table 3.22 Overview of Three Municipalities in Mount Lebanon Governorate**

| Municipality | UoM | Land use                                        | Facilities managed by municipalities                                                                     | Lebanese | Syrians | Staff      |           | Councillors |
|--------------|-----|-------------------------------------------------|----------------------------------------------------------------------------------------------------------|----------|---------|------------|-----------|-------------|
|              |     |                                                 |                                                                                                          |          |         | Full-time  | Part-time |             |
| Chouifat     | No  | Residential and industrial area                 | Public school, police station, post office, library, solid waste disposal facility, labor administration | 750,000  | 18,000  | 160        | 190       | 18          |
| Kahhale      | No  | Urban and residential area                      | Public school, Clinic (operated by Red Cross), road                                                      | 2,200    | 850     | 4          | 11        | 15          |
| Akoura       | No  | Mountainous, agricultural, and sightseeing area | Road                                                                                                     | 2,700    | 600     | 1 (police) | 1         | 9           |
| Chhim        | No  | Mountainous/agricultural/sights                 | Office, Road, Generator, street                                                                          | 40,000   | 10,000  | 1 (police) | 3 (daily) | 9           |

| Municipality | UoM | Land use   | Facilities managed by municipalities | Lebanese | Syrians | Staff     |           | Councillors |
|--------------|-----|------------|--------------------------------------|----------|---------|-----------|-----------|-------------|
|              |     |            |                                      |          |         | Full-time | Part-time |             |
|              |     | eeing area | lamp                                 |          |         | e)        | paid)     |             |

## (2) Municipality Function

Municipality is in charge of installing and operating small infrastructures (paved road, small water facilities, street lamp, community road, construction / maintenance of retaining wall), kinder garden, public school, vocational school, athletic ground, health clinic, public hospital, and public housing.

Most of the projects in union of municipalities are funded and implemented by ministries and agencies. Some projects under municipal plan are funded and implemented by ministries and agencies. Only 30 % of municipalities can afford to public service provision.

Municipalities in Lebanon are classified into two groups according to its size of population. 75 big municipalities are selected in cabinet council. These municipalities have responsibility of reporting expenditure in national accounting system.

Around 200 to 300 municipalities with large amount of budget and well collected tax and IMF, can provide public service effectively<sup>19</sup>. These municipalities take a role of operation of public institutions mentioned above, but only a few can operate public school and hospital. And in 2012, only 8 %<sup>20</sup> of municipalities can operate all facilities mentioned above, while at the same time, 70 % of municipalities have less than 4,000 population registered<sup>21</sup> and they provide limited service with small tax revenues with compensation from IMF.

Around 400 municipalities (36 %) hire only one staff due to limited budget amount, and 560 municipalities (51 %) with 2 to 5 staff. Only 13 % (around 150) municipalities have more than 6 staff. 68 % of municipalities face a need of additional staff employment and 75 % of municipalities cannot afford to hiring new staff due to lack of budget. Thus, most of municipal staff are part-time and few staff has knowledge and experience on municipal projects, this prevents municipalities from running their own projects. UoM establishment partnership with municipality, SDC and other agencies to ensure service provision but coordination still developing.

There are no municipalities with municipal development plans in Mount Lebanon governorate. Some action plans funded by donors are there but no integrated development plan.

### 3.3.2 Structure of UoM

#### (1) UoM Administration

The idea of Union of Municipalities or Federations of municipalities was first proposed in national conference in 1965 held by MoIM. In 1977, UoM was authorized in Law 114, which enable it to conduct large-scale projects with expenditure of larger amount of money than of each municipal budget, such as urban planning, fire-fighting, drainage, water discharge, road planning, etc. As of 2017, there are 51 UoMs nationwide.

**Table 3.23 Overview of UoM Administration**

| Item              | Content                                                                                                                                                                                                                                                         |
|-------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| UoM establishment | ➤ UoM is established based on decree or request from Municipalities. Municipalities prepare consent document on UoM establishment and submit to MoIM. UoM is authorized with official approval from MoIM, which is stipulated in article 114 of autonomous law. |

<sup>19</sup> "The Data collection survey for supporting host communities affected by the Syria crisis" JICA, 2016.

<sup>20</sup> LCPS (2015) "About Administrative Decentralization in Lebanon" Retrieved 2nd July, 2018, from [http://www.lcps-lebanon.org/publications/1447330715-lcps-decentralization\\_booklet-english-2015-11-12.pdf](http://www.lcps-lebanon.org/publications/1447330715-lcps-decentralization_booklet-english-2015-11-12.pdf)

<sup>21</sup> 4,000 pop registered means registered population as citizen in certain municipal. Most of population tend to register in original municipality not current resident municipal. Therefore, registered population is different from number of actual resident citizen. (The government of Lebanon (2011) *Municipal Finance Studies Program: Final Strategic Framework*.)

| Item      | Content                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Structure | <p>Decision making power</p> <ul style="list-style-type: none"> <li>➤ UoM Head (Authority of the Council of the Federation)</li> <li>➤ UoM Council (Council of the Federation)</li> <li>➤ Consisted of President, Council Members (Nominated by Chair of Council or elected by voters)</li> <li>➤ Administrative Board</li> <li>➤ Consisted of Board chairperson, Member of the Board</li> <li>➤ Collective of Municipality (Municipal Department)</li> <li>➤ RTO (Regional Technical Office)</li> </ul> <p>RTO is established and placed in UoM by UN-Habitat and it supports municipalities in the technical aspect.</p> |
| Roles     | <p>Role of UoM stipulated in autonomous law</p> <ul style="list-style-type: none"> <li>(a) Public works of each municipality such as road maintenance, public institution instalment, operation of sewage, waste disposal, livelihood processing, fire extinguishing, public traffic, cooperative, and market.</li> <li>(b) Planning, land expropriation, tendering term decision for project</li> <li>(c) Coordination among belonged municipalities</li> <li>(d) Land Management</li> <li>(e) Management and request of debt loan</li> </ul>                                                                             |
| Budget    | <ul style="list-style-type: none"> <li>(a) Revenue from each Municipality (10% of UoM revenue)</li> <li>(b) Interest occurred from project run by each municipality, allocation is decided between UoM and MoIM</li> <li>(c) Revenue from public institution run by UoM</li> <li>(d) Independent Municipal Fund</li> <li>(e) Budget allocation for national development projects fund</li> <li>(f) Contribution from individuals</li> </ul>                                                                                                                                                                                |

## (2) UoM Function

The following is role of UoM stipulated in autonomous law.

- Implementation of public projects that serve the members of the municipalities (provision of roads, establishment of public facilities, sewage processing, rubbish processing, management of domestic animal slaughterhouses, firefighting activities, public transport management, management of cooperative organizations, market management, etc.)
- Land expropriation, and formulating of subcontracting conditions for project implementation, etc.

Expenditure of public works consists of mainly provision of roads (61 %), establishment of public facilities (17 %), and sewage processing (8 %). However, there is no clear role sharing among member municipalities and it causes leadership struggle among members.

58 % of UoM doesn't have full-time staff and hires part-time staff<sup>22</sup>. Staff working in member municipalities would be changed when new president is elected, and it prevents accumulation of knowledge and experience of staff and consequently prevents effective public service provision. UN-habitat has introduced Regional Technical Office (RTO) with engineers and social workers to support technically the union of municipalities for provision of public service (as of 2015, 7 municipalities have RTO and in 2018, 2 municipalities are scheduled to be installed, one of them in El Metn). Salaries of RTO staff are funded by UN-Habitat, but sometimes funded by UoM itself with stipulated obligation of employment of technical staff. RTO takes a role in needs assessment, development planning, project implementation and management, sometimes coordination among member municipalities and between UoM and SDC or other ministries.

UoM has project plans and /or sector strategies but doesn't have integrated plan for development.

<sup>22</sup> LCPS (2015) "About Administrative Decentralization in Lebanon" retrieved 2nd July, 2018, [https://www.lcps-lebanon.org/publications/1447330715-lcps-decentralization\\_booklet-english-2015-11-12.pdf](https://www.lcps-lebanon.org/publications/1447330715-lcps-decentralization_booklet-english-2015-11-12.pdf)



## Chapter 4 Activity of Lebanese Host Community Support Program

### 4.1 Activity of LHSP

#### 4.1.1 Outline of LHSP

Ministry of Social Affairs, with the support of UNDP, has been implementing the Lebanese Host Communities Support Programme (LHSP) since 2012 under the LCRP strategy with the objective of supporting the host communities in Lebanon. The objective of this Programme is to implement projects related to livelihoods improvement and to develop basic services in order to ensure the stability of the Lebanese societies affected by the Syrian crisis. Also, it is to help the relevant ministries to understand the needs of the host communities, and to strengthen national systems and capacities to respond to the crisis and tension between the communities.

**Table 4.1 Outline of LHSP**

| Item                            | Details                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|---------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Implementation Period           | From December 2012 to December 2017 (initially, December 2012 to November 2014)                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Target Regions                  | Entire country of Lebanon (initial focus was on Bekaa Governorate and North Governorate, but implementation in Mount Lebanon Governorate was set in 2015)                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Expected Outputs and Activities | Output 1: Livelihood improvement                                                                                                                                                                                                                                                    | <ul style="list-style-type: none"> <li>➤ Utilization of labour intensive initiatives (repair public facilities, etc.)</li> <li>➤ Rehabilitation of the local economy (training, business start-up support, support for more than one value chain)</li> <li>➤ Sustainable employment (promotion of PPP, promotion resource management, microfinance promotion, etc.)</li> </ul>                                                                                                                                        |
|                                 | Output 2: Strengthening of health and education fields                                                                                                                                                                                                                              | <ul style="list-style-type: none"> <li>➤ Provision / repair of infrastructure toward improvement of access to education and health</li> <li>➤ Implementation of grant aid projects</li> <li>➤ Awareness promotion activities targeting local stakeholders, support for improving of technical capabilities</li> </ul>                                                                                                                                                                                                 |
|                                 | Output 3: Provision of public services, strengthening of municipal and civil society capacities                                                                                                                                                                                     | <ul style="list-style-type: none"> <li>➤ Improvement of provision / access to public services to meet the needs of increasing vulnerable populations (stronger capabilities in towns and civil society, and stronger mechanisms for consultation and prioritization)</li> <li>➤ Strengthening coordinating capabilities of public services</li> </ul>                                                                                                                                                                 |
|                                 | Output 4: Strengthening of dispute resolution mechanisms and improving the related capacities of the Government of Lebanon                                                                                                                                                          | <ul style="list-style-type: none"> <li>➤ Strengthening conflict resolution mechanisms (stakeholder analysis, promotion of information sharing systems, etc.)</li> <li>➤ Promotion of information sharing systems in public services etc.</li> <li>➤ Implementation of continuous impact assessments and analyses in the host community</li> <li>➤ Implementation of training for government officials</li> <li>➤ Coordination with related agencies (government agencies, UN agencies, and other agencies)</li> </ul> |
| Implementation System           | An LHSP steering committee was established to provide the strategic guidelines. In addition, a technical team that includes relevant ministries. Actual project management and operation is the responsibility of the Steering Committee, Technical Group, and Implementation Team. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |

#### 4.1.2 Progress of LHSP

LHSP evaluation report was published with research and analysis conducted in September and October of 2016. Program's main achievements and results in four targeted areas are described in below.

## **(1) Livelihood and Economic Opportunities**

LHSP has delivered 86 livelihood projects with combined budgets of 11 million USD. This includes a wide range of activities including “livelihoods infrastructure”, support to cooperatives, support to business start-ups and SMEs and vocational training. It seems very likely that achievements in this area have been somewhat limited. Livelihoods interventions will have better impact if they were done on an area basis or “whole of value chain” basis but this has not been done under LHSP. Unfortunately, some donors were reluctant to fund a “whole of value chain” approaches and the short timeline for funding have made it difficult to implement this approach.

**Table 4.2 Livelihoods Support Projects under LHSP**

| Sub-sector                                       | No. projects | Budget                 |
|--------------------------------------------------|--------------|------------------------|
| Support to agricultural infrastructure           | 36           | \$4,277,189.54         |
| Support to community infrastructure              | 9            | \$1,660,818.75         |
| Environmental protection                         | 10           | \$920,228.00           |
| Establishment of startups                        | 2            | \$197,500.00           |
| Internships and capacity building for jobseekers | 7            | \$1,858,895.94         |
| Support to SME's, cooperatives and entrepreneurs | 16           | \$1,745,699.99         |
| Rapid employment                                 | 6            | \$293,311.00           |
| <b>TOTAL</b>                                     | <b>86</b>    | <b>\$10,953,643.22</b> |

## **(2) Capacity of Local Actors to Deliver Services**

LHSP has delivered 296 projects related to local service delivery with budgets of 27.6 million USD. This includes a wide range of sub-sectors including waste water management, solid waste management, recreational spaces and social services. In addition to the provision of projects aiming to improve service delivery, the LHSP process seems to have had a positive impact on the culture and attitudes of the mayors and municipal officials through participatory planning and consultation experience with the MRR methodology. For the reason that it is not a formal component of LHSP, capacity development has not happened including organizational structures improvement, management, strengthening system and procedures mandated by law and regulation.

**Table 4.3 Basic Assistance Projects under LHSP**

| Sector                             | No. of projects | Budget (\$)       |
|------------------------------------|-----------------|-------------------|
| <b>Municipal infrastructure</b>    | <b>21</b>       | <b>1,835,437</b>  |
| <b>Water management</b>            | <b>35</b>       | <b>4,239,601</b>  |
| <b>Recreational spaces</b>         | <b>34</b>       | <b>4,768,260</b>  |
| <b>Waste water management</b>      | <b>42</b>       | <b>6,004,316</b>  |
| <b>Solid waste management</b>      | <b>29</b>       | <b>2,234,854</b>  |
| <b>Energy</b>                      | <b>15</b>       | <b>1,244,844</b>  |
| <b>Primary health care centers</b> | <b>15</b>       | <b>1,550,420</b>  |
| <b>Social Development Centers</b>  | <b>21</b>       | <b>2,100,698</b>  |
| <b>Public Schools</b>              | <b>84</b>       | <b>3,597,748</b>  |
| <b>TOTAL</b>                       | <b>296</b>      | <b>27,576,179</b> |

Two important issues can be raised with respect to the results in this area. Firstly, the sustainability of many of these projects is not guaranteed without the involvement of the municipality to plan and implement revenue collection and properly manage and use the funds collected for operation and maintenance of the projects to secure sustainability. Second, the overall impact of these projects is limited, they are meeting a small part of the needs. In some of the communities most under stress the demand on the infrastructure has doubled or tripled, especially in waste water management and solid waste management.

### **(3) Local Level Conflict Resolution and Community Security**

Achievements with respect to local conflict resolution and reduction of tensions are difficult to summarize or quantify. The LHSP approach the “Mechanism of Social Stability” or MSS was launched in 44 areas, covering 75 communities with 4.58 million USD budget. MSS involves conflict mapping and peace building activities, development of mechanism to mitigate tension in the communities, and support for implementation of these activities. The MSS process has produced peace-building initiatives in 35 locations based on a rigorous participatory planning process.

It is important to note that the response to important needs with concrete projects that provide equal support to Syrian displaced and Host communities are crucial to adjust the misperception of aid channel only to the displaced; this reduce tension between Lebanese and Syrian displaced<sup>23</sup>.

### **(4) Strengthen Capacity of the Lebanese Government to Respond to the Crisis**

This activity focuses on capacity development within MoSA with 1.23 million USD. MoSA has fully embraced the leadership of this programme, and endorses and feels ownership over the methodology, and the MRR implementation. The ministry has made improvements to the MRR process and published all the MRR results on website. In addition, this programme had significant impact on the SDCs, 13 projects of rehabilitation and equipment of SDCs were achieved with a budget of 100,000 USD for each. Currently, ongoing training, coaching and mentoring activities are developed to support delivery of the LHSP.

## **4.2 Activity of Map of Risks and Resources (MRR)**

### **4.2.1 Outline of MRR**

The map of risks and resources is quick assessment tool to evaluate the needs of the host communities in Lebanon. The Ministry of Social Affairs started the implementation in 2014, targeting the level of villages.

MRR has been divided into three phases for implementation between 2013 and 2016, and it targets 251 municipalities that are considered to be highly vulnerable according to criteria set by MoSA and UNHCR/UNDP. As a result of the MRR, 372 projects have been implemented with support from different donors.

In 2015, the MRR methodology was modified. A Workshop “Modification of MRR Methodology Workshop” took place in September 2015 in order to revise and consolidate the comments and lessons learned by MoSA and UNDP. After the workshop the methodology and the village profile questionnaire were amended.

MoSA LHSP central team, MoSA LHSP area coordinators and their teams, with the technical support of UNDP, worked on reviewing, improving, and preparing the updated guidelines for the MRR phase 3.

The first MRR phase was expected in the first half of 2016, covering 128 communities and so completing the 252 most vulnerable one in addition to 14 clusters.

In 2015, an IT platform for data collection and management was established and MoSA team was trained to upload the data. Today the MRR website is activated and the data is accessible in English and Arabic.

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<sup>23</sup> Results of awareness survey conducted at UNDP LHSP evaluation report implementation

In 2017, they added new sectors. Previously, they used to have 4: Livelihoods, Education and Health, Municipal services and social stability. Currently they added infrastructure, agriculture and environment. For the partnership with the Government, they are contemplating the option to include the ministry of State for Displaced Affairs to the Steering Committee.

MRR is only implemented by MOSA, the execution of the projects is in partnership with UNDP.

**Table 4.4 Outline of MRR**

| Category                                   | Summary                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|--------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Purpose                                    | Coordinate support projects at municipal level, and identify challenges, risks, and potential responses and assist drawing-up of Multi-Sectorial Municipal Action Plan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Started                                    | Year 2014                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Target areas                               | 251 communities identified based on criteria set by MoSA, UNHCR, and UNDP                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Procedure                                  | <ul style="list-style-type: none"> <li>(a) Implement MRR during the workshops in the targeted areas with key stakeholders.</li> <li>(b) Municipal Action Plan drawn up by the LHSP MoSA team.</li> <li>(c) Agreement on the finalized Municipal Action Plan among MoSA, the concerned Municipality, SDC, and other concerned actors.</li> <li>(d) MoSA and UNDP raise funds from partners, i.e. donor countries, and allocate budget according to the priorities identified by the MRR. In some cases, the municipality finance a project by themselves.</li> <li>(e) Implement a project of MRR or Municipal Action Plan in accordance with the project plan developed by the LCRP partner who offers funds.</li> <li>(f) LCRP Sector Working Group requests the LCRP partner or Municipality to report progress of the project in a prescribed form, and conducts monitoring and evaluation.</li> </ul> |
| Implementation system                      | <ul style="list-style-type: none"> <li>(a) The MRR is led and implemented by MoSA, representatives from the Municipalities, citizens, and the UNDP team contribute to the MRR exercise.</li> <li>(b) Facilitators at the workshop: the MoSA areas coordinators, often serving also as SDC directors.</li> <li>(c) Drafting the Municipal Action Plan: Municipality and donors</li> <li>(d) Implement Municipal Action Plan: Municipality and/or donors and /or UNDP</li> <li>(e) Review and update MRR: Central MoSA LHSP team, MoSA areas coordinators working with the LHSP team (Technical support provided by UNDP.)</li> </ul> <p>* SDC Director facilitate the workshop, reviews and updates the MRR, with the help of the SDC team.</p>                                                                                                                                                            |
| Target sectors                             | Livelihoods, Education and Health, Municipal Service, Social Stability, Infrastructure, Agriculture, and Environment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Program of workshop for MRR implementation | <p>[Preparatory works]</p> <p>Identify a community for MRR to be implemented, arrange a venue, give guidance to the concerned actors, and decide a group focal point.</p> <p>[At workshop]</p> <ul style="list-style-type: none"> <li>a) Discussion about the impact of the Syrian crisis on the host communities, and the current situation.</li> <li>b) Divide participants into several groups, each group discuss one of the target sectors.</li> <li>c) Identify risks.</li> <li>d) Analyse risks.</li> <li>e) Describe the causes, impact, and effects on the local community.</li> <li>f) Find solutions for reducing risks using available resources and develop capacity of the community for achieving the goals.</li> <li>g) Map the challenges and risks.</li> <li>h) Use IM tools and GIS database.</li> <li>i) Draw up Multi-sectorial Municipal Action Plan</li> </ul>                     |
| Review                                     | <ul style="list-style-type: none"> <li>➤ MoSA and UNDP reviewed the implementing of the MRR based on the experience in the Phase I and II in 2015. The main suggestions were i) more preparation needed, ii) capacity development of MoSA staff is required for future implementation, and iii) the current method of the MRR is inappropriate for identifying challenges and risks at a broader level.</li> <li>➤ A workshop on the reviewed method of the MRR was held in September, 2015, followed by the revision of the qualitative questionnaire used for the level of the villages.</li> </ul>                                                                                                                                                                                                                                                                                                     |

| Category | Summary                                                                                                                                                                                                                                                                                                                                                                                                                            |
|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|          | ➤ Multi-Sectorial Municipal Action Plan is to be prepared within 5 days in the Phase III of the MRR, which includes infrastructure, agriculture, and environment. The revised guidelines of the MRR suggests that i) MoSA staff should be more involved in the MRR, and ii) the MRR should be implemented at “cluster” level to cover a broader project plan. (A “cluster” means a gathering several neighbouring municipalities.) |

Below table shows selection criteria of Municipalities for MRR;

**Table 4.5 Selection Criteria of MRR Implementation Area**

| Phase     | Selection Criteria                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Phase I   | Poverty, number of displaced Syrians, and ration of vulnerable Lebanese – Syrian population                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Phase II  | <ul style="list-style-type: none"> <li>a) The targeted area has a municipality.</li> <li>b) High Ratio of displaced- Areas where there is an important pressure on the local population:</li> <li>c) These are areas where the count of RR (Registered displaced) is from 1 RR to 1 LR up to 3 RR to 1 LR.</li> <li>d) High Poverty - Areas where there is a high and an important pressure on the Lebanese residents under the poverty line (income lower than 4 USD per day):</li> <li>e) These are areas where the count of RR (Registered displaced) is from 1 RR to 1 poor LR up to RR to 1 LR.</li> <li>f) Number of the displaced - Registered displaced are more than 300 individuals in the area.</li> </ul>                                      |
| Phase III | <ul style="list-style-type: none"> <li>a) The targeted area has a municipality.</li> <li>b) High Ratio of Displaced - Areas where there is an important pressure on the local population:</li> <li>c) These are areas where the count of RR (Registered displaced) is from 1 RR to 1 LR up to 3 RR to 1 LR.</li> <li>d) High Poverty - Areas where there is a high and an important pressure on the Lebanese residents under the poverty line (income lower than 4 USD per day):</li> <li>e) These are areas where the count of RR (Registered displaced) is from 1 RR to 1 poor LR up to RR to 1 LR.</li> <li>f) Number of the displaced - Registered displaced are more than 300 individuals in the area.</li> <li>g) Degree of Tension: high</li> </ul> |

As indicated in Table 4.5, the degree of tension is one of the criteria in implementing the MRR. UNDP published a map of “Source of Tension in Beirut and Mount Lebanon” in 2017, which shows how serious social tension is in each cadastre. The source of tension is composed of eight factors, namely, “political/ religious differences”, “competitions for jobs”, “municipality/ local authority”, “pressure on resources (natural resources and basic services)”, “negative perception/ cultural differences & lack of interaction”, “concentration of the displaced and gatherings/ITS”, “Sense of insecurity”, and “negative perceptions of international assistance”. Table 4.6 summarizes major sources of tension and situation of tensions of 5 cazas in Mount Lebanon.

**Table 4.6 Current Situation of Social Stability in Mount Lebanon**

| Caza  | Major Sources of Tension                                                                                                                                                                        | Situation of Tensions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Chouf | <ul style="list-style-type: none"> <li>(a) Competitions for jobs</li> <li>(b) Negative perception/ cultural differences &amp; lack of interaction</li> <li>(c) Pressure on resources</li> </ul> | <ul style="list-style-type: none"> <li>➤ Tougher competition for job rather than in other cazas.</li> <li>➤ Conflicts occur among Lebanese, Syrian displaced, and Palestine living in informal settings.</li> <li>➤ Increase of sense of insecurity and association of Syrians with acts of terrorism.</li> <li>➤ High pressure on public services (e.g., water supply and waste management).</li> <li>➤ Further restrictions on Syrian displaced by municipalities, e.g. ID replacement, taxes, and curfews.</li> </ul> |
| Aley  | <ul style="list-style-type: none"> <li>(a) Political/ religious differences</li> <li>(b) Competitions for jobs</li> <li>(c) Municipality/ local</li> </ul>                                      | <ul style="list-style-type: none"> <li>➤ More Syrian displaced are arriving, which causes conflicts with host communities.</li> <li>➤ High pressure on electricity and water caused by increased demand of Syrian displaced.</li> </ul>                                                                                                                                                                                                                                                                                  |

| Caza     | Major Sources of Tension                                                                                                  | Situation of Tensions                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|----------|---------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|          | authority                                                                                                                 | ➤ Negative perceptions to international assistance targeting only Syrian displaced, although host communities might have the same needs but not supported.                                                                                                                                                                                                                                                                                                                       |
| Baabda   | (a) Political/ religious differences<br>(b) Competitions for jobs<br>(c) Negative perceptions of international assistance | ➤ Conflicts often happen because of political/ religious differences among Lebanese, Syrians, and Palestine around Palestine camps.<br>➤ Closure of businesses run by Syrians or restrictions on employing Syrians illegally by Lebanese.<br>➤ In Hadath cadastre, the municipality seems to showcase a national policy approach towards displaced in the area.<br>➤ Negative perceptions that international assistance tends to be given more to Syrians and less to Palestine. |
| El Meten | (a) Political/ religious differences<br>(b) Competitions for jobs<br>(c) Sense of insecurity                              | ➤ Recurrent discriminative and verbal aggression, reports of sexual harassment to Syrian displaced.<br>➤ Conflicts because Syrians are employed in shops.<br>➤ Conflicts on illegal instalments of water and electricity causing high pressure on public services.                                                                                                                                                                                                               |
| Keserwan | (a) Concentration of the displaced and gatherings/ITS<br>(b) Sense of insecurity<br>(c) Pressure on resources             | ➤ Frequent checks occur where Syrians reside.<br>➤ Further restrictions imposed on Syrian displaced (taxes, fees, and curfews)<br>➤ High rental fees on houses rented to Syrians                                                                                                                                                                                                                                                                                                 |

Source: UNDP (2017) “BML draft tension map 2017” and UNDP (2017) “Source of Tension: Beirut & Mount Lebanon (may 2017)”.

#### 4.2.2 Progress of the MRR

As a result of MRR, MRR was implemented in all target 251 municipalities and Multi-sectorial Municipal Action Plan was prepared based on MRR and 130 municipalities have projects under MAP with support from donors.

With UK fund, 111 municipalities out of 251 and 14 clusters (see table below) MRR are continuing through 2018/2019-2019/2020.

**Table 4.7 Selected 14 Clusters**

| Governorate     | Cluster                                |
|-----------------|----------------------------------------|
| Bekaa           | Union of Qalaat Rashaya                |
| Bekaa           | Cluster of East Zahle                  |
| Baalbak –Hermel | Union of Hermel Municipalities         |
| Baalbak –Hermel | Cluster of West Baalback               |
| Mount Lebanon   | Cluster of Northern Egleem el Kharoub  |
| South           | Cluster of Sahel Zahrani               |
| South           | Cluster of Sayda Al Zahrany            |
| Nabatieh        | Cluster of Aarqoub El Hasbany          |
| Nabatieh        | Union of Shqeif municipalities         |
| Mount Lebanon   | Middle Jbeil Cluster                   |
| Akkar           | Cluster of Sahel Akkar                 |
| Akkar           | Cluster Nher Estouwan (Estouwan River) |
| North           | Cluster of Beddaoui - Deir Amar        |
| North           | Cluster of El Koura                    |

#### (1) Cluster Level MRR

Cluster level MRR is targeting municipalities with MRR and neighboring municipalities as similar communities with geological and geographical condition, and problems they face. In cluster level MRR, stakeholders including regional office of the ministries identify common problems such as

sewage processing, water facilities rehabilitation, waste disposal, and road rehabilitation and prepare CAP.

MoSA and UNDP implement cluster level MRR in first half of 2017. In mount Lebanon governorate, MRR Validation meeting was held in Cluster of Northern Eqléem el Kharoub including 8 villages in Chouf caza. Selection criteria for cluster is shown in table below.

**Table 4.8 Selection Criteria of Cluster for the MRR**

| Selection Criteria |                                                                           |
|--------------------|---------------------------------------------------------------------------|
| ✓                  | Geographical linkages between villages so they can have a common project. |
| ✓                  | Municipalities where the MRR has been implemented.                        |
| ✓                  | Existent cooperation between villages and common problems                 |
| ✓                  | They are part of 251 list of vulnerable municipalities                    |
| ✓                  | Ration Syrians and Lebanese                                               |

Pilot phase of Cluster level MRR, some Cluster level action plans were prepared but not prepared well according to UNDP officer in charge of MRR due to lack of technical inputs and validation with technical feasibility. Identification of collective and common problems can lead to regional project planning and it requires technical feasibility study in close coordination among target sector ministries, for example, road planning shall involve Ministry of Public Works, and water rehabilitation for water establishment. Pilot phase cluster level MRR didn't involve such ministries in its workshop.

## **(2) Result of Municipality Level MRR**

Mount Lebanon governorate has 34 vulnerable municipalities out of 251 selected one and all of them have their MAP.

MAP is list of projects and it doesn't work as action plan for each municipality. As for technical feasibility of projects listed in MAP had not been validated due to lack of involvement of sector ministries and agencies in the MRR workshop. Most of projects are concerning waste disposal and infrastructure development such as road and livelihood improvement projects seems less prioritized in MAP.

## **4.3 Lessons Learnt from LHSP and MRR**

### **4.3.1 Challenges for Referring MRR Results as Local Development Plan**

The Project surveyed LHSP activities and MRR to assess feasibility of JICA technical cooperation referring result of MRR as local government development plan benefiting host communities. It was concluded that JICA cooperation based on the result of MRR is not feasible due to following challenges:

#### **(1) Difficulty to Select Target Area of MRR**

Selection criteria of "vulnerable 251 municipalities" is i) no. of the registered displaced, ii) ratio of RR to Lebanese, iii) vulnerability of communities. Target vulnerable cadastres will be changed from 251 current localities considering move of RR and count of RR. Vulnerability of community was measured with data collected by CDR (2003) and those by MoSA (2002), and Situation of 251 targeted localities has been changed and more municipalities are in need of support by LHSP. UNDP recognize these situations, and LHSP partners need further discussion on target area selection.

#### **(2) Map without Detailed Design of Each Project**

Through the situation analysis, MAP was found to be project list without detailed design of each project such as implementation structure, budget, etc. MRR takes 5 days workshop including 1-2 days for municipal action planning. In most cases, infrastructure improvement is listed as high prioritized projects and need to be assessed with technical feasibility, but minister agencies staff are not invited to the workshop. Under such circumstances, almost half of Municipality (121 out of 251 vulnerable localities) doesn't have project implementation in lack of donor fund. The Project referred MAP for target selection of sub-projects, and in the process of selection, MoSA and JST agreed to make efforts

to maximize number of municipalities benefiting sub-projects, for example, with inclusion of municipality who is not one of “251 vulnerable communities”.

### **(3) MoSA's Ownership for MRR**

MoSA is highly engaged in this process of MRR, not only ensuring that the process is delivered but also providing the technical facilitation of workshops and taking steps to ensure quality.

MoSA area coordinators, who were selected among SDC directors, take the major role in MRR including workshop arrangement. In Mount Lebanon governorate, three (3) area coordinators were selected and they engage in LHSP/MRR. UNDP offered capacity building program for the area coordinators and consequently it enhanced MRR implementation capacity of MoSA. Currently, due to insufficient number of area coordinators, MRR implementation needs support from UNDP staff, MoSA is in process of strengthening its ownership in MRR.

#### **4.3.2 Necessary Action for Using MAP as Local Development Plan**

DFID and KfW funded MRR and projects in MAP. DFID focus contribution of MRR to output achievement and beneficiaries in LHSP, not on details of MRR and project planning/ implementation process. MRR is recognized as important tool for identifying effective projects in LHSP to mitigate tension between Lebanese and the Syrian displaced in host communities affected by the Syrian crisis.

Project initially scheduled to support MRR implementation and identify sub-project with referring MAP. But, JST concluded that it was difficult to refer result of MRR as local government development plan benefiting host communities, thus, Project referred MAP for target selection of sub-project, not for identifying the project from it.

##### **(1) Requirement for Development Plan**

- (a) Details of the project such as budget and schedule shall be designed in MAP with technical feasibility assessment of each project.
- (b) Approval as municipal action plan in target municipality
- (c) Coordination with MoIM / approval as municipal action plan in MoIM

##### **(2) Requirement for JICA Technical Cooperation Project**

JICA technical cooperation scheme required municipal development plan meeting followings;

- (a) Clarification of target area selection process with accountable selection criteria
- (b) Feasible planning/ project implementation process in Municipality and MoSA
- (c) Amendments of MRR methodology based on the challenges for referring MRR as local development plan.
- (d) Planning project with technical feasibility study and project prioritization with current situation analysis of target municipality
- (e) Support to ensure sustainability of project implementation/ service provision with capacity building of local actors including municipality

Usually, JICA technical cooperation project establish model in target area with its development plan and expand model to neighbouring area with formulation of master plan. MRR focus on “vulnerable municipality” and which has difficulty to expand its project model to other municipality due to limited financial and human resources. Cluster level MRR is targeting common challenges in several municipalities and listing up countermeasures for them, although its methodology is in developing stage and cluster level MRR tends to list up solid waste management, and other infrastructure construction as prioritized projects, not livelihood projects.

## Chapter 5 Water Facility Rehabilitation

### 5.1 Introduction

In the past few years, the water sector in Lebanon has been faced with shortage of water supply, which is mainly attributed to an increasing influx of displaced Syrians across the country, resulting in growing tensions between local Lebanese community and Syrians. During the period of the Study, JST conducted surveys on the Lebanese water sector, and afterward, based on the results of the surveys, implemented sub-projects for the rehabilitation of water facility. The lessons learned from implementation of sub-projects are explained again in the Chapter 8 to examine and explore the possibility of future cooperation between GoL and JICA.

### 5.2 Current Situation of the Water Sector

#### 5.2.1 Lebanon's National Water Strategy

During the period of the Study, JST reviewed the “National Water Sector Strategy” (hereinafter referred as NWSS). The NWSS was initially announced on Dec 27th, 2010, and then officially endorsed by the Council of Ministers by Decision No. 2, on March 9th, 2012. It was prepared and developed based on the related data in 2010 prepared by MoEW in collaboration with other related ministries, NGOs, and donor organizations, especially supported by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ). As of June in 2018, MoEW said NWSS is under the updating.

On May 29<sup>th</sup> 2015, “Strategic Environmental Assessment for the New Water Sector Strategy for Lebanon (SEA)”<sup>24</sup> was issued in compliance with the Decree 8213/2012 in order to evaluate environmental impacts and consequences in NWSS. It was prepared by the Ministry of Environment on behalf of the MoEW, which presented several observations in its final report of SEA (ECODIT, 2015; p.109).

- (a) *The NWSS correctly anticipated deficits,*
- (b) *It did not foresee the scale or severity of the water deficit – partly due to unforeseeable factors (Syrian displaced) and the extreme variability/climate change,*
- (c) *Its projections and the bits of the strategy that rely on them need updating,*
- (d) *It does not have emergency contingency provisions within it except when all production initiatives have been implemented,*
- (e) *It will not/cannot be used to address the current emergency (2014 and beyond, depending on the duration of the Syrian crisis and seasonal variability).*

The final report of SEA strongly recommends that the mid-term appraisal of the NWSS by MoEW be necessary since Syrian displaced people, budget issue, probability of drought occurrence may affect the water balance cycle and direction of the NWSS, while the MoEW has not finished reviewing it as of June 2018. JST continued the qualitative analysis through hearing and discussion with BMLWE, MoEW, NGOs, and other international donors/organizations, such as UNICEF, UNHCR, USAID etc., to further understand the large gap between demand and supply of water caused by the influx of Syrian crisis as well as shortcomings of existing infrastructure and management issues in the water sector.

#### (1) Private Sector Participation

The NWSS shows six key “lessons learned” for the promotion of Private Sector Participation (PSP), which are also helpful for JST in considering a support program in host communities.

<sup>24</sup> ECODIT (2015) “Strategic Environmental Assessment for the New Water Sector Strategy for Lebanon.” Available from [http://regoko.planbleu.org/sites/default/files/upload/files/evaluation\\_secteur\\_eau\\_Liban\\_Regoko.pdf](http://regoko.planbleu.org/sites/default/files/upload/files/evaluation_secteur_eau_Liban_Regoko.pdf)

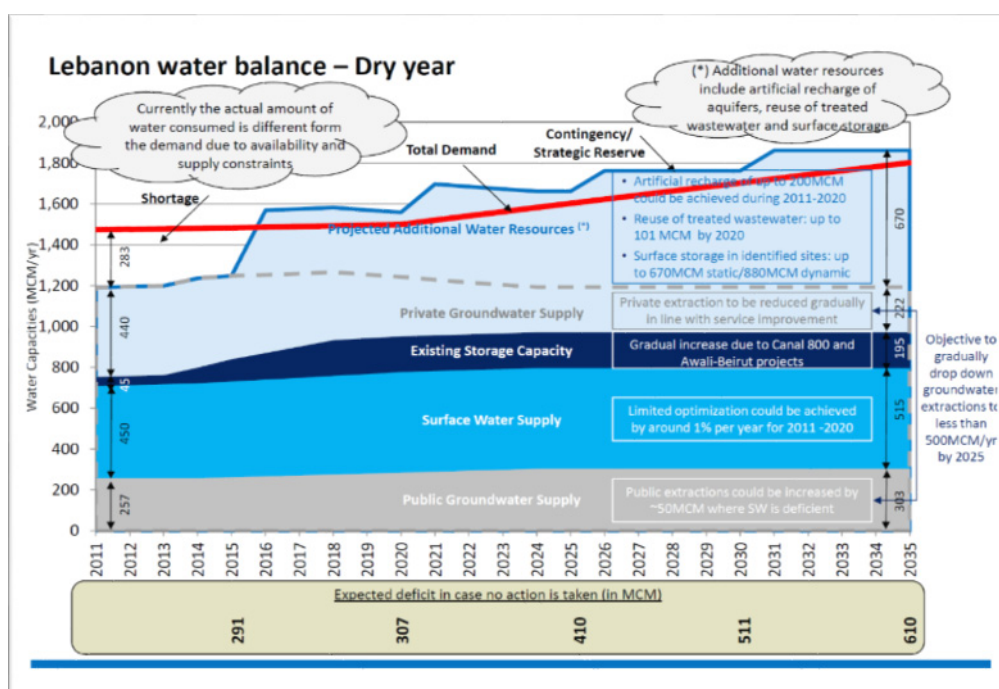
**Table 5.1 Key Lessons Learned for PSP**

- ✧ Lebanon still lags behind a number of countries in the MENA region who have already an experience in PSP.
- ✧ The legal framework governing PPP activities is not yet ready.
- ✧ While PSP is likely to be one of the main enablers of improvement, it should be supported by achieving a holistic reform and a sound enabling environment.
- ✧ The participation of the private sector is seen as an enabler to incorporate know-how and fresh capital.
- ✧ Given inefficiency and low tariff collection, Management Contracts would be a starting point for PSP in the downstream sub-sector. It would prepare the sector for more advanced forms of PSP.
- ✧ Production/ Upstream is suitable for more advanced PSP schemes (e.g., BOT).

Source: Ministry of Energy and Water (2012) "National Water Sector Strategy: A right for every citizen, a resource for the whole economy.", p.68.

## 5.2.2 Water Balance in Lebanon

Lebanon faces a seasonal mismatch between water supply and demand in the summer, which is more amplified by issues relating to existing water facilities and the increasing number of displaced persons from Syria. Figure 5.1 shows the mismatch of the water balance in Lebanon, which is based on data collected in December 2012<sup>25</sup>. Although JST tried to acquire more updated data on the water balance, it was not possible to obtain reliable and latest data from BMLWE, international organizations, and NGOs.



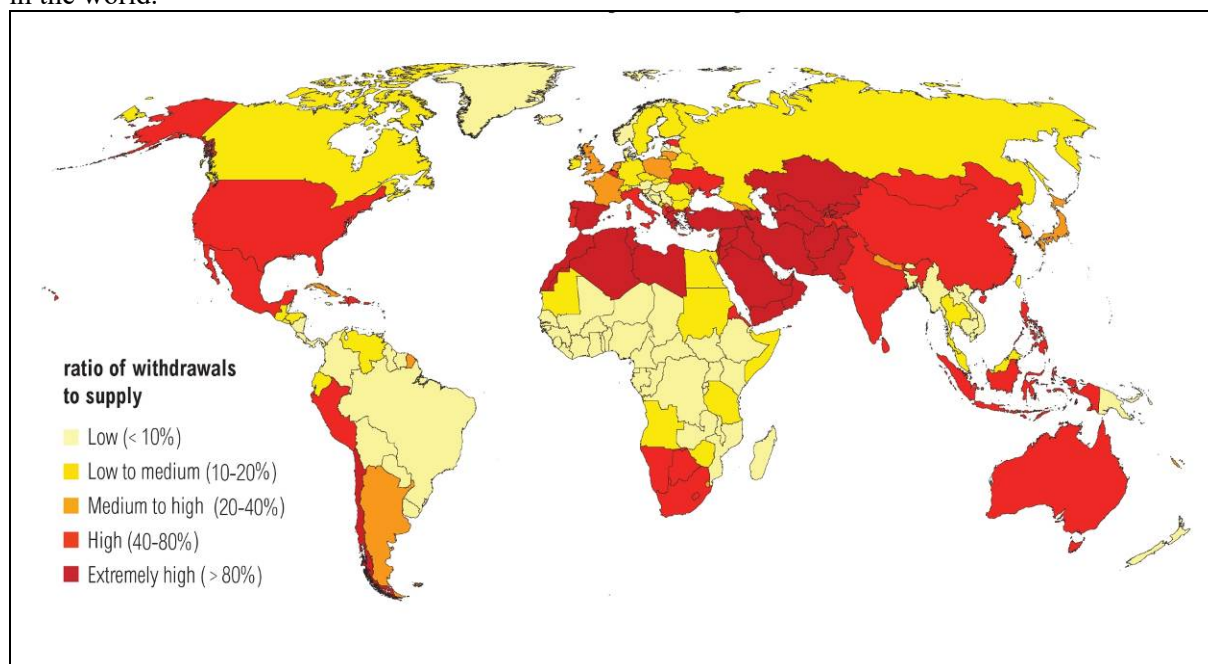
**Figure 5.1 Lebanon water balance-Dry year**

Source: MoEW (2012) "National Water Sector Strategy: A right for every citizen, a resource for the whole country" p.45.

World Resources Institute, an environmental think tank founded in 1982 based in Washington, D.C., released a map showing the degree of water stress in the world in 2040 (Figure 5.2). Lebanon is forecasted to experience high and severe water stress in 2040 along with Bahrain, Kuwait, Qatar, UAE, Saudi Arabia and Oman. The Figure 5.2 shows that Lebanon is placed in red "High (40-80 %)"

<sup>25</sup> Issued by MoEW on 27th December, 2010 (Resolution on 09/03/2012)

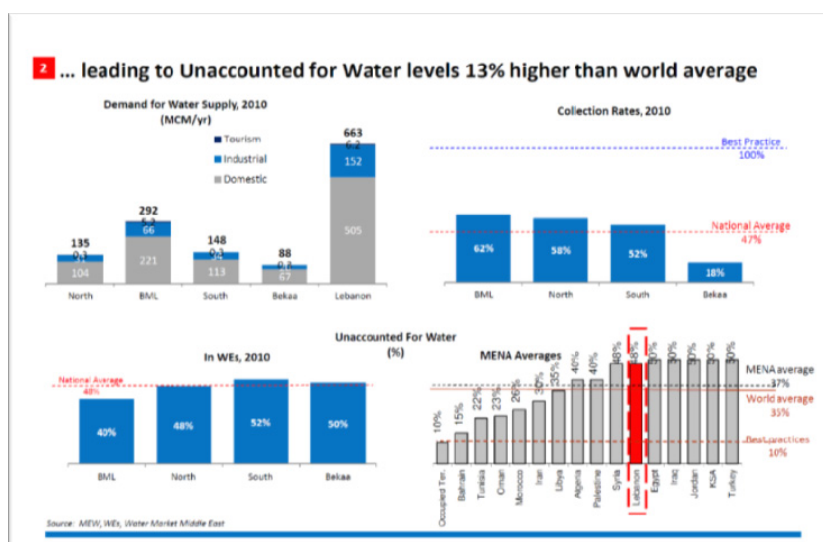
withdrawal to supply ration subject to the basis of business as usual. In this survey Lebanon ranks 11<sup>th</sup> in the world.



**Figure 5.2 Water Stress by Country in 2040**

Source: World Resources Institute (2015) "Ranking the World's Most Water-Stressed Countries in 2040." Retrieved 30<sup>th</sup> June, 2018, from <http://www.wri.org/blog/2015/08/ranking-world%E2%80%99s-most-water-stressed-countries-2040>

According to the NWSS, water shortages in Lebanon are mainly attributable to seasonal imbalances of water demand and supply, combined with water quality deterioration and increased demand in water by the population growth including Syrian displaced people. The NWSS also suggests that regional Water Establishments (WEs) and concerned ministries need to improve production efficiency, reduce water loss, and carry out proper management of water replenishment cycles including forestation, construction of dams, improvement of irrigation/ drainage canals, etc. Concerning "unaccounted for water (UFW)", Lebanon suffers from a higher UFW rate of 13 percent pints compared to the world average in 2010. The latest data on UFW in Lebanon has not been provided from BMLWE nor MoEW as of June 2018.



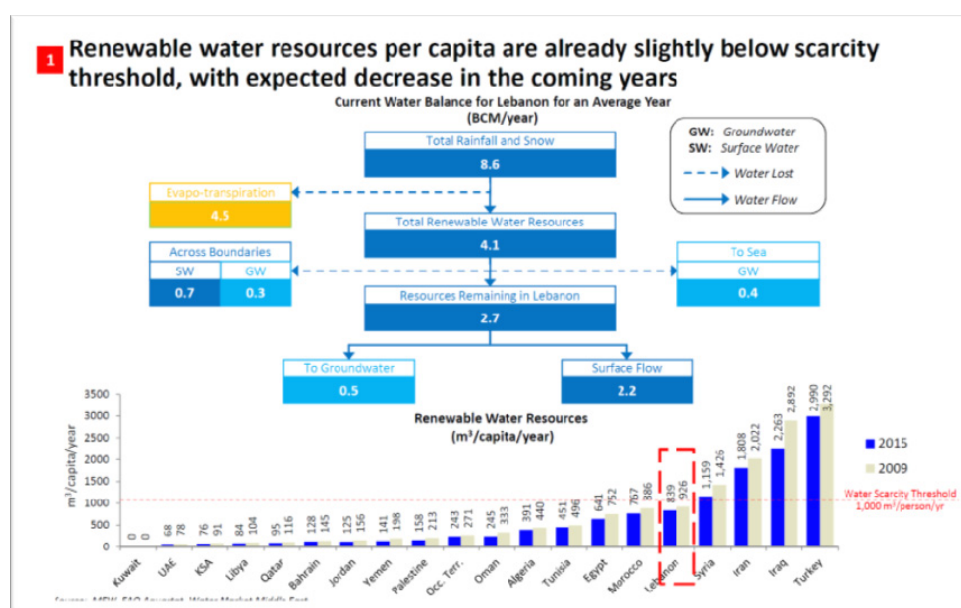
**Figure 5.3 Comparison of Unaccounted for Water within Lebanon and among MENA**

According to the page 19 of the NWSS, renewable water resources are now below the scarcity threshold (Figure 5.4). As the following figure is based on the data in 2010, JST implemented hearings from various sources including MoEW, BMLWE, international organizations, and NGOs, to analyze the present condition of water scarcity and to find clues to maintain the sustainable level of renewable water resources. Based on the hearings, it is fair to assume that the condition of renewable water resources in Lebanon hasn't been improved yet.

As far as the "Water Resources and its use in Lebanon" is concerned, based on the available data collected such as, "Assessment of Groundwater Resources of Lebanon"<sup>26</sup>, Comprehensive Sector Analysis Report (Final Report)<sup>27</sup>, National Water Sector Strategy, to be used as basic material for updating the facts and figures through hearing from BMLWE branch and main offices, MoEW and other actors including major donors in relation to Water Resources and its use in Lebanon including that of Beirut and Mt. Lebanon area.

<sup>26</sup> Issued by UNDP in 2014, accessed on 2017/4/16, [http://www.lb.undp.org/content/lebanon/en/home/library/environment\\_energy/assessment-of-groundwater-resources-of-lebanon.html](http://www.lb.undp.org/content/lebanon/en/home/library/environment_energy/assessment-of-groundwater-resources-of-lebanon.html)

<sup>27</sup> Comprehensive Sector Analysis Report, March 31, 2011 USAID

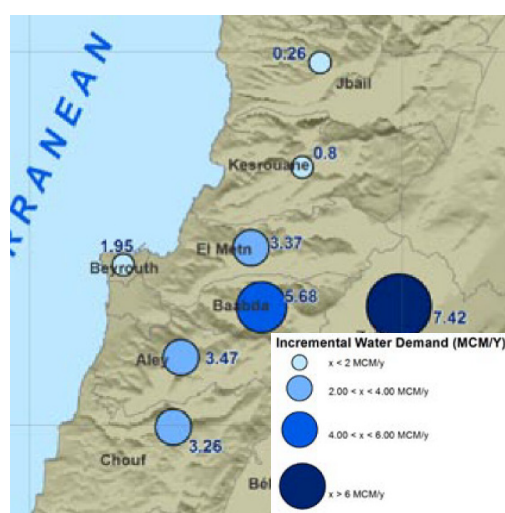


**Figure 5.4 Renewable Water Resources Per Capita**

Source: MoEW (2012), p.6.

### (1) Increase in Water Demand Due to Influx of Syrian Displaced

According to “Lebanon Environmental Assessment of the Syrian Conflict & Priority Interventions<sup>28</sup>”, the water demand of Syrian displaced people in Beirut and Mt. Lebanon are as shown in the next figure. However, the current water supply system in Beirut and Mt. Lebanon does not have enough capacity to cover this incremental water demand. Because the water supply capacity in 2010 before Syrian crisis was also not satisfying the water demand, according to the NWSS.



**Figure 5.5 Distribution of Syrian Displaced Persons Water Demand across Cazas in Beirut and Mount Lebanon<sup>29</sup>**

**Table 5.2 Water Demand of Displaced Syrian (2014)<sup>30</sup>**

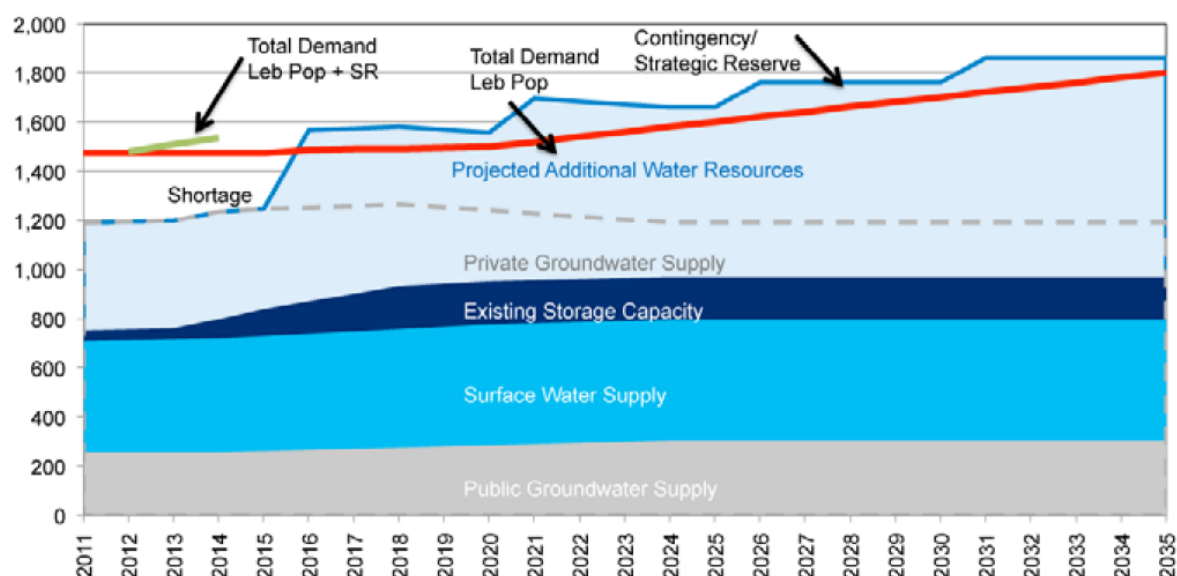
| Cazas    | m <sup>3</sup> /year | m <sup>3</sup> /day |
|----------|----------------------|---------------------|
| Beirut   | 1,950,000            | 5,300               |
| Jbail    | 260,000              | 700                 |
| Keserwan | 800,000              | 2,200               |
| El Metn  | 3,370,000            | 9,200               |
| Baabda   | 5,680,000            | 15,600              |
| Aley     | 3,470,000            | 9,500               |
| Chouf    | 3,260,000            | 8,900               |
| Total    | 18,790,000           | 51,400              |

Note: Daily water demand is calculated by dividing the annual demand shown in Figure 5.5.

<sup>28</sup> Lebanon Environmental Assessment of the Syrian Conflict & Priority Interventions, September 2014, EU

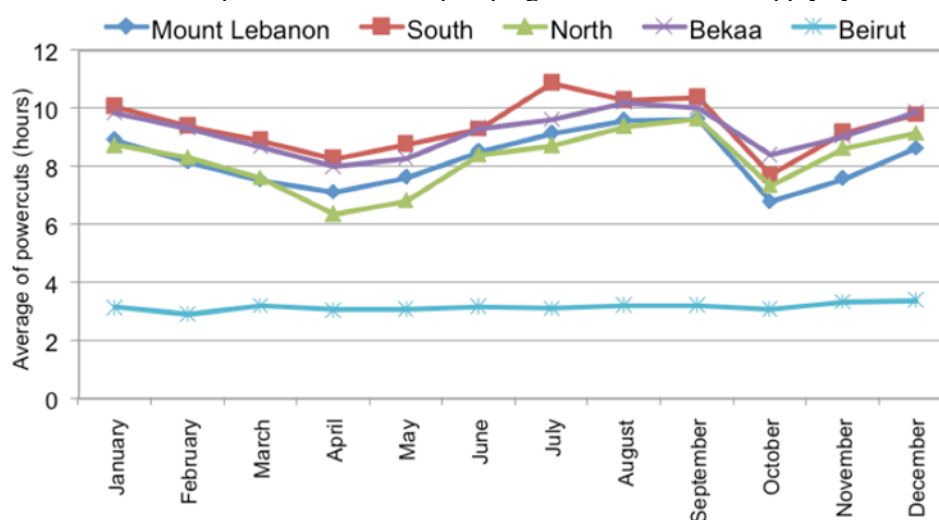
<sup>29</sup> Source: Lebanon Environmental Assessment of the Syrian Conflict & Priority Interventions, September 2014, EU)

<sup>30</sup> This estimation is based on 31 May 2014 estimates of number of the displaced



**Figure 5.6 Water Demand/Supply Estimate for People in Lebanon including the Displaced**

Moreover, influx of Syrian displaced people has accelerated heavy burden on supply of electricity, which also caused a shortage of electricity to water supply system. For many years, there was shortage of electricity to satisfy basic demand; and after the Syrian crisis, demand of electricity has been increased. As per the Figure 5.7, the daily average time of planned power cuts in Beirut and Mt. Lebanon are 3 hours and 8 hours per day, respectively, and the same situation is observed according to the Study. Such planned power cuts have affected the operational hours of pumping facilities in water supply system.



**Figure 5.7 Daily Average of Power Cuts in Lebanon from 2010 to 2013**

Source: Lebanon Environmental Assessment of the Syrian Conflict & Priority Interventions, September 2014, EU

### 5.2.3 Current Situation of Groundwater

According to “Assessment of Groundwater Resources of Lebanon<sup>31</sup>”, there are three types of aquifer, “Stressed aquifers as per budget”, “Aquifers under stress but not shown in the budget” and “Unstressed aquifers as per budget” in Lebanon. Figure 5.8 showed “the stressed aquifers” in Beirut and Mt. Lebanon. The Beirut city falls in stressed aquifers and the wells in this area suffer from salty water intrusion. Most area of the coastal region is in aquifers under stress and the wells in this area

<sup>31</sup> Assessment of Groundwater Resources of Lebanon, 2014, MoEW and UNDP

**Ground Water Basins Under Stress**

- Unstressed aquifers as per budget
- Aquifers under stress but not shown in the budget
- Stressed aquifers as per budget

**Figure 5.8 Map showing the Stressed Aquifers in Beirut and Mt. Lebanon**

According to BMLWE homepage, though the accumulated rain fall is 8 billion cubic meters in Lebanon, the estimated available water is 2.7 billion m<sup>3</sup>, which consists of 2.2 billion surface water from 17 rivers and 0.5 billion of groundwater from 8 aquifers. With the increase of population, coupled with influx of displaced population coming into Lebanon, the shortage of water supply to the demand is eminently becoming a critical issue and causing severe impact on the daily life of the Lebanese host community due to sharing host community facilities with the Syrian displaced.

As the surge of displaced people and their demand for water are further deepening the gap between demand and supply of water in the service area of BMLWE, grasping and measuring the number of population including displaced people is becoming far more important than ever. Water resources in Lebanon, especially in Mount Lebanon usually become scarce in the summer season.

Based on the hearing from one of the water sector local engineering company, water resources in Mount Lebanon fluctuates very sharply from winter to summer and vice versa. For example, at Al Barouk, water resource in the winter is 16,000-20,000 m<sup>3</sup>/day, while only 3,000 m<sup>3</sup>/day in the summer. In the service area of BMLWE, as water supply is not constant, people rely on water from private running water trucks. Price of water from water truck varies in area, but roughly, it stands at 4.7USD per m<sup>3</sup>. Herein below table shows, the current state of water supply based on hearing survey. All the municipalities are suffered from shortage of water due to cyclical seasonal fluctuation coupled with insufficient water system as well as influx of displaced people.

<sup>32</sup> <http://data.unhcr.org/syrianrefugees/country.php?id=122>

**Table 5.3 State of Water Supply Service of BMLWE in Some Municipalities**

| Governorate   | District | Municipality    | Service Frequency Remarks                                                                                                                                                              |
|---------------|----------|-----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Beirut        | Beirut   | Beirut          | No issue in winter, but summer 12hrs/3days.                                                                                                                                            |
| Mount Lebanon | Aley     | Aley            | Only able to supply 50-70 L per day per capita against 200 L demand. 1 day per week.                                                                                                   |
|               | Aley     | Chanay          | Population: 2,000(winter)/7,000(summer). About 3,500 displaced populations.                                                                                                            |
|               | Chouf    | Kfarnabrakh     | Population: 7500 (winter) – 12000 (summer)<br>Coastal area at Kfarnabrakh: water supply only 1 day per week<br>Mountainous area at Kfarnabrakh: water supply only 3 hours per 2 weeks. |
|               | Chouf    | Siblin(Sebleen) | Service switch every other day (4-5 hours). Water kept in plastic tank at apartment.                                                                                                   |

To understand the current situation of water supply and displaced people situation, JST visited UNHCR reservoir sites in Siblin, Chehim and Rmaileh of Chouf, conducted hearing from BMLWE staff and visited the shelter area where displaced Syrian people live.

As the NWSS data on the demand/ supply of the water pertains to the year 2010 and thus, is outdated and not fully taken into account the factors of displaced people coming from Syria, coupled with drought, JST continued to update the figures with the support of MoEW, BMLWE and THRIVE<sup>33</sup> meeting on water sector, etc.

**Table 5.4 State of Water Demand and Supply in 2010<sup>34</sup> (unit:1 million m<sup>3</sup>)**

| WEs           | Demand Total | T   | I   | D   |
|---------------|--------------|-----|-----|-----|
| Lebanon Total | 663          | 6.2 | 152 | 505 |
| BMLWE         | 292          | 5.2 | 66  | 221 |
| NLWE          | 135          | 0.3 | 31  | 104 |
| SLWE          | 148          | 0.3 | 34  | 113 |
| BWE (Bekka)   | 88           | 0.3 | 20  | 67  |

Note: T=Tourism, I=Industrial=Domestic

In order to develop more plausible support in the water sector for host communities, JST has reviewed the current condition of water resources and its use in Mount Lebanon as well as in Lebanon as a whole. Despite having a relatively high per capita water endowment, reaching 1,000 m<sup>3</sup> per capita, the fourth best-endowed in<sup>35</sup> MENA, Lebanon is already using two thirds of its available water resources, which is high compared to global standards (averaging 10-30 % for other regions), and there is significant groundwater mining.

#### 5.2.4 Current Situation of Water Supply Facilities

Based on secondary data, and on-site hearings, JST has found that the water supply facilities have the following issues.

##### (1) Water Source (Deep Well)

- Salt water intrusion, especially in the coastal region;
- Deterioration of groundwater level, especially in summer;
- Contamination of water source due to inadequate treatment facilities of waste water;
- Excessive pumping out at public and private wells;
- Lack of continuous recording devices to monitor groundwater extraction volumes and to measure the groundwater levels;

<sup>33</sup> THRIVE Lebanon, Programme initiated by UNICEF, led by MoPH, MoEW, partners (UNICEF, WHO, UNHCR, UNDP, UNRWA) was officially kicked off on May 3, 2017.

<sup>34</sup> Compiled from NWSS page 9, (MCM, to be updated when data become available)

<sup>35</sup> Middle East and North Africa

- High development cost due to the deep depth of the well.

## **(2) Intake Pump Equipment**

- High operational cost due to low groundwater level;
- Interruption of water supply due to daily power cut in case of lack of generator or lack of operational cost of fuel for it;
- Malfunction of control panel of pump due to voltage fluctuation
- Malfunction of equipment in pumping system due to lack of lightning protection system
- Improper operation and maintenance by operators' due to lack of knowledge and experience of staff
- Inefficient operation due to lack of frequency inverter;
- Short lifetime of pump due to corrosive water.

## **(3) Chlorination Equipment**

- Malfunction of chlorination equipment due to improper maintenance;
- Improper operation and maintenance by operators' due to lack of knowledge and experience;
- Lack of chlorination equipment in some areas.

## **(4) Transmission Pump**

- Interruption of water supply due to daily power cut in case of lack of generator or lack of operational cost of fuel for it
- Increasing of failures due to aging of pump

## **(5) Generator**

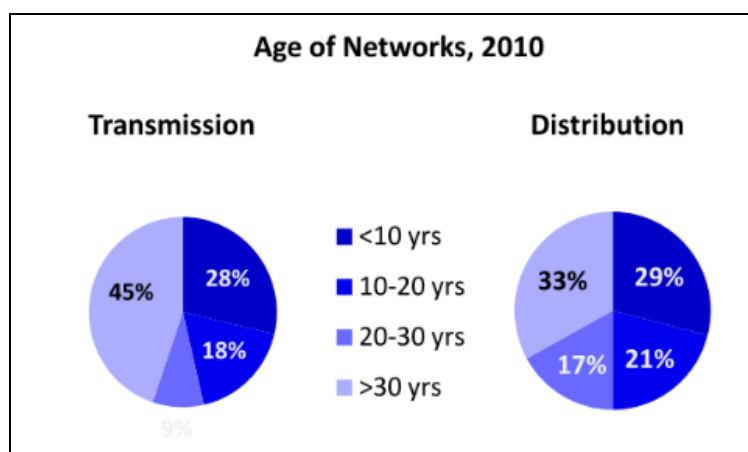
- High operational cost of fuel for generator due to daily power cut
- Increment of failures due to aging of generator

## **(6) Reservoir**

- Leakage from reservoir
- Decrepit reservoirs which are constructed more than 50 years ago
- Inadequate cleaning of reservoir
- Lack of flow meter and record of flow
- Shortage of retention time of reservoir

## **(7) Transmission and Distribution Pipeline**

- Of all the transmission pipelines, 45 % were installed 30 years ago or more. For the distribution pipelines, 33 percent.
- High UFW (40 %) according to NWSS
- Water hammer problem of transmission pipeline due to mountainous area
- High distribution pressure due to height difference from reservoir to distribution area



**Figure 5.9 Age of Networks (NWSS)**

## (8) Service pipe and Water Meter

- Lack of water meter (not installed)
- Leakage in service pipe because of high pressure

## (9) Water Quality

- Bacteriological contamination of distribution pipeline due to inadequate domestic sewage disposal and intermittence water supply
- Lack of chlorination
- Lack of proper chlorination monitoring
- Sea water intrusion into all coastal wells due to excessive drilling and pumping

The above issues cause intermittent and insufficient water supply and unsanitary water in area where BMLWE covers.

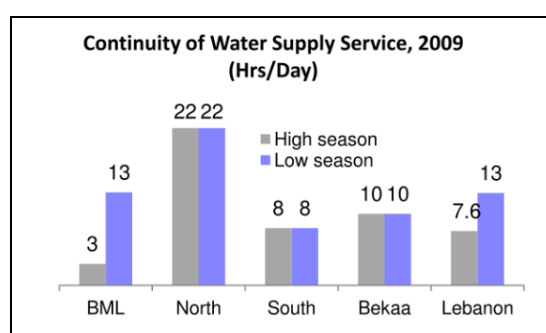


Figure 5.10 Continuity of Water Supply Service (NWSS)

### 5.2.5 Water Tariff and its Collection

Low collection rate of water tariff is one of the main problem needed to improve for maintaining the healthy operation of WEs. Regarding water tariff, according to NWSS, collection rates in all WEs were low in the year 2010 compared with the best practice collection rate shown in Figure 5.11. JST tried to update the data by contacting BMLWE, which has not provided updated figures.

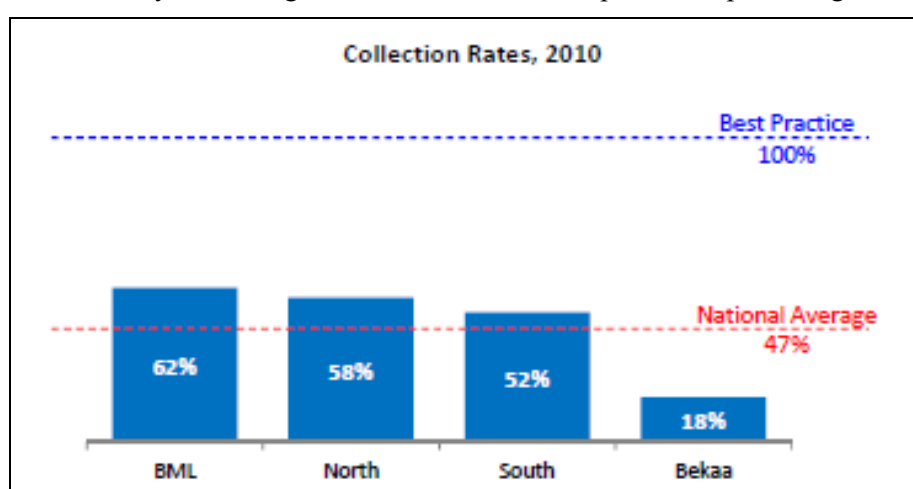


Figure 5.11 Collection Rates

Source: MoEW (2012), p.6.

JST updated the current level of water tariff set by BMLWE as much as possible at the time of field trip in April 2017, also updated from the current homepage of BMLWE shown in Table 5.5. JST continued to study the tariff structure of four (4) WEs and made comparison from the viewpoint of healthy financial performance.

The volume of distribution of the water is limited to one (1) m<sup>3</sup> per day by a gauge (orifice plate) installed on all residential connections. However, according to hearing from BMLWE, actual consumption is lower in the most of the areas where BLMWE serves, because of intermittent supply and low water pressure caused by often occurrence of electricity cuts, with limited water resource especially during summer in some municipalities.

The price of water per cubic meter is fixed currently even though expected amount of water is not supplied to connected houses. The water tariff must be paid in full and in advance for an year, which imposes a heavy burden on the consumers. Furthermore, connected households are paying for the price of cubic meter even though they are not receiving full cubic meter. Due to unstable supply of water to households, residents in the service area must buy domestic water from water truck and must purchase bottled drinking waters. Efforts have been in made for introduction of volume metric tariff as a pilot project supported by USAID to install water meters in each household. This effort is still at pilot stage and according to hearing from various local consultants, fixed tariff still prevails over volume metric tariff in Mount Lebanon, with quite few percentage of the installation rate of water meters. Latest fee and tariff of BMLWE is shown in Table 5.5. Comparison with other MENA water establishments is shown in the next Table 5.6.

**Table 5.5 Latest Fees and Tariff of BMLWE**

Pursuant to the Administrative Memorandum No. 236/2013 of 31/12/2013 relating to the implementation of the resolution of the Board of Directors No. 255 of 30/12/2013 ordering to approve the budget of the Authority for 2014, kindly find enclosed a detailed list relating to the mechanism of application of the amendments to the memorandum No. / 5 / 2006 of 14/01/2006 to determine the tariffs and fees relating to the Water Authority of Beirut and Mount Lebanon, which became as follows:

- Instead of One cubic meter per counter at /230.000/ LBP each cubic meter per counter became at /276.000/ LBP
- Instead of One cubic meter per counter in the town Hrajel at /202.000/ LBP – each cubic meter per counter in town Hrajel became at /242.000/ LBP
- Instead of One cubic meter per counter in the town Batroun at /173.000/ LBP – each cubic meter per counter in town Batroun, became at /207.000/ LBP
- sanitation connected to the network per cubic meter at /40.000/ LBP and not connected at /25.000/ LBP
- temporary renewal subscription at /80.000/ LBP

Note: 1 USD = 1,507.5 LBP Banque Du Liban as of Oct17, 2017

Source: BMLWE (2014) “Concerning the implementation of new fees and tariffs”, cited from <http://www.ebml.gov.lb/english/adminmemorandum4>

**Table 5.6 From National Water Sector Strategy**

| Country              | City       | Structure      | Block Tariff | Level of Water Tariff | Level of WW Tariff |
|----------------------|------------|----------------|--------------|-----------------------|--------------------|
|                      |            | V, F, M        | I, D, C      | USD/m <sup>3</sup>    | USD/m <sup>3</sup> |
| Turkey               | Adana      | V              | C            | 1.38                  | 0.34               |
|                      | Ankara     | V              | C            | 1.31                  | n/a                |
|                      | Izmir      | V              | I            | 1.45                  | 1.02               |
|                      | Istambul   | V              | I            | 1.96                  | 1.29               |
|                      | Konya      | V              | C            | 0.98                  | n/a                |
| Syria                | Damascus   | V              | I            | 0.05                  | 0.02               |
| Lebanon              | BMLWE      | F              | n/a          | 0.43                  | 0                  |
| Morocco              | Casablanca | V              | I            | 0.72                  | 0.05               |
| Oman                 | Muscat     | n/a            | n/a          | 0                     | n/a                |
| Occupied Territories |            | V              | I            | 1.23                  | 0.32               |
| Palestine            | Ramallah   | V              | I            | 1.23                  | 0.32               |
| Bahrain              | Manama     | V              | I            | 0.07                  | n/a                |
| Qatar                | Doha       | V              | C            | 1.21                  | n/a                |
| KSA                  | Jeddah     | V              | C            | 0.05                  | 0                  |
|                      | Riyad      | V              | I            | 0.03                  | 0                  |
| UAE                  | Dubai      | V              | I            | 2.16                  | n/a                |
| V = volumetric       |            | I = increasing |              |                       |                    |
| F = fixed fee        |            | D = decreasing |              |                       |                    |
| M = Mix              |            | C = constant   |              |                       |                    |

Regarding the fee collection, BMLWE collects annual fee in advance through 1) Collector visitation, 2) Online Money Transfer, and 3) Transfer at bank counter (include by check, post). Furthermore, the overdue payment of subscription is collected through 1) Personally payment at the establishment, 2) Collector visitation, 3) Transfer at bank counter, 4) Online money transfer, and 5) Through companies hired to collect the fees.

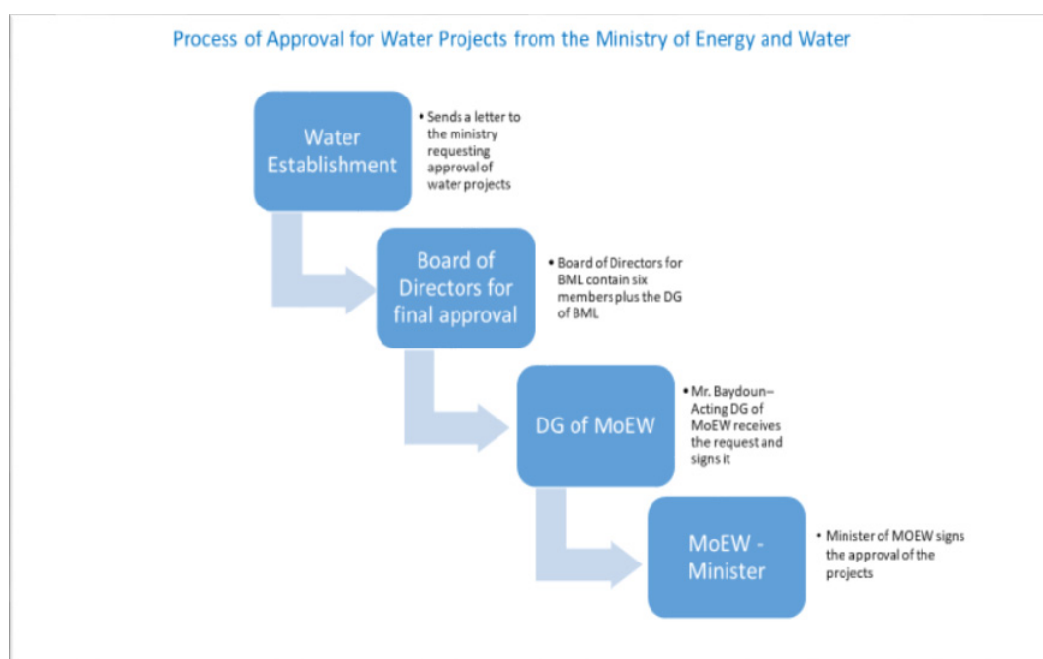
Although it was very far from the level of the best practice in 2010 as shown in Figure 5.11, the collection rate of water tariff by BMLWE has been improving in recent years, increasing to 78 %, according to Director General of BMLWE interviewed in October, 2017. Furthermore, the collection of the past dues has reached the level of 92 % currently because BMLWE started to allow payments of overdue in installments. JST considers that the introduction of installment payments accelerates recovery of overdue payment.

### 5.2.6 Laws and Institutional Framework of Water Sector

In case that Donors or UN agencies implement the water project with BMLWE, it shall issue the letter by DG of BMLWE to acquire the approval of minister of MoEW, according to the Law no 221/2000. Under circumstance of Syrian Crisis after 2011, MoEW has instructed International Agencies to follow the protocol of approval strictly, because many International Agencies has implemented the water project as they want and it causes mess in water sector.

At the May 2018, there are some cases that NGO etc., implemented the water project with Municipality on the premise of approval of WE which shall take over O&M after construction.

According to water Law no 221 and hearing from MoEW, BMLWE and UNICEF, JST confirmed the process of approval to implement the water project as shown below figure. This flow indicates that after agreement in BMLWE, it issues the letter for approval of the project to DG of MoEW, who confirm the contents and submit to Minister of MoEW. Finally, Minister of MoEW evaluate and approve the implementation of the project.



**Figure 5.12 Flow of Water Sector Project Approval Based on Law No.221/2000<sup>36</sup> and Hearing of MoEW/BMLWE and Other Actors (Prepared by JST)**

## 5.2.7 Lessons Learned of Donors

### (1) Hearing from USAID

From USAID Reports<sup>37</sup>

#### **Lessons learned with Water Establishments**

##### **Projects overview**

Several projects have been done in collaboration with BMLWE. USAID was the main donor who worked very closely and side by side with the water establishments. Projects done by USAID vary in nature and falls in between technical capacity building for staff, financial management training, rehabilitation of networks and pumping stations, Systems installation and training, etc.

##### **Observation**

##### **Lack of a clear vision regarding PPP in Lebanon:**

This was one of the major obstacles affecting the national policy component of LWPP including activities related to Public-Private Partnership (PPP) in the water sector.

##### **Lack of personnel:**

It is one of the main problems facing BMLWE. Since the approval of law 221 of May 2000 and its subsequent amendments, the water establishments have not been able to hire new qualified employees to improve their operations. In fact, the water establishments are extremely under-staffed, and the existing employees are not qualified enough to respond to the needs of modern water utility management requirements.

##### **Lack of accurate operational and financial data**

In the water establishments, there was a lack of accurate operational and financial data in the water establishments affecting many activities of the program such as the hydraulic survey, business planning, financial modeling and the development of tariff strategies.

Manual records and lack of computerization: The establishments are under equipped offices in terms of IT infrastructure. Most of the records and registers are still kept manually with minor computerization.

##### **Lack of local firms specialized in the development and implementation of financial and accounting**

<sup>36</sup> Prepared by JICA Study Team based on hearing from MoEW, BMLWE & UNICEF

<sup>37</sup> Lebanon Water Policy Program (LWPP) /[http://pdf.usaid.gov/pdf\\_docs/PA00K1K2.pdf](http://pdf.usaid.gov/pdf_docs/PA00K1K2.pdf),

**systems & Lack of commitment from BMLWE:**

Most staff of BMLWE, who participated in USAID program for business planning, didn't appreciate the overall pictures of BMLWE. Therefore, USAID needed to review inputs provided by BMLWE staff by double-checking with CEO/ DG of BMLWE, which resulted in delays under this task. The data collection process in the BMLWE was delayed due to the restrictions on some data needed for the model. In addition, there was no commitment from the CEO/DG of the BMLWE to assign two financial employees to update the model.

**Recommendations from USAID**

**Avoid the isolation from the host institution and its departments.**

LWPP was hosted during the four years of implementation by the MoEW and the team was in continuous interaction with the ministry's departments. LWPP facilitated the creation of a steering committee to follow the program's work, give comments and report to the ministry. The steering committee members participated in all program events and workshops, and provided input to the program. LWPP team was always aware of other initiatives in the water sector due to the continuous communication with the ministry and could coordinate with other projects and avoid any duplication of projects. The coordination between LWPP and the MSC-IPP Water project funded by the EU is the best example.

**Avoid the rigidity in the work plan and implementation**

LWPP pursued a demand-driven approach where all activities were tailored as per the establishments' needs. With the start of the program, the team worked with the beneficiaries, to revise the original program design and made the necessary modifications accordingly. This was a major factor in increasing the program's credibility and optimizing the results.

**Avoid any delays in identifying problems and reporting.**

It was very crucial to highlight all obstacles and joint efforts of all partners to solve it. The custom duty exemption is a very significant example. In fact, LWPP was not able to get custom duty exemption from the government for the purchase of the production and zone meters without the help and support of USAID, MOEW and WE. This problem was immediately reported by the team and all parties contributed in solving it through a special authorization from the GoL.

**Building Ownership in the WEs**

As close partners for LWWSS in all aspects of programming, the water establishments play a critical role in the success and sustainability of each activity. As a demand-driven program, LWWSS worked with each water establishment to understand its challenges, prioritize interventions, and design activities. The water establishments were fully informed of any issues encountered during activity implementation.

**Increasing the financial and commercial viability of water establishments.**

Future programming can build upon the LWWSS investment to strengthen the capacity of each water establishment to develop and apply standardized information in strategic and business planning and improve their internal operations and service delivery.

**Rehabilitating infrastructure to improve and extend water networks.**

Lebanon's water supply infrastructure is overburdened, aging, and inadequate to meet its population's needs. The LWWSS project, along with other USAID projects such as WISE and WISE A/E, has made significant progress in upgrading key infrastructure. However, still much remains to be done.

**WE management and staff are committed to development.**

Work closely with key managers and staff to ensure ownership of process and cooperation in implementation. Avoiding this will lead to poor commitment and inability to implement program and will reduce investment in infrastructure.

**WE staff have the sense of drive and urgency to meet the WE objectives.**

Work closely with WE's staff to provide encouragement and direction. The risk of not doing this will lead to poor customer response, negative impacts on revenue collection, worsening water losses, etc.

**Absorption capacity of WE and staff is sufficient to enable development changes to occur.**

Work with management team in developing programs with timing to meet needs of WEs'; If necessary changes are not made, or lack ownership by management of WEs' information will be provided too slowly, and establishments will develop more slowly than anticipated.

**Government committed to allow infrastructure projects selected to be implemented without interference.**

Make sure that MOEW is informed and has no objections on any of the selected projects. Make sure to work closely with other donor organizations to achieve synergies from the programs. Wherever coordination with

MoEW is necessary and does not adhere to coordination, governance of WEs and implementation of selected projects will be impaired.

**Political influence in board of directors and management and daily operation of WEs.**

To work closely with DGs of each establishment to develop and implement specific technical capacity building programs for senior managers to decrease the response to political pressure and increase the response to technical priorities.

**Ensure that all land is available, or property is expropriated for all infrastructure work.**

Work closely with all water establishments to identify schemes, route and land requirements, and ensure that correct authorities and permissions are in place.

**Cooperation by municipalities**

Water establishments to coordinate with the construction contractors to obtain all necessary permits soon after the contract is signed. Some municipalities were very cooperative, some stood neutral and a few added obstacles to the project.

Source: Lebanon Water Policy Program USAID 2007 and summarized by JST

**DAI (Contractor for USAID)**

- (a) All water establishments are interested in non-revenue water reduction. They don't have customer meters, flow meters, nor production meters. Water establishments are pushing toward installing electronic water meters at pumping stations to be readable.
- (b) Water establishments are going to apply the volumetric tariff starting from next year in the demonstration area when the project is completed. Next year there will be a project to decrease the production cost in North and South Lebanon. DAI found that Electricity is the main problem for not allowing people to get 24 hour of water supply. Metn area is a rich area with water. They will be supplied by 24 hours of water next year after the completion of Beqaata dam.
- (c) USAID installed the system of MIS. All modelling is connected to MIS except billing and collection, as they are kept in another system.
- (d) Data kept in BMLWE is centralized with the DG.
- (e) USAID is the first one to help making business plan for water establishment. BMLWE should also have performance improvement program (PIP).
- (f) BMLWE is considered as a financially healthy and it is well self-financed. It is the only water establishment that has surplus. There are only two international organizations that work with BMLWE, namely, USAID and World Bank as lenders.
- (g) BMLWE seems to have their priorities and have the list of capacity building need for their staff.

Source: Compiled by JST on hearing with DAI on Oct 11, 2017

## **(2) Hearing from ACWUA**

JST also conducted hearing with ACWUA<sup>38</sup> in relation to water establishments performance, taking an opportunity of the representative visiting Beirut from Jordan in October. The Arab Countries Water Utilities Association (ACWUA) is registered as a Non-Governmental & Non-profit association (NGO), founded in 2006 because of an initiative by key water sector representatives in the Arab Region. The Association's first consultative meeting was held in Cairo - Egypt in September 2006. The meeting brought together delegates from Egypt, Jordan, Syria, Lebanon, UAE, Palestine, Bahrain, Kuwait, and Oman. ACWUA has expanded its membership network to reach to more than 100 water utility members from 18 Arab countries, in addition to private sector companies, NGO's & academic institutions and individual members. ACWUA is implementing different projects in the region including Lebanon in different research areas, capacity building and training in cooperation with various partners and international organizations. In Lebanon, they have worked with the German International Cooperation (GIZ), the Swedish International Development Cooperation Agency (SIDA),

<sup>38</sup> <https://ssl.translatoruser.net/bv.aspx?from=ja&to=en&a=https%3A%2F%2Facwua.org%2Fabout-us> accessed on Oct 2, 2017

the European Union (EU), and European Bank for Reconstruction & Development (EBRD) as well as USAID. As they have deep understanding of Water Establishments.

### **ACWUA: Recommendations for Improving Water Establishments' Performance**

#### **(1) Improving inefficiency of operation and management system of the Water Establishments:**

Enhancing skills of operating and managing water supply business is of great importance for the water establishments, needless to say, construction and maintenance of water supply facilities and equipment. The establishments rarely use GIS and MIS for their operation and management. Although MIS is used in some Water Establishments, each division practices it by their own.

#### **(2) Communication between the Ministry and the Establishment(BMLWE) has Room for Improvement:**

Water establishments' indicators (such as NRW) often does not correspond with figures that the Ministry possess. Among the water Establishments, BMLWE is seen financially sound, relatively. However, its financial statements nor business plans have never been disclosed.

#### **(3) Project Approval Process:**

There is a room for improvement in approval process and transparency mechanism for the water projects.

#### **(4) Intangible Aspects:**

Operation of water establishments in Jordan was not in a perfect manner about 10 years ago, but with advanced GIS software, introduction of SCADA with intangible efforts enabled NRW reduction management. Important issue for Lebanese water establishments is to utilize more intangibles such as software technology for improvement of maintenance and operations.

#### **(5) Benchmarking:**

BMLWE still does not have IBNET bench marking, probably.

#### **(6) ACWUA Implemented Five Training Courses of NRW Reductions as Pilot Projects.**

BMLWE did not participate in many training courses. In SLWE and NLWE, displaced population are rather in clusters but in BMLWE area, they are rather scattered and thus, making grasping of NRW issue much more difficult.

#### **(7) Capacity Building:**

NLWE and SLWE have very positive attitude for capacity building among water establishments which is necessary to achieve results out of such trainings. For NLWE and SLWE, ACWUA provided model for making "Financial Plan".

For successful participants passed the training courses, ACWUA ID and certificates (diploma) are issued. ID and certificates are renewable at every three years, and holders must pass examinations, implying that they must continue to study. Certificates are equivalent to Bachelor of Science Degree. Numbers of certificate holders are about 245 from NLWE, SLWE, Bekka in total. There is no certificate holder in BMLWE. For capacity building, ACWUA developed a program "Non-Revenue Water Diagnosis System", applied it to Jordanian Water Establishments and succeeded. To implement this program, it is necessary to grasp information related to GIS, if intangible technology and knowledge are developed and capacity building is properly developed in Lebanon, it will be possible to reduce NRW in Lebanon. Further, capacity building is necessary to learn how much of **Production Cost is covered by supply cost (tariff)**. Other Capacity Building program is **Customer Service for increasing Collection Rate of Water Tariff** which has similar impact of improving financials with Reduction of NRW.

#### **(8) Water Supply Service Hours:**

Even in Jordan 24/7 water supply is not guaranteed, and installation of individual water tank and Rainwater tank at individual home is an effective way to address the shortage of domestic and potable water.

Source: Compiled by JST on hearing with ACWUA on Sep 30, 2017

### (3) Hearing from the World Bank

#### WORLD BANK

##### (1) Information Collection

- (a) For World Bank, getting information depends on the requirement of the project. Usually, if World Bank needs financial capacity of establishment or business plan they request it from the government.
- (b) All World Bank projects are based on request from the government like water augmentation projects (Bisri dam) and Beirut water project. The government must assure that all the requirements of the project are met including the environmental impact assessment. The partners that are working with WB for the two water projects for Beirut are CDR and BMLWE. CDR is an implementing partner while BMLWE is financing a portion of the project.
- (c) The project of Bisri dam has been planned long time ago, therefore, the government gave the World Bank all the required information.
- (d) World Bank did fiduciary assessment to ensure the fund flow. All the information should be approved by the government. The data are confidential and cannot be made available at large. Arrangement for funding procedure is done through 'Bank du Liban' as WB doesn't work with commercial banks.

##### (2) Request Comes from the Government First:

Project first signed by Ministry of Finance and MoEW then by CDR. MoEW has the oversight role of the project. However, the request for the loan should come from the Ministry of Finance.

##### (3) About Performance of BMLWE and What BMLWE Needs as Priorities

The head of BMLWE is good and knows what he is doing. World Bank, same as JICA works on development. MoEW wants to decentralize the water projects. 99% of people have access to water network, the problem in Lebanon is the lack of waste water network. JICA and World Bank can collaborate in similar activities.

##### (4) About NWSS

The World Bank heard that MoEW is to only update the indicators shown in NWSS in order to reflect the effects of climate change and the Syrian crisis. The content of the plan will not be changed. There is a problem of waste water that is causing contamination to water sources. Government should act seriously regarding waste water issues. There is a need to preserve the dam catchment and save it from future and further contamination from waste water. The problem in water establishments is that they don't have the required money to manage waste water treatment plants. The heads of water establishments in Lebanon are good but hold no power especially in hiring staff. They can hire daily workers, but it is not a sustainable plan.

Source: Compiled by JST on hearing with World Bank on Oct 11, 2017

## 5.2.8 Results of Study

### (1) Issues of Infrastructure and Management in Water Sector

JST has reviewed the analysis of NWSS, and through hearing from international actors such as UN, as well as some water sector consultants, attended Water Sector Meeting of LCRP coordinated by UNICEF, MoEW, local BMLWE offices and tried to identify issues for infrastructures as well as for organization/ management.

**Table 5.7 Assumption of Infrastructure Issues of WE's including BMLWE**

| Infrastructure Issues       | Critical Points                                                                                                                                                                                                                                                           |
|-----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Production capacity         | Limited level of water production due to inefficient resource development and insufficient water resources as well as budget deficit.<br>→ The challenge still persists in Lebanon according to the hearings by JST. No updated figures of water resources are available. |
| Transmission & Distribution | Inefficient and poorly maintained systems and networks, leading to high losses and supply interruptions, with a limited focus on demand management.<br>→ There is no indicators available proving the improvement in distribution systems and networks.                   |

| Infrastructure Issues | Critical Points                                                                                                                                                   |
|-----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Wastewater            | Low coverage of wastewater networks and severe shortage in treatment efficiency,<br>→ No improvements have been found by the hearings and collecting information. |

Source: Compiled by JST based on NWSS and various hearings

**Table 5.8 Assumption of management Issues of WE's including BMLWE**

| Management Issues        | Critical Points                                                                                                                                                                                                                                                                                                                                                                    |
|--------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Institutional            | Incomplete implementation of reform law and weak interagency coordination.                                                                                                                                                                                                                                                                                                         |
| Financial & Commercial   | Inefficient water supply and irrigation tariffs with low collection rates and no wastewater tariff yet, increasing pollution and limiting conservation.<br>→ As no financial information such as financial statements were given by BMLWE, JST was not able to comment. However regarding the collection rate, there was an improvement according to BMLWE hearing on Oct12, 2017. |
| Legal & Regulatory       | Gaps in legal framework delaying private sector participation, water user's associations, etc.<br>→JST was not able to confirm private sector participation.                                                                                                                                                                                                                       |
| Awareness & Conservation | Limited conservation activities and high loss percentages<br>→JST found no imminent proof of progress.<br>In the case of BMLWE, relatively more focus on increase in production than cutting loss.<br>→Regarding saving water on irrigation, USAID is implementing training on irrigation using drip irrigation to save water.                                                     |

Source: Compiled by JST based on NWSS and various hearings

As mentioned the above, water sector has long term issues on management and infrastructure. In addition, Syrian crisis after year of 2011 lead 1 million Syrian to enter in Lebanon, causes the shortage of water more because consumption of water increases.

## (2) Application of Lessons Learned to JICA Project

Lessons learned by the international donors are summarized below in order for consideration in possible JICA projects to be implemented in future.

### 1) Financial Management and Water Production

#### i) Financial Data of BMLWE

BMLWE is expected to disclose its data on water production and financial information, and submit its financial statements following the general accepted accounting principles in order to improve its transparency. When requested by international organizations, it needs to provide the financial statements shortly.

Possible response: MoEW and Ministry of Finance are to assist BMLWE to facilitate support programs for host communities conducted by international organizations and donors, and instruct it to disclose its financial statements and other related information.

#### ii) Improving Financial Performance of WEs

The Water Establishments do not have precise data on water supply costs, water production, demand, and UFW and hence, accurate amounts of revenues and expenditures cannot be ascertained. It is imperative for WEs to provide reliable data and information to international organizations and donors who support water supply and wastewater management in local communities.

Possible response: MoEW, as a competent authority in the water sector, improves WEs' capacity of data management, report system, and quality of reports. International organizations and donors

closely collaborate with MoEW, WEs, and other aid agencies.

### **iii) Reduction in UFW**

WEs do not detect water leakage because they haven't installed GIS system for water supply nor updated operation and management (O&M) information system. Moreover, most field staff do not have skills nor experience of detecting leakage of water. USAID and GIZ gave technical assistance to WEs in detecting water leakage and introduced GIS system for integrating information on UFW. However, it hasn't contributed to reduction in UFW because the information system has not been updated yet.

Possible response: WEs need to introduce a tool for O&M in the field, provide WEs' staff with capacity development training, and update data on O&M in order to operate water supply in more efficient and effective way. In addition, more staffs need to be employed for appropriate data management. International organizations encourage and support WEs' capacity development, introduction of new technologies, and an increased number of employment for relevant O&M.

## **2) Capacity Building for Improving WEs' Skills and Knowledge**

There sometimes exists a difference between WEs' need and a project decided by international organizations based on their own criteria for evaluation. BMLWE may reject a project for capacity building, which is not on its priority list.

Possible response: International organizations should avoid implementing programs which don't suit priorities of WEs, and develop a detailed program in better relationships with WEs. It is imperative for international organizations to consider an appropriate project for capacity development, taking account of situations of WEs since it cannot employ new full-time staff and therefore heavily rely on daily labor or part-time consultants.

## **3) Communication between MoEW and WEs**

It is said that the relationship between MoEW and each WE needs to be improved, according to international organizations including NGOs. BMLWE did not know that MoEW had given the permission to carry out one project which is in the priority list of JICA to an international organization.

Possible response: More frequent and better communication between MoEW and WEs is to be enhanced to improve the application process of water projects.

## **4) Water Supply Facility and Water Source**

### **i) Water Sources**

It is often pointed out by international organizations that water quality is deteriorated due to mismanagement of wastewater and sewage. The water quality is affected due to imbalance between water supply and demand, and mismanaged wastewater. The quality of water source may be also deteriorated in host communities of Beirut and Mount Lebanon.

Possible response: BMLWE is requested not only to secure enough amount of water supply but also to improve wastewater management in collaboration with MoEW to avoid water quality deterioration of water sources for supplying safe water.

### **ii) Water Facility (Network)**

At some water stations, certain water facilities are not installed yet, including water tank, water pump, generator, and pipeline, or existing facilities are too old to supply water appropriately in terms of quantity and timing. The increased number of displaced Syrians also affects water supply network.

Possible response: Besides improved O&M, rehabilitation and replacement of damaged facilities are recommended as emergency measures. Among them, replacement of water pump and extension of hours of water supply by installing a generator especially would increase water

supply immediately.

### 5.3 Sub-Projects for the Water Facility Rehabilitation

#### 5.3.1 Procedure of Site Selection for SPs

Procedures of site selection for SPs were as follows:

- (a) Development of criteria for site selection for SPs by JST
- (b) Development of a list of municipalities which are selected and prioritized by MoSA
- (c) Development of a list of recommendable sites and works made by BMLWE
- (d) Site visit and confirmation of candidate sites by JST
- (e) Consideration of candidate sites for preliminary survey by JST
- (f) Report of candidate sites for preliminary survey to MoEW and BMLWE
- (g) Implementation of preliminary survey
- (h) Evaluation on result of preliminary survey and selection of the sites for SPs by JST
- (i) Approval of the sites of implementation of SPs by MoEW
- (j) Preparation of tender documents for SPs

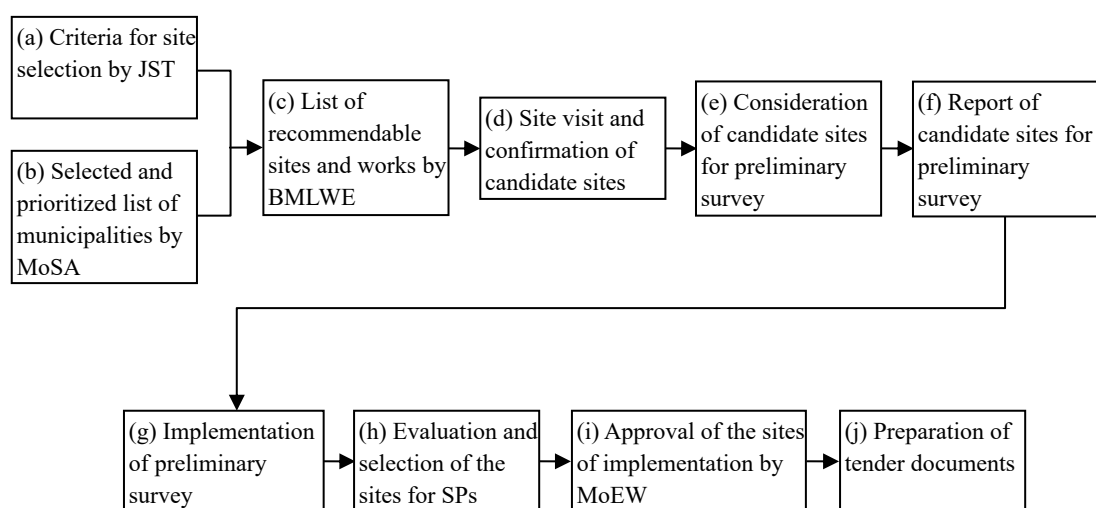


Figure 5.13 Procedure of Site Selection for SPs

#### 5.3.2 Criteria and Prerequisites for Selection of Candidate Sites of Sub-Project

JST set the following criteria and prerequisites for selection of candidate sites of sub-project (SPs). Such criteria and prerequisites were submitted to BMLWE and JST requested it to select the sites which matched to the criteria and prerequisites.

##### (1) Prerequisites

- (a) Location map of water supply facilities and plans of pipeline should be available.
- (b) Maximum project cost for one site should be basically less than 180,000 US\$. Total project costs for all sites should be less than 360,000 US\$.
- (c) The construction works will be completed within four months.
- (d) After completion of the work, people in this area can receive a benefit immediately without any additional constructions by any other donor or agency.
- (e) The current water supply facilities of the candidate site should be maintained properly, especially operation and maintenance of pumps, chlorination equipment and generators. Responsibilities of O&M and operational cost for new facilities should be clear.

One site was to be selected as a candidate of the sub-project each from the northern part of Mount Lebanon, that is, Jbeil, Kesrwan, and El Metn, and the southern, namely, Baabda, Aley, and Chouf. The total sub-project budget was set 360,000 US\$, and the limit of the cost of one SP was 180,000 US\$. However, based on the discussion with the related organizations during the survey, it was

decided that the sub-projects would be implemented more than two sites, though the total sub-project budget was fixed as it was.

**Table 5.9 Selection Criteria for the Works of Candidate Sites of SPs**

| No. | Contents of the Works                                                                                                                       | Expected Impact                                          | Difficulty of Work                                                       | Cost         | Priority Work for SPs |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|--------------------------------------------------------------------------|--------------|-----------------------|
| 1   | Replacement of submersible deep well pump which pumping capacity is decreased due to aging degradation                                      | Increase of water quantity                               | Simple work                                                              | Small to Mid | A                     |
| 2   | Replacement or installation works of broken horizontal pump, control panel, chlorination equipment etc.                                     | Increase of water quantity or Improving of water quality | Simple work                                                              | Small to Mid | A                     |
| 3   | Replacement or installation work of generator for a site which has serious electric power failure                                           | Increase of water quantity                               | Simple work                                                              | Small to Mid | A or B                |
| 4   | Installation works of submersible deep well pump for new deep well, chlorination equipment and transmission pipeline                        | Increase of water quantity                               | Medium difficult work to complete all works within four months in winter | Large        | B                     |
| 5   | Construction of spring catchment and installation of pumping facility and transmission pipeline                                             | Increase of water quantity                               | Medium difficult work to complete all works within four months in winter | Large        | B                     |
| 6   | Replacement or installation of distribution network                                                                                         | Some plus impact of water quantity                       | Medium difficult work to complete all works within four months in winter | Large        | C                     |
| 7   | Construction of reservoir and installation of necessary transmission pipeline and main distribution pipeline for operation of the reservoir | Temporary water storage                                  | Difficult work to complete all works within four months in winter        | Large        | C                     |

Priority work for SP A: High, B: Medium, C: Low

### **5.3.3 List of Municipalities Selected and Prioritized by MoSA**

JST discussed with MoSA regarding the candidate sites for SPs, MoSA developed following list of candidate municipalities for SPs based on MRR. However, most of the municipalities where MRR was conducted were eccentrically located in the south area of Mount Lebanon, therefore three municipalities were added in the list, where were from Meten Caza and Kesrawane Caza in the north area. Further, 8 municipalities were prioritized from 21 municipalities, based on the requests from the area coordinators who know the situation of each municipality.

**Table 5.10 List of Municipalities Selected and prioritized by MoSA**

| Priority of MoSA | Caza   | Municipality                |
|------------------|--------|-----------------------------|
|                  | Aley   | Aabey                       |
|                  | Aley   | Aaley                       |
|                  | Aley   | Bayssour Aaley              |
| 2                | Aley   | Choueifat<br>El-Aamrousiyeh |
| 8                | Aley   | Ghaboune                    |
|                  | Aley   | Mansouriyet Bhamdoun        |
|                  | Baabda | Bourj El-Brajneh            |
|                  | Baabda | Bourj El-Brajneh            |
| 3                | Baabda | Chiyah                      |
|                  | Baabda | Chiyah                      |
|                  | Baabda | Haret Hreik                 |

| Priority of MoSA | Caza      | Municipality      |
|------------------|-----------|-------------------|
| 4                | Chouf     | Baaqline          |
|                  | Chouf     | Jdeidet Ech-Chouf |
| 1                | Chouf     | Kfar Nabrakh      |
|                  | Chouf     | Mazboud           |
|                  | Chouf     | Rmeilet Ech-Chouf |
|                  | El Meten  | Fanar             |
| 7                | Jbail     | Jbail             |
| 5                | El Meten  | Hemleya           |
|                  | El Meten  | Mrouje            |
| 6                | Kesrawane | Mayrouba          |

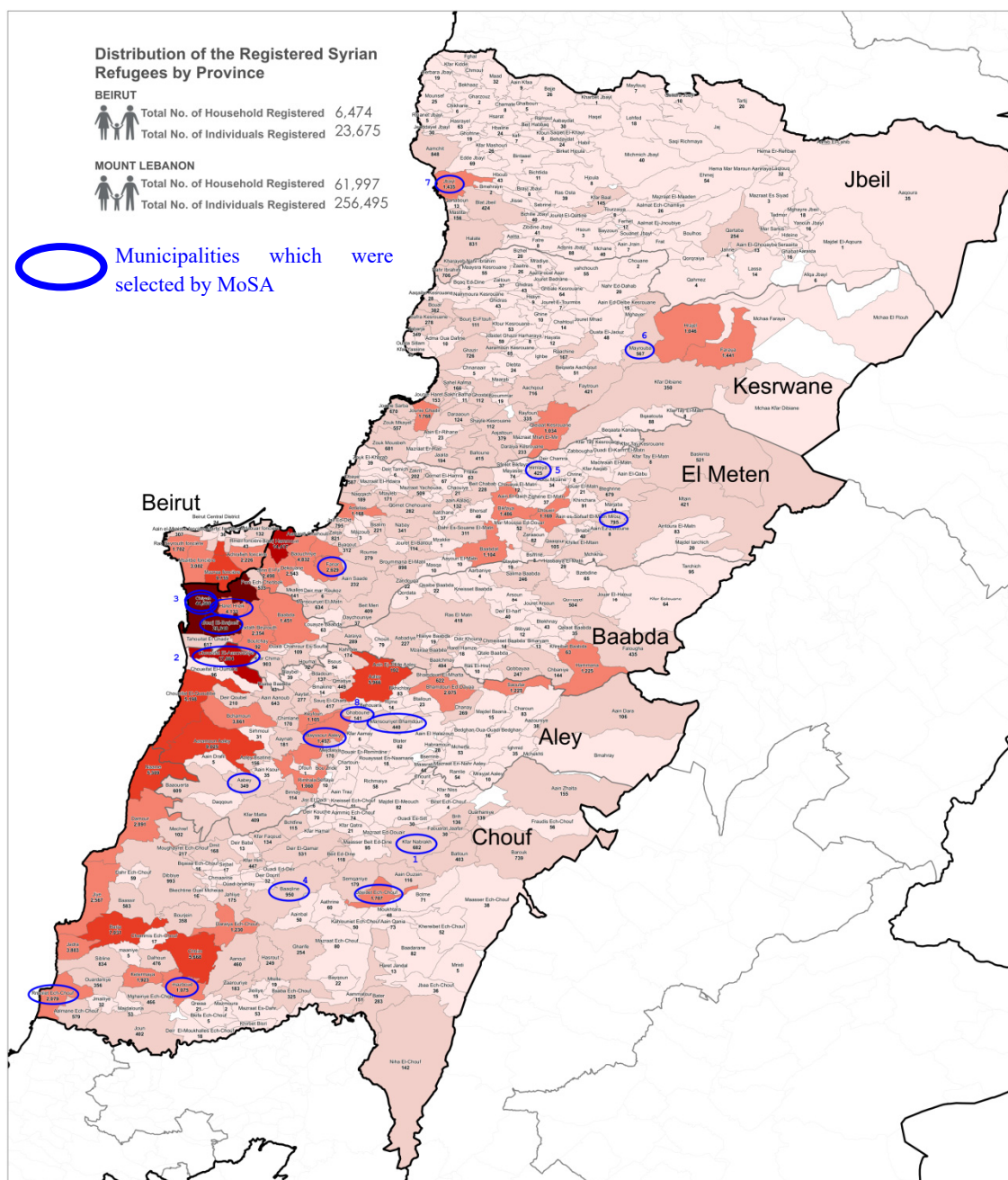


Figure 5.14 Location Map of Selected and Prioritized Municipalities<sup>39</sup>

### 5.3.4 List of Recommendable Sites and Works Made by BMLWE

JST submitted “Selected and prioritized list of municipalities” and “Criteria for suitable rehabilitation works” to BMLWE, and requested it to select the sites and works which are matched to the criteria and prerequisites. BMLWE answered that the following municipalities and the works were recommendable for SPs.

Four municipalities, Choueifat El-Aamrousiyeh, Kfar Nabrah, Jbail and Hemleya, were selected from 21 municipalities that were listed by MoSA. Further, additional 6 municipalities were newly proposed to be included in the list of candidate sites by BMLWE.

<sup>39</sup> Adapted from Distribution of the Registered displaced Syrians by Province, 31 December 2016, UNHCR

**Table 5.11 List of Recommendable Sites and Works Made by BMLWE**

| Caza     | Municipality          | Proposed Activity                                             | Note                                 |
|----------|-----------------------|---------------------------------------------------------------|--------------------------------------|
| Aley     | Choueifat             | To install generator & chlorinator system                     | MoSA's priority is 2 <sup>nd</sup> . |
| Chouf    | Kfar Nabrakh          | To equip the borehole with all the needed equipment and pipes | MoSA's priority is 1 <sup>st</sup> . |
| Jbail    | Jbail                 | To install new pumps, solenoid valves and panels              | MoSA's priority is 7 <sup>th</sup> . |
| El Meten | Hemleya               | Construction of 500 m3 reservoir                              | MoSA's priority is 5 <sup>th</sup> . |
| Chouf    | Sibline               | Reservoir rehabilitation                                      | The sites which BMLWE added.         |
| Alley    | Barouk                | To install a generator 200KVA-Serving chouf, Aaley Haut       |                                      |
| Alley    | Kafra                 | To install a generator 350KVA-Serving chouf, Aaley Haut       |                                      |
| Alley    | Mreste                | To install a generator 100KVA- serving Mresti, Baadaran       |                                      |
| Alley    | Jahliye               | To install a generator 100KVA- serving Jahliye                |                                      |
| Alley    | Werdaniye (Reservoir) | To install a generator 150KVA- serving Werdanyeh              |                                      |

### 5.3.5 Site Visit and Confirmation of Candidate Sites, and Consideration of Candidate Sites for Preliminary Survey by JST

JST conducted the site visit and hearing to identify the content of the works. As a result, JST selected nine (9) municipalities as candidate sites for preliminary survey from ten (10) municipalities that were recommended by BMLWE. The works of these nine (9) municipalities were matched to the criteria and prerequisites. However, Hemleya was excluded from the list, because it is difficult to complete all works of construction of 500 m<sup>3</sup> reservoir within four months in winter, according to the result of hearing various related organizations.

### 5.3.6 Implementation of Preliminary Survey and Result

The preliminary survey was conducted during late August 2018 to mid-September 2018 by a national consultant who was hired by JST. The purpose of the survey was to collect the information for selection of sites for SPs.

#### (1) Contents of Works and Cost for Each Candidate Sites

The contents of works and cost for each candidate sites were shown in the following table.

**Table 5.12 Summary of the Result of Preliminary Survey**

| Caza | Municipality             | Existing Facilities                           | Descriptions of Rehabilitation Works                                                                                                                                                          | Unit  | Qty | Unit Price <sup>*1</sup> | US\$   | Sub-Total | Executing Period <sup>*2</sup> |
|------|--------------------------|-----------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|-----|--------------------------|--------|-----------|--------------------------------|
| Aley | Choueifat El-Aamrousiyeh | -No existing generator and chlorinator system | Site mobilization                                                                                                                                                                             | ls    | 1   | 800                      | 800    | 46,400    | 25                             |
|      |                          |                                               | Supply and install a silent electrical generator of 120 KVA                                                                                                                                   | piece | 1   | 17,000                   | 17,000 |           |                                |
|      |                          |                                               | Supply and install steel reservoir of 2000 l                                                                                                                                                  | piece | 1   | 800                      | 800    |           |                                |
|      |                          |                                               | Supply and install a cable of 3 x 95 mm + neutral 50 mm                                                                                                                                       | m     | 30  | 30                       | 900    |           |                                |
|      |                          |                                               | Supply transport and installation of floor mounted IP55 electrical Main control panel for EDL and Generator including ATS, bus bars and main power breakers 200 Amperes timer and relay 220V. | piece | 1   | 6,000                    | 6,000  |           |                                |
|      |                          |                                               | Drive start system for starting the pump                                                                                                                                                      | unit  | 1   | 7,000                    | 7,000  |           |                                |
|      |                          |                                               | Complete chlorination system with eye wash                                                                                                                                                    | unit  | 1   | 13,500                   | 13,500 |           |                                |

| Caza  | Municipality | Existing Facilities                                                                    | Descriptions of Rehabilitation Works                                                                                                                                                     | Unit  | Qty  | Unit Price*1 | US\$   | Sub-Total | Executing Period*2 |
|-------|--------------|----------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|------|--------------|--------|-----------|--------------------|
|       |              |                                                                                        | Connecting the Electromagnetic flow meter to the its screen in the control panel                                                                                                         | unit  | 1    | 400          | 400    |           |                    |
| Chouf | Kfar Nabrakh | -There is borehole which was developed by the municipality, but there is no equipment. | Site mobilization                                                                                                                                                                        | ls    | 1    | 2,000        | 2,000  | 179,150   | 90                 |
|       |              |                                                                                        | Supply and installation of submersible pump set 15m3/hr TMH:360.4m power : 26kW                                                                                                          | ls    | 1    | 17,000       | 17,000 |           |                    |
|       |              |                                                                                        | Supply and installation of electrical control panel.                                                                                                                                     | ls    | 1    | 5,000        | 5,000  |           |                    |
|       |              |                                                                                        | Supply and installation of piezo-resistive water level sensor                                                                                                                            | ls    | 1    | 1,500        | 1,500  |           |                    |
|       |              |                                                                                        | Rising iron column pipe DN 100 mm                                                                                                                                                        | lm    | 350  | 35           | 12,250 |           |                    |
|       |              |                                                                                        | Mechanical flow meter DN100 mm                                                                                                                                                           | ls    | 1    | 500          | 500    |           |                    |
|       |              |                                                                                        | Supply and installation of gas chlorinator system with eye wash                                                                                                                          | set   | 1    | 13,500       | 13,500 |           |                    |
|       |              |                                                                                        | Supply and installation of 80 KVA Generator + Silencer + Fuel Tank 2000 liters                                                                                                           | set   | 1    | 16,000       | 16,000 |           |                    |
|       |              |                                                                                        | Supply transport and installation of floor mounted IP55 electrical Main control panel for EDL and Generator including ATS, bus bars and main power breakers 100 Amperes timer and relay. | piece | 1    | 6,000        | 6,000  |           |                    |
|       |              |                                                                                        | Installation of Pipes, valves and all mechanical accessories                                                                                                                             | ls    | 1    | 10,000       | 10,000 |           |                    |
|       |              |                                                                                        | Supply and installation of anti-water hammer valves                                                                                                                                      | ls    | 1    | 5,000        | 5,000  |           |                    |
|       |              |                                                                                        | Construction of pumping room with fence and backfilling                                                                                                                                  | ls    | 1    | 20,000       | 20,000 |           |                    |
|       |              |                                                                                        | Construction of large manhole on the top of the well.                                                                                                                                    | ls    | 1    | 6,000        | 6,000  |           |                    |
|       |              |                                                                                        | Supply and Installation of pressurized feeding line HDPE pipe DN100mm                                                                                                                    | lm    | 1200 | 35           | 42,000 |           |                    |
|       |              |                                                                                        | Supply and Installation of telemetry wire from the reservoir to the control room                                                                                                         | lm    | 1200 | 10           | 12,000 |           |                    |
|       |              |                                                                                        | Supply and installation of manholes for telemetry wire every 50 m                                                                                                                        | piece | 24   | 300          | 7,200  |           |                    |
|       |              |                                                                                        | Supply and installation air release valves and drainage valves where needed                                                                                                              | piece | 4    | 300          | 1,200  |           |                    |
|       |              |                                                                                        | Supply and installation of manholes for telemetry wire every 50 m                                                                                                                        | piece | 4    | 500          | 2,000  |           |                    |
| Jbeil | Jbail        | -Existing valves and pumps                                                             | Site mobilization                                                                                                                                                                        | ls    | 1    | 2,000        | 2,000  | 74,200    | 40                 |
|       |              |                                                                                        | Supply and installation of electric parts for controlling solenoid valve                                                                                                                 | ls    | 13   | -            | -      |           |                    |
|       |              |                                                                                        | Supply and apply centrifugal Lift pump of Q=300 m3/day, H=12 m, P=17KW                                                                                                                   | ls    | 2    | 5,000        | 10,000 |           |                    |
|       |              |                                                                                        | Supply and apply submersible sand pump Lift pump of Q=20 m3/day, H=10 m, fluid density 1100, P=1KW.                                                                                      | ls    | 1    | 3,200        | 3,200  |           |                    |
|       |              |                                                                                        | Supply centrifugal Lift pump of Q=100 m3/day, H=220 m, P=86KW                                                                                                                            | ls    | 1    | 21,000       | 21,000 |           |                    |
|       |              |                                                                                        | Supply centrifugal Lift pump of Q=250 m3/day, H=132 m, P=121KW.                                                                                                                          | ls    | 1    | 38,000       | 38,000 |           |                    |

| Caza  | Municipality | Existing Facilities                                                                                                                                                                           | Descriptions of Rehabilitation Works                                                                                                                                                          | Unit  | Qty | Unit Price*1 | US\$   | Sub-Total | Executing Period*2 |
|-------|--------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|-----|--------------|--------|-----------|--------------------|
| Chouf | Sibline      | -Existing reservoir                                                                                                                                                                           | Site mobilization                                                                                                                                                                             | ls    | 1   | 1,500        | 1,500  | 13,100    | 45                 |
|       |              |                                                                                                                                                                                               | Remove all the old water proofing materials excluding the roof.                                                                                                                               | m2    | 330 | 5            | 1,650  |           |                    |
|       |              |                                                                                                                                                                                               | Supply and Pour a reinforced concrete ring at the intersection of the reservoir bottom and wall.38mx50cmx50cmx                                                                                | m3    | 10  | 350          | 3,500  |           |                    |
|       |              |                                                                                                                                                                                               | Supply and apply new water proofing material excluding the roof.                                                                                                                              | m2    | 330 | 15           | 4,950  |           |                    |
|       |              |                                                                                                                                                                                               | Testing and commissioning of the reservoir.                                                                                                                                                   | LS    | 1   | 500          | 500    |           |                    |
|       |              |                                                                                                                                                                                               | Supply and apply light reinforced Slab on grade to divert the rain water away from the reservoir footing.                                                                                     | m3    | 5   | 200          | 1,000  |           |                    |
| Chouf | Barouk       | -Existing generator of 250 KVA without silencer, -Year of installation: 1990-Total operation of system is 20hrs, 9hrs by generator and 11hrs by EDL-Total operating hours more than 88,000hrs | Site mobilization                                                                                                                                                                             | ls    | 1   | 800          | 800    | 51,150    | 30                 |
|       |              |                                                                                                                                                                                               | Levelling and compacting area of 6m x 10m                                                                                                                                                     | m2    | 60  | 5            | 300    |           |                    |
|       |              |                                                                                                                                                                                               | Concrete reinforced slab 5mx4mx 0.2 m                                                                                                                                                         | m3    | 4   | 250          | 1,000  |           |                    |
|       |              |                                                                                                                                                                                               | Supply and install a silent electrical generator of 350 KVA                                                                                                                                   | piece | 1   | 38,000       | 38,000 |           |                    |
|       |              |                                                                                                                                                                                               | Supply and install steel reservoir of 2000 l                                                                                                                                                  | piece | 2   | 800          | 1,600  |           |                    |
|       |              |                                                                                                                                                                                               | Supply and install a cable of 3 x 150mm + neutral 95mm                                                                                                                                        | m     | 35  | 70           | 2,450  |           |                    |
|       |              |                                                                                                                                                                                               | Supply transport and installation of floor mounted IP55 electrical Main control panel for EDL and Generator including ATS, bus bars and main power breakers 400 Amperes timer and relay 220V. | piece | 1   | 7,000        | 7,000  |           |                    |
| Chouf | Kafra        | -Existing generator of 250 KVA with silencer -Year of installation: 1990 -Total operation of system is 15hrs, 5hrs by generator and 10hrs by EDL -Total operating hours more than 118,000hrs  | Site mobilization                                                                                                                                                                             | ls    | 1   | 800          | 800    | 65,650    | 30                 |
|       |              |                                                                                                                                                                                               | Levelling and compacting area of 6m x 10m                                                                                                                                                     | m2    | 60  | 5            | 300    |           |                    |
|       |              |                                                                                                                                                                                               | Concrete reinforced slab 5mx4mx 0.2 m                                                                                                                                                         | m3    | 4   | 250          | 1,000  |           |                    |
|       |              |                                                                                                                                                                                               | Supply and install a silent electrical generator of 400 KVA                                                                                                                                   | piece | 1   | 48,000       | 48,000 |           |                    |
|       |              |                                                                                                                                                                                               | Supply and install steel reservoir of 2000 l                                                                                                                                                  | piece | 2   | 800          | 1,600  |           |                    |
|       |              |                                                                                                                                                                                               | Supply and install a cable of 3 x 150mm + neutral 95mm                                                                                                                                        | m     | 35  | 70           | 2,450  |           |                    |
|       |              |                                                                                                                                                                                               | Supply transport and installation of floor mounted IP55 electrical Main control panel for EDL and Generator including ATS, bus bars and main power breakers 600 Amperes timer and relay 220V. | piece | 1   | 11,500       | 11,500 |           |                    |
| Chouf | Mreste       | -Existing generator of 100 KVA -Year of installation: 1995 -Total operation of system is 12hrs, 4hrs by generator and 8hrs by EDL -Total operating hours more than 48,000hrs                  | Site mobilization                                                                                                                                                                             | ls    | 1   | 800          | 800    | 28,700    | 20                 |
|       |              |                                                                                                                                                                                               | Supply and install a silent electrical generator of 100 KVA                                                                                                                                   | piece | 1   | 17,000       | 17,000 |           |                    |
|       |              |                                                                                                                                                                                               | Supply and install steel reservoir of 2000 l                                                                                                                                                  | piece | 1   | 800          | 800    |           |                    |
|       |              |                                                                                                                                                                                               | Supply and install a cable of 3 x 95mm + neutral 50 mm                                                                                                                                        | m     | 20  | 30           | 600    |           |                    |
|       |              |                                                                                                                                                                                               | Supply transport and installation of floor mounted IP55 electrical Main control panel for EDL and Generator including ATS, bus bars and main power breakers 220 Amperes timer and relay 220V. | piece | 1   | 5,000        | 5,000  |           |                    |
|       |              |                                                                                                                                                                                               | Variable Speed Drive (VSD) for starting up the pump.                                                                                                                                          | unit  | 1   | 4,500        | 4,500  |           |                    |

| Caz<br>a | Municip<br>ality | Existing<br>Facilities                                                                                                                                                                                                        | Descriptions of Rehabilitation Works                                                                                                                                                          | Unit  | Qty | Unit<br>Price <sup>*1</sup> | US\$    | Sub-<br>Total | Executi<br>ng<br>Period <sup>*2</sup> |
|----------|------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|-----|-----------------------------|---------|---------------|---------------------------------------|
| Chouf    | Jahliye          | -Existing generator of 60 KVA with silencer<br>-Year of installation: 1990<br>-Total operation of system is 10hrs, 4hrs by generator and 6hrs by EDL<br>-No chlorination system<br>-Total operating hours more than 98,000hrs | Site mobilization                                                                                                                                                                             | ls    | 1   | 800                         | 800     | 22,050        | 30                                    |
|          |                  |                                                                                                                                                                                                                               | Supply and install a silent electrical generator of 100 KVA                                                                                                                                   | piece | 1   | 15,000                      | 15,000  |               |                                       |
|          |                  |                                                                                                                                                                                                                               | Supply and install steel reservoir of 2000 l                                                                                                                                                  | piece | 1   | 800                         | 800     |               |                                       |
|          |                  |                                                                                                                                                                                                                               | Supply and install a cable of 3 x 95mm + neutral 50 mm                                                                                                                                        | m     | 15  | 30                          | 450     |               |                                       |
|          |                  |                                                                                                                                                                                                                               | Supply transport and installation of floor mounted IP55 electrical Main control panel for EDL and Generator including ATS, bus bars and main power breakers 180 Amperes timer and relay 220V. | piece | 1   | 5,000                       | 5,000   |               |                                       |
| Chouf    | Werdaniye        | -Existing generator of 150 KVA<br>-Year of installation: 2005<br>-Total operation of system is 15hrs, 8hrs by generator and 7hrs by EDL<br>-Total operating hours more than 65,000hrs                                         | Site mobilization                                                                                                                                                                             | ls    | 1   | 800                         | 800     | 30,200        | 20                                    |
|          |                  |                                                                                                                                                                                                                               | Supply and install a silent electrical generator of 150 KVA                                                                                                                                   | piece | 1   | 20,000                      | 20,000  |               |                                       |
|          |                  |                                                                                                                                                                                                                               | Supply and install steel reservoir of 2000 l                                                                                                                                                  | piece | 1   | 800                         | 800     |               |                                       |
|          |                  |                                                                                                                                                                                                                               | Supply and install a cable of 3 x 95mm + neutral 50 mm                                                                                                                                        | m     | 20  | 30                          | 600     |               |                                       |
|          |                  |                                                                                                                                                                                                                               | Supply transport and installation of floor mounted IP55 electrical Main control panel for EDL and Generator including ATS, bus bars and main power breakers 220 Amperes timer and relay 220V. | piece | 1   | 6,000                       | 6,000   |               |                                       |
|          |                  |                                                                                                                                                                                                                               | Rigid stands for the over ground pressurized pipe to prevent the effect of water hammer on the line in order to stop the vibration of the pressurized feeding pipe.                           | unit  | 1   | 2,000                       | 2,000   |               |                                       |
| Total    |                  |                                                                                                                                                                                                                               |                                                                                                                                                                                               |       |     |                             | 510,600 |               |                                       |

\*1: VAT is not included.

\*2: Working days basis

## (2) Prioritization of the Candidate Sites for SPs

Based on the result of preliminary survey, JST evaluate the result of each rehabilitation work for developing a list of prioritized sites and works. The priority of the sites and works was decided based on compatibility of prerequisite and result of evaluation.

The prerequisite for sub-project sites and works is as follows. The sub-project should conform to the following prerequisites.

**Table 5.13 Prerequisite for Sub-Project**

|    | Item                                                                                              |
|----|---------------------------------------------------------------------------------------------------|
| 1  | The target work which is not included in a plan of other donor's rehabilitation work              |
| 2  | Problem of water issue due to influx of displaced Syrian in target municipality                   |
| 3  | Allocation of north and south area, at least one site in each area                                |
| 4  | Appropriateness of implementation of rehabilitation work for host community support               |
| 5  | Availability of necessary data and documents to determine specification of rehabilitation work    |
| 6  | The work which will be completed within the construction period                                   |
| 7  | Water quality which will be drinkable with chlorination                                           |
| 8  | Independence: the work which will not need additional other donors' work to exert                 |
| 9  | In case of replacement of pumps and generators: at least 5 years past after installation          |
| 10 | In case of replacement or installation of submersible pump: no risk of salty water intrusion into |

| Item     |
|----------|
| the well |

Moreover, the works were scored by the following evaluation criteria. There were two components involved in scoring the works i.e.

- Weight: it is dependent on importance of the works for improvement of water supply system for host community;
- Points: a rating scale is established in each of category to assess how well a work satisfies that category.

The score of each category was calculated by multiplying weight to the points.

**Table 5.14 Evaluation Criteria**

|   | Category                                                                         | Weight | Points and Draft Rating Scale                                                                                                                                                                         |
|---|----------------------------------------------------------------------------------|--------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Ratio of number of displaced Syrian to number of Lebanese in target municipality | 3      | 0: less than 0.1<br>1: from 0.1 to 0.2<br>2: from 0.2 to 0.3<br>3: from 0.3 to 0.4<br>4: from 0.4 to 0.5                                                                                              |
| 2 | The municipality which was selected by MoSA                                      | 2      | 0: No<br>4: Yes                                                                                                                                                                                       |
| 3 | Average water supply hours per day by public network                             | 3      | 0: more than 12hr/day<br>1: from 8 to 12hr/day<br>2: from 4 to 8hr/day<br>3: from 2 to 4hr/day<br>4: less than 2hr/day                                                                                |
| 4 | With or without existing equipment                                               | 3      | 0: There is existing equipment<br>4: No existing equipment                                                                                                                                            |
| 5 | Expected impact of improvement for water quantity and quality                    | 3      | 0: less than 100m <sup>3</sup> /day<br>1: from 100 to 200m <sup>3</sup> /day<br>2: from 200 to 300m <sup>3</sup> /day<br>3: from 300 to 500m <sup>3</sup> /day<br>4: more than 500m <sup>3</sup> /day |
| 6 | Number of beneficiary                                                            | 2      | 0: less than 1,000<br>1: from 1,000 to 2,000<br>2: from 2,000 to 5,000<br>3: from 5,000 to 10,000<br>4: more than 10,000                                                                              |
| 7 | Cost                                                                             | 3      | 0: more than \$150,000<br>1: from \$100,000 to \$150,000<br>2: from \$50,000 to \$100,000<br>3: from \$10,000 to \$50,000<br>4: less than \$10,000                                                    |

### (3) Summary of Checking the Compatibility of Prerequisite and Evaluation of Rehabilitation Works

The summary of the checking the compatibility of prerequisite and evaluation of rehabilitation works is shown in the following table.

**Table 5.15 Summary of The Checking The Compatibility of Prerequisite and Evaluation of Rehabilitation Works**

| Caza | Municipality            | Works                                        | Evaluation |       |      | Prerequisite                                                                       | Priority |
|------|-------------------------|----------------------------------------------|------------|-------|------|------------------------------------------------------------------------------------|----------|
|      |                         |                                              | Cost (USD) | Score | Rank | Compatibility of the Prerequisite                                                  |          |
| Aley | Choueifat El-Aamrousieh | Supply and installation of generator and gas | 46,400     | 58    | 1    | The water quality is not met the standard of drinking water quality, but the water | 1        |

| Caza  | Municipality | Works                                                                                                                                       | Evaluation |       |      | Prerequisite                                                                                                                                   | Priority |
|-------|--------------|---------------------------------------------------------------------------------------------------------------------------------------------|------------|-------|------|------------------------------------------------------------------------------------------------------------------------------------------------|----------|
|       |              |                                                                                                                                             | Cost (USD) | Score | Rank | Compatibility of the Prerequisite                                                                                                              |          |
|       |              | chlorinator                                                                                                                                 |            |       |      | can be used for domestic purpose.                                                                                                              |          |
| Chouf | Kfar Nabrakh | Supply and installation of submersible pump, control panel, gas chlorinator, generator, transmission pipeline. Construction of pumping room | 179,150    | 43    | 3    | The work is reasonable to implement.                                                                                                           | 3        |
| Jbeil | Jbail        | Supply and installation of electric parts for controlling solenoid valve                                                                    | -          | -     | -    | The device, which was procured by Japanese could not be used. The work is difficult to achieve and not met the prerequisite.                   | -        |
|       |              | Supply and replacement of intake pump 15kW x 2 units and sewage pump                                                                        | 15,200     | 46    | 2    | The work is reasonable to implement.                                                                                                           | 2        |
|       |              | Supply and replacement of transmission pump 86kW x 1 unit                                                                                   | 23,000     | 26    | 8    | New pump will be used for stand-by purpose. This is not met our purpose.                                                                       | -        |
|       |              | Supply and replacement of transmission pump 121kW x 1 unit                                                                                  | 40,000     | 26    | 8    | New pump will be used for stand-by purpose. This is not met our purpose.                                                                       | -        |
| Chouf | Sibline      | Rehabilitation of reservoir                                                                                                                 | 13,100     | 39    | 4    | The work is excluded from SPs, because UNDP will implement the rehabilitation work.                                                            | -        |
| Chouf | Barouk       | Supply and replacement of 350 KVA generator                                                                                                 | 51,150     | 36    | 5    | The work is reasonable to implement.                                                                                                           | 4        |
| Chouf | Kafra        | Supply and replacement of 400 KVA generator                                                                                                 | 65,650     | 32    | 7    | The work is reasonable to implement.                                                                                                           | 5        |
| Chouf | Mreste       | Supply and replacement of 100 KVA generator                                                                                                 | 28,700     | 23    | 9    | The work is not of high impact for improvement of water quantity, and there is difficulty of operation and maintenance due to inaccessibility. | 8        |
| Chouf | Jahliye      | Supply and replacement of 100 KVA generator                                                                                                 | 22,050     | 21    | 10   | The work is reasonable to implement.                                                                                                           | 7        |
| Chouf | Werdaniye    | Supply and replacement of 150 KVA generator                                                                                                 | 30,200     | 33    | 6    | The work is not so high impact for improvement of water quantity.                                                                              | 6        |

#### (4) Priority of the Sites for SPs

Based on the above result and budget limitation, the following sites and works were recommended for SPs.

**Table 5.16 Recommended Sites and Works for SPs**

| Caza  | Municipality                | Works                                                                                                                                       | Cost (USD) | Priority |
|-------|-----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|------------|----------|
| Aley  | Choueifat<br>El-Aamrousiyeh | Supply and installation of generator and gas chlorinator                                                                                    | 46,400     | 1        |
| Jbeil | Jbail                       | Supply and replacement of intake pump 15kW x 2 units and sewage pump                                                                        | 15,200     | 2        |
| Chouf | Kfar Nabrakh                | Supply and installation of submersible pump, control panel, gas chlorinator, generator, transmission pipeline. Construction of pumping room | 179,150    | 3        |
| Chouf | Barouk                      | Supply and replacement of 350 KVA generator                                                                                                 | 51,150     | 4        |
| Chouf | Kafra                       | Supply and replacement of 400 KVA generator                                                                                                 | 65,650     | 5        |
| Total |                             |                                                                                                                                             | 357,550    |          |

If remaining budget was available after competitive bidding, one or two sites from the following sites and works were decided to be included in SPs.

**Table 5.17 Candidate Sites and Works for SPs after the Bidding**

| Caza  | Municipality | Works                                       | Cost (USD) | Priority |
|-------|--------------|---------------------------------------------|------------|----------|
| Chouf | Werdaniye    | Supply and replacement of 150 KVA generator | 30,200     | 6        |
| Chouf | Jahliye      | Supply and replacement of 100 KVA generator | 22,050     | 7        |
| Chouf | Mreste       | Supply and replacement of 100 KVA generator | 28,700     | 8        |
| Total |              |                                             | 80,950     |          |

#### 5.3.7 Implementation of Detailed Design Survey

As a result of preliminary survey, JST conducted the detailed design survey for above eight (8) sites from October 2018 to November 2018. The survey included determination of contents of the works, cost estimation, preparation of drawings and development of technical specifications.

**Table 5.18 Comparison of the Price between Preliminary Survey and Detailed Design Survey**

| Priority | Caza  | Municipality                | Works                                                                                                                                       | Price US\$         |                 |            |
|----------|-------|-----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|--------------------|-----------------|------------|
|          |       |                             |                                                                                                                                             | Preliminary Survey | Detailed Design | Difference |
| 1        | Aley  | Choueifat<br>El-Aamrousiyeh | Supply and installation of generator and gas chlorinator                                                                                    | 46,400             | 46,400          | —          |
| 2        | Jbeil | Jbail                       | Supply and replacement of intake pump 15kW x 2 units and sewage pump                                                                        | 15,200             | 15,200          | —          |
| 3        | Chouf | Kfar Nabrakh                | Supply and installation of submersible pump, control panel, gas chlorinator, generator, transmission pipeline. Construction of pumping room | 179,150            | 172,970         | - 6,180    |
| 4        | Chouf | Barouk                      | Supply and replacement of 350 KVA generator                                                                                                 | 51,150             | 51,150          | —          |
| 5        | Chouf | Kafra                       | Supply and replacement of 400 KVA generator                                                                                                 | 65,650             | 65,650          | —          |
| 6        | Chouf | Werdaniye                   | Supply and replacement of 150 KVA generator                                                                                                 | 30,200             | 30,200          | —          |
| 7        | Chouf | Jahliye                     | Supply and replacement of 100 KVA generator                                                                                                 | 22,050             | 22,050          | —          |
| 8        | Chouf | Mreste                      | Supply and replacement of 100                                                                                                               | 28,700             | 28,700          | —          |

| Priority | Caza | Municipality | Works         | Price US\$         |                 |            |
|----------|------|--------------|---------------|--------------------|-----------------|------------|
|          |      |              |               | Preliminary Survey | Detailed Design | Difference |
|          |      |              | KVA generator |                    |                 |            |
| Total    |      |              |               | 438,500            | 432,320         | - 6,180    |

### **5.3.8 Approval of the Sites of SPs**

Before implementation of SPs, the approval from MoEW is necessary. Based on the discussion with the Director General of BMLWE, it was decided to follow the Water law 221/2000 and receive the approval from MoEW.. In the late of December 2017, MoEW approved three (3) sites that were Choueifat El-Aamrousiyeh, Jbail and Kafra, from eight (8) sites which were recommended based on the preliminary survey. The process was as follows-

- (a) JST submitted a letter dated August 28, 2017 which contained the list of candidate sites for SPs to BMLWE.
- (b) BMLWE submitted a letter dated September 12, 2017 to the Minister's secretary office.
- (c) More than 2 months have passed since the submission of the above letter, however, there had been no answer from MoEW, then Senior Director of the Office for Peacebuilding and Reconstruction of JICA, submitted a letter dated December 11, 2017 asking the condition and pushing approval by December 20, 2017.
- (d) On December 19, 2017, JST received a document, which contained information that MoEW attributively approved 2 sites. Afterward, the Minister added one site for SPs. Finally, JST received a letter, which contained the approval of three (3) sites in January 2018.
- (e) Further, JST reported to BMLWE regarding the receipt of approval of three (3) sites, and subsequently BMLWE also approved such three (3) sites in January 2018.

### **5.3.9 Processes of Selection of the Sites and the Result in Each Process**

The process of selection of the sites and the result in each sub-process are shown in the following table

Table 5.19 Processes of Selection of the Sites and the Result in Each Process

| Process                                                                               | Timing         | Area* | Number of Sites Which were Selected in Each Process |               |                |           |       | Result of Selection                                                                                                                                                                                                                                                                                                                                                                                                                                |
|---------------------------------------------------------------------------------------|----------------|-------|-----------------------------------------------------|---------------|----------------|-----------|-------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                       |                |       | MRR                                                 | Added by MoSA | Added by BMLWE | Sub-Total | Total |                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| 1<br>Candidate sites selected by MoSA                                                 | April 2017     | North | 2                                                   | 3             | -              | 5         | 21    | 21 sites were selected for candidate sites by MoSA, 18 sites were from MRR and 3 sites in North area were added. And 8 sites were prioritized from 21 sites, based on the requests from the area coordinators                                                                                                                                                                                                                                      |
|                                                                                       |                | South | 16                                                  | 0             | -              | 16        |       |                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|    |                |       |                                                     |               |                |           |       |                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| 2<br>Candidate sites selected by BMLWE                                                | May 2017       | North | 1                                                   | 1             | 0              | 2         | 10    | JST submitted the above list selected by MoSA and criteria for site selection to BMLWE, and requested them to select the sites and works which are matched to the criteria and prerequisites. BMLWE selected 4 sites from 21 sites and added 6 sites, the total number of sites became 10 sites.                                                                                                                                                   |
|                                                                                       |                | South | 2                                                   | 0             | 6              | 8         |       |                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|    |                |       |                                                     |               |                |           |       |                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| 3<br>Candidate sites for preliminary survey                                           | May 2017       | North | 1                                                   | 0             | 0              | 1         | 9     | JST conducted the site visit and hearing to identify the contents of the works, and selected 9 sites as candidate sites for preliminary survey from 10 sites. One site was excluded because it was not matched to the criteria.                                                                                                                                                                                                                    |
|                                                                                       |                | South | 2                                                   | 0             | 6              | 8         |       |                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|    |                |       |                                                     |               |                |           |       |                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| 4<br>Candidate sites based on preliminary survey and evaluation                       | September 2017 | North | 1                                                   | 0             | 0              | 1         | 5     | The actual situation of each site, such as status of existing facilities, problems, detailed contents of the work, population in the target municipality, situation of water supply and electricity were examined in the preliminary survey. As a result of the survey, JST prioritized the sites based on compatibility of prerequisite and result of evaluation. 5 sites were selected based on the priority and limit of maximum project costs. |
|                                                                                       |                | South | 2                                                   | 0             | 2              | 4         |       |                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|  |                |       |                                                     |               |                |           |       |                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| 5<br>Sites approved by MoEW                                                           | January 2018   | North | 1                                                   | 0             | 0              | 1         | 3     | JST submitted a letter of approval for SPs and finally 3 sites were approved. One site was in North area, and the other 2 sites were in South area. As a result 2 sites from original list of municipalities from MRR were remained.                                                                                                                                                                                                               |
|                                                                                       |                | South | 1                                                   | 0             | 1              | 2         |       |                                                                                                                                                                                                                                                                                                                                                                                                                                                    |

\* North area: Jbeil Caza, Kesrouane Caza, El Metn Caza, South area: Baabda Caza, Aley Caza, Chouf Caza

### 5.3.10 Contents of the Works of SPs in the Tender Documents

After the approval of SPs in the late December 2017, the tender documents were prepared. Afterward, a consulting firm which were hired by JICA, reviewed the tender documents and finalized it in April 2018.

The following table shows three (3) sites that were selected and the works.

**Table 5.20 General Description for SPs**

| Municipality                | Caza  | Works                                                                                                                                                                                                                                                                  |
|-----------------------------|-------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Choueifat<br>El-Aamrousiyeh | Aley  | <ul style="list-style-type: none"> <li>- Supply and install a silent electrical generator of 150 KVA 1 set</li> <li>- Supply and install ATS 1 set</li> <li>- Supply and install VFD 1 set</li> <li>- Supply and install complete chlorination system 1 set</li> </ul> |
| Jbail                       | Jbeil | <ul style="list-style-type: none"> <li>- Supply and renew intake pump 15 kW 2 set</li> <li>- Supply and install submersible sand pump 1.5 kW 1 set</li> </ul>                                                                                                          |
| Kafra                       | Aley  | <ul style="list-style-type: none"> <li>- Construct foundation of generator 1 ls</li> <li>- Supply and install a silent electrical generator of 400 KVA 1 set</li> <li>- Supply and install ATS 1 set</li> </ul>                                                        |

### 5.3.11 Result of Bidding

The bidding was executed in the late of May 2018 and the bidder proposed the least cost within the sealing amount was selected as the first prioritized negotiator. The following table shows the predetermined price and contract price. The contract price was below the predetermined price, the ratio of the contract price to the predetermined price were 94.8 % , which is a reasonable ratio.

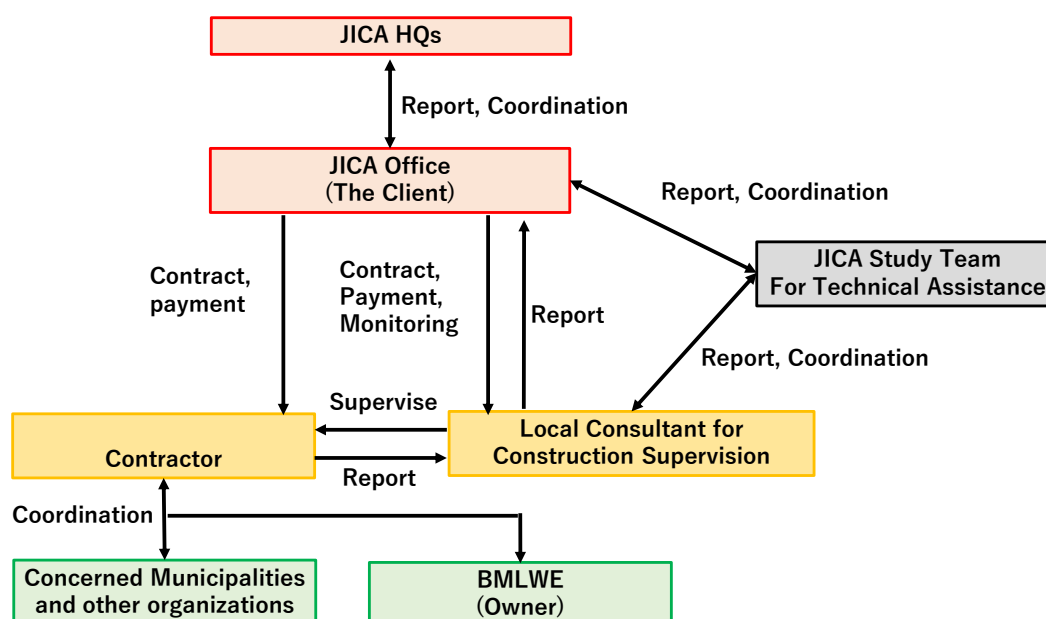
**Table 5.21 Comparison of the Prices**

| Municipality                | Caza  | Works                                                                                                                                                                                                                                                                  |
|-----------------------------|-------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Choueifat<br>El-Aamrousiyeh | Aley  | <ul style="list-style-type: none"> <li>- Supply and install a silent electrical generator of 150 KVA 1 set</li> <li>- Supply and install ATS 1 set</li> <li>- Supply and install VFD 1 set</li> <li>- Supply and install complete chlorination system 1 set</li> </ul> |
| Jbail                       | Jbeil | <ul style="list-style-type: none"> <li>- Supply and renew intake pump 15 kW 2 set</li> <li>- Supply and install submersible sand pump 1.5 kW 1 set</li> </ul>                                                                                                          |
| Kafra                       | Aley  | <ul style="list-style-type: none"> <li>- Construct foundation of generator 1 ls</li> <li>- Supply and install a silent electrical generator of 400 KVA 1 set</li> <li>- Supply and install ATS 1 set</li> </ul>                                                        |

### 5.3.12 Supervision and Final Inspection

#### (1) Basin Information for Implementation of the Construction Work

- Date of the contract: 11th June 2018
- Construction period: 20th August 2018
- Implementation structure of the construction: shown in the following figure;



**Figure 5.15 Implementation Structure of the Construction and Supervision**

(d) Name and role of each related organization for implementation: shown in the following table:

**Table 5.22 Name and Roles of the Bodies Concerned**

| Bodies Concerned                              | Names of Actors                                                                          | Roles                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-----------------------------------------------|------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| JICA Headquarter                              | Office for Peacebuilding and Reconstruction, Infrastructure and Peacebuilding Department | Based on the report and information from JICA Jordan Office and JICA Study Team, a final decision is taken by JICA Headquarter.                                                                                                                                                                                                                                                                                                                                                                                                  |
| Client                                        | JICA Jordan Office                                                                       | -Contract undertaking with the contractor and the local consultant;<br>-Receive the report of progress of the work from them and<br>-Pay the money for their work after the completion of their work.                                                                                                                                                                                                                                                                                                                            |
| Owner                                         | BMLWE                                                                                    | -Take over the facilities and implement operation and maintenance after the completion of the construction work;<br>-Coordinate the operation of the facilities and contact the concerned municipalities during the construction work;<br>-Participate the completion inspection, and confirm the completion of the work.                                                                                                                                                                                                        |
| Concerned Organizations                       | Choueifat El-Aamrousiyeh, Jbail, Kafra                                                   | -Contact and coordinate as necessary                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Contractor                                    | Arison                                                                                   | -Implement the construction work                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Local Consultant for Construction Supervision | World Engineering and Technology                                                         | -Check and approve the contractor's construction / shop drawings;<br>-Monitor the quality of the materials and equipment;<br>-Monitor the installation of equipment;<br>-Monitor the progress of the construction work;<br>-Coordinate with the concerned organizations;<br>-Report the progress of the construction work to JICA Jordan Office and JICA Study Team;<br>-Execute inspection for the completion of the construction work;<br>-Prepare and submit the completion report to JICA Jordan Office and JICA Study Team. |

| Bodies Concerned | Names of Actors   | Roles                                                                                                                                                         |
|------------------|-------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|
| JICA Study Team  | NTC International | -Confirm the progress of the construction work instead of JICA Jordan Office;<br>-Contact the concerned organizations to facilitate smooth construction work. |

## (2) Result of the Implementation of the Construction Work

### 1) Changes of the Contents of the Work

The contents specified in the tender documents were changed according to the actual situation. The following table shows the changes and reasons.

**Table 5.23 Changes of the Contents of the Work**

| Municipality                | Caza  | Contents Specified in the Tender Documents                                                                                                                                                                                                                             | Change and Reason                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-----------------------------|-------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Choueifat<br>El-Aamrousiyeh | Aley  | <ul style="list-style-type: none"> <li>- Supply and install a silent electrical generator of 150 KVA 1 set</li> <li>- Supply and install ATS 1 set</li> <li>- Supply and install VFD 1 set</li> <li>- Supply and install complete chlorination system 1 set</li> </ul> | No change                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Jbail                       | Jbeil | <ul style="list-style-type: none"> <li>- Supply and renew intake pump 15 kW 2 set</li> <li>- Supply and install submersible sand pump 1.5 kW 1 set</li> </ul>                                                                                                          | <p>-The capacity of intake pump was changed from 15 kW to 18.5 kW;<br/>The contractor proposed this change during the tendering. A manufacture with whom the contractor has a deal, does not have a pump which is dovetailed well with the specification in the tender documents, therefore, the contractor proposed the pump which was higher-grade than the specification.</p> <p>-A foot valve was added for replacement of damaged one;<br/>The cost of the foot valve was shouldered by the contractor. When the existing pump was dismantled, it turned out that one of existing foot valves was damaged. This work was not included in the scope of the work, therefore, it either warranted to make a design change or shouldered by the BMLWE. However, the cost of the foot valve was not high, and the contractor wanted to avoid a tangled process of the design change, and for such reason, the contractor decided to shoulder the cost</p> |
| Kafra                       | Aley  | <ul style="list-style-type: none"> <li>- Construct foundation of generator 1 ls</li> <li>- Supply and install a silent electrical generator of 400 KVA 1 set</li> <li>- Supply and install ATS 1 set</li> </ul>                                                        | No change                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |

### 2) Planned and Actual Timeline of the Implementation of the Construction Work

Most construction works were not implemented as per planned schedule; the delays were from one to four weeks. The main causes of such delays were as follows:

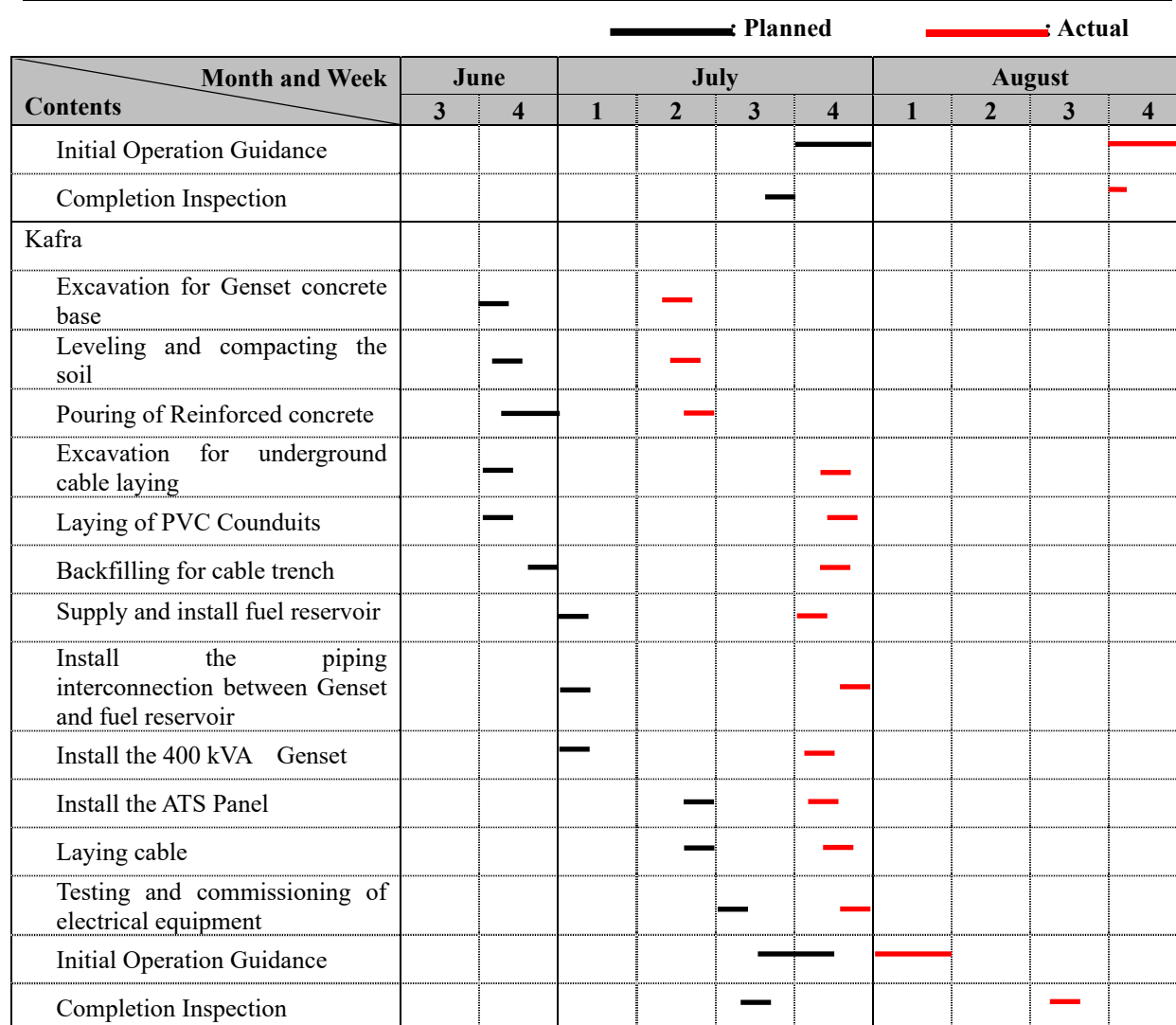
- a) Weak commitment for implementation of the construction work in accordance with the planned schedule.
- b) The items, which were procured from abroad were delayed.

There were some delays; however, the completion inspections for each site were executed within the contract period.

The following table shows planned and actual timeline of the implementation of the construction work.

**Table 5.24 Planned and Actual Timeline of the Implementation of the Construction Work**

|                                                                                           |             | Planned     |             |             |             | Actual      |             |             |             |   |
|-------------------------------------------------------------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|---|
| Month and Week<br>Contents                                                                | June        |             | July        |             |             |             | August      |             |             |   |
|                                                                                           | 3           | 4           | 1           | 2           | 3           | 4           | 1           | 2           | 3           | 4 |
| Choueifat El-Aamrousiyeh                                                                  |             |             |             |             |             |             |             |             |             |   |
| Excavation for underground cable laying                                                   | <div></div> |             |             |             | <div></div> |             |             |             |             |   |
| Laying of PVC Couduits                                                                    |             | <div></div> |             |             | <div></div> |             |             |             |             |   |
| Backfilling for cable trench                                                              |             | <div></div> |             |             | <div></div> |             |             |             |             |   |
| Install the 150 kVA Genset                                                                |             |             | <div></div> | <div></div> |             |             |             |             |             |   |
| Install the main Electrical Control Panel                                                 |             |             |             | <div></div> | <div></div> | <div></div> |             |             |             |   |
| Install Variable Frequency Drive                                                          |             |             |             | <div></div> | <div></div> | <div></div> |             |             |             |   |
| Laying cable                                                                              |             |             | <div></div> |             |             | <div></div> |             |             |             |   |
| Testing and commissioning of electrical equipment                                         |             |             |             |             | <div></div> |             | <div></div> |             |             |   |
| Supply and install fuel reservoir                                                         |             |             | <div></div> | <div></div> |             |             |             |             |             |   |
| Install the piping interconnection between Genset and fuel reservoir                      |             |             | <div></div> |             |             | <div></div> |             |             |             |   |
| Install the Chlorination System equipment                                                 |             |             |             |             | <div></div> |             |             | <div></div> |             |   |
| Install the interconnecting PP piping between chlorination room and existing well network |             |             |             |             | <div></div> |             |             | <div></div> |             |   |
| Testing and commissioning of the chlorination system                                      |             |             |             |             | <div></div> |             |             |             | <div></div> |   |
| Initial Operation Guidance                                                                |             |             |             |             |             | <div></div> |             |             | <div></div> |   |
| Completion Inspection                                                                     |             |             |             |             | <div></div> |             |             |             | <div></div> |   |
| Jbail                                                                                     |             |             |             |             |             |             |             |             |             |   |
| Dismantle and remove existing intake pumps and motors                                     |             |             | <div></div> |             |             |             |             |             |             |   |
| Install centrifugal Lift pumps                                                            |             |             | <div></div> |             |             |             |             |             |             |   |
| Opening the slab in underground reservoir                                                 |             |             |             |             | <div></div> |             |             |             | <div></div> |   |
| Install of submersible sand pump                                                          |             |             |             |             | <div></div> |             |             |             | <div></div> |   |
| Testing and commissioning of the installed pumping svstem                                 |             |             |             |             | <div></div> |             |             |             | <div></div> |   |



### 3) Results of the Completion Inspection

The following table shows the results of each completion inspection:

**Table 5.25 Results of the Completion Inspection**

| Municipality             | Caza  | Date of Inspection         | Result of Inspection                                                                                                                                                                                                                                                                             | Action                                                    |
|--------------------------|-------|----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|
| Choueifat El-Aamrousiyeh | Aley  | 17 <sup>th</sup> Aug. 2018 | Approved as noted below;<br>-Need to replace pressure gauge at suction (Chlorination system), emergency shower (Not enough pressure), exhaust fans need to be installed at lower side of doors, sampling points need to be added for chlorination test;<br>-ATS needs a timer at generator side. | The amended works were done and the problems were solved. |
| Jbail                    | Jbeil | 20 <sup>th</sup> Aug. 2018 | Completed without problems                                                                                                                                                                                                                                                                       | -                                                         |
| Kafra                    | Aley  | 14 <sup>th</sup> Aug. 2018 | Waiting of completion for the following comment;<br>-EDL side contactor to be checked or replaced if needed, visual inspection shows traces of burning                                                                                                                                           | The amended works were done and the problems were solved. |

#### 4) Expected Effect and Impact Associated with the Implementation of the Construction Work

The following table shows expected effect and impact associated with the implementation of the construction work.

**Table 5.26 Expected Effect and Impact Associated with the Implementation of the Construction Work**

| Municipality                | Caza  | Contents of actual Work                                                                                                                                                                                                                                                | Effect and Impact                                                                                                                                                                                                                                                                                                                                                                                |
|-----------------------------|-------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Choueifat<br>El-Aamrousiyeh | Aley  | <ul style="list-style-type: none"> <li>- Supply and install a silent electrical generator of 150 KVA 1 set</li> <li>- Supply and install ATS 1 set</li> <li>- Supply and install VFD 1 set</li> <li>- Supply and install complete chlorination system 1 set</li> </ul> | <ul style="list-style-type: none"> <li>-Enable to continue water supply by new generator even during electricity failure, the increase of water flow is around 280 m<sup>3</sup>/day;</li> <li>-Save energy by using inverter control;</li> <li>-Improve water quality by installation of chlorination system;</li> <li>-A population of around 91,300 will benefit from the project.</li> </ul> |
| Jbail                       | Jbeil | <ul style="list-style-type: none"> <li>- Supply and renew intake pump 18.5 kW 2 set</li> <li>- Supply and install submersible sand pump 1.5 kW 1 set</li> </ul>                                                                                                        | <ul style="list-style-type: none"> <li>-Increase quantity of water intake (it is expected the increased quantity will be from 15 to 20%, around 1,440 m<sup>3</sup>/day increase);</li> <li>-No need to stop the facility for drainage of sand in the intake pit;</li> <li>-A population of around 30,000 will benefit from the project.</li> </ul>                                              |
| Kafra                       | Aley  | <ul style="list-style-type: none"> <li>- Construct foundation of generator 1 ls</li> <li>- Supply and install a silent electrical generator of 400 KVA 1 set</li> <li>- Supply and install ATS 1 set</li> </ul>                                                        | <ul style="list-style-type: none"> <li>-Enable to operate three wells at same time, the increase of water flow is around 600 m<sup>3</sup>/day;</li> <li>-A population of around 189,000 will benefit from the project.</li> <li>-When new well the construction, which is work in progress, is completed, water flow will be increased more.</li> </ul>                                         |

Basis of the figures in the above table are as follows.

**Table 5.27 Basis of the Calculation of the Figures**

| Municipality                | Effect and Impact                                           | Basis for Calculation of the Figures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|-----------------------------|-------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Choueifat<br>El-Aamrousiyeh | Increase of water flow:<br>around 280 m <sup>3</sup> /day   | The water pump set deliver 35 m <sup>3</sup> /hr and the installation of Electrical Genset will provide daily power supply for 8 hours during the EDL power cutoff. (8 x 35 m <sup>3</sup> /hr = 280 m <sup>3</sup> /8hr).                                                                                                                                                                                                                                                                                                                                          |
|                             | Number of beneficiaries: around 91,300                      | Based on Central Administration of Statistics, the Estimated population within Choueifat Aamrousiyeh for Y2018 is 74,000 Lebanese inhabitants (14,900 residential units) add to them and as per UNHCR data 17,300 Syrian displaced.<br>The Choueifat water system is composed from multiple wells and trunk lines interconnected on the water distribution network and, this is why by considering any improvement on water production that is injected within the interconnected network, the benefit will reach directly or indirectly water subscribers of BMLWE |
| Jbail                       | Increase of water flow:<br>around 1,440 m <sup>3</sup> /day | New operational pumps can deliver an additional around 60 m <sup>3</sup> /hr when compared to the prior operating mode. (24 x 60 m <sup>3</sup> /hr = 1,440 m <sup>3</sup> /day)                                                                                                                                                                                                                                                                                                                                                                                    |
|                             | Number of beneficiaries: around                             | The population of Jbail City and suburbs (Blat & Aamchit) and based on Central Administration of Statistics the total estimated                                                                                                                                                                                                                                                                                                                                                                                                                                     |

| Municipality | Effect and Impact                                         | Basis for Calculation of the Figures                                                                                                                                                                                                                                                                                                                |
|--------------|-----------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|              | 30,000                                                    | population number is:<br>Jbail: 15,000<br>Blat: 10,000<br>Aamchit: 15,000<br>Hence, taking into account 75% occupancy within Jbail & surrounding localities the served population is 30,000 inhabitants.                                                                                                                                            |
| Kafra        | Increase of water flow:<br>around 600 m <sup>3</sup> /day | The new generator will allow BMLWE the three pumps within Kafra water system instead of two pumps that were operated by the old Generator, thus an increase of 110 m <sup>3</sup> /hr flow for 5 to 6 hours daily operation.                                                                                                                        |
|              | Number of beneficiaries: around 189,000                   | The Kafra water system is interconnected with the Barouk, Safa and Rayan springs that provide water to the whole villages within the Chouf, Aley & Iqlim el Kharoub villages that has an estimated population of 189,000 inhabitants.<br>The system is interconnected any improvement on the production side will benefit to all BMLWE subscribers. |

## 5) Handing Over Ceremony

- Date and time: September 25<sup>th</sup> 2018 from 10:00 to 11:10
- Venue: Choueifat Municipality
- Number of participants: 24

**Table 5.28 Participants**

|       | Organization                     | Number | Position                                                                                                                                  |
|-------|----------------------------------|--------|-------------------------------------------------------------------------------------------------------------------------------------------|
| 1     | BMLWE                            | 6      | Director General, Chief of Projects Department, Technical Director, Director of Distribution, Head of maintenance section Junior Engineer |
| 2     | Choueifat Municipality           | 3      | Vice President, Head of Work Department, Municipality Member                                                                              |
| 3     | World Engineering and Technology | 2      | Managing Partner, Project Engineer                                                                                                        |
| 4     | Arison                           | 3      | Managing Partner, Project Engineer, Project Manager                                                                                       |
| 5     | Embassy of Japan in Lebanon      | 2      | Second Secretary, Economic cooperation attache                                                                                            |
| 6     | JICA                             | 2      | Senior Representative of Jordan Office, Coordinator of Lebanon Office                                                                     |
| 7     | JST                              | 6      | Team Leader, Livelihood Expert, Water Engineer, Coordinator, Technical Assistant, Secretary                                               |
| Total |                                  | 24     |                                                                                                                                           |

- Contents of the Ceremony

**Table 5.29 Contents of the Ceremony**

|   | Contents                                    |
|---|---------------------------------------------|
| 1 | Welcome remarks and opening of the ceremony |
| 2 | Speech from BMLWE                           |
| 3 | Speech from the Embassy of Japan            |
| 4 | Speech from JICA                            |
|   | Refreshment and move to site                |
| 5 | Handing over the key at the site            |

e) Result

The handing over ceremony was successfully implanted. The three mass media, National News Agency, OTV Lebanon and Al-Manar TV attended and broadcasted the ceremony on their media.

In the ceremony, the vice president of Choueifat Municipality expressed gratitude for the assistance of installation of generator and chlorination system. The DG of BMLWE thanked JICA's contribution and noted that the infrastructure in Lebanon under the burden of the massive presence of the displaced Syrians, which might stop the effectiveness of the assistant that Lebanon is getting to absorb large pressure required on infrastructure. He concluded, "This direct bilateral cooperation with Japan has yielded positive results and effective, and we hope to continue further future projects for the benefit of the citizen and society

The Second Secretary of the Embassy of Japan explained that "the project in Choueifat is part of an integrated project to ensure water supply for three stations in Mount Lebanon, implemented and funded by the Japan International cooperation agency in cooperation with Beirut and Mount Lebanon Water Establishment and local municipalities to reduce water shortage. He noted that "Lebanon was water-rich area according to surrounding countries, but began suffering in recent years from a lack of this vital substance forming a source of concern especially with large numbers of displaced Syrians on its land".

Senior Representative of JICA Jordan Office explained that "this project enhances the friendship between Lebanon and Japan, pointing out that" a large number of Lebanese who worked on this project and they are a symbol of friendship between our two countries, which seek to be maintained by continuing to provide all necessary support to Lebanon".

### **5.3.13 Lessons Learned through the Implementation of SPs**

The issues and lessons learned through implementation of SPs are shown below.

#### **(1) Candidate Sites Selected by MoSA**

##### **1) Issues**

18 sites where MRR was conducted, were selected and the problems related to water which were presented in the result section of each MRR. However, the information of these problems were not concrete and accurate to select the site and the work.

21 sites were selected for candidate sites by MoSA; 18 sites were from MRR and three (3) sites in North area were added. Moreover, eight (8) sites were prioritized from 21 sites, based on the requests from the area coordinators, however, the reason of these priorities were not clear.

##### **2) Lessons Learned**

It is difficult to select candidate sites for SPs based on MRR only. Further, MRR was conducted for each municipality and the possible interventions were presented; however, one water supply system has been distributing water to multiple municipalities and it is required to confirm the work, which is really needed by BMLWE. On the other hand, BMLWE does not comprehend the extent of the community's problems due to increase of Syrian displaced people. The accuracy and content of the information, which each party knows is different; therefore it is important that MoSA, BMLWE and MoEW come together with necessary information and exchange their opinions to solve this information asymmetry, and then it will be possible to match between needs of people and viable works.

#### **(2) Candidate Sites Selected by BMLWE**

##### **1) Issues**

At the beginning of the Study, JST planned to check the list of candidate sites selected by MoSA and the list of the sites, which BMLWE or MoEW possess for rehabilitation, and select the sites which match to the criteria and prerequisites set by JST. However, the list of the sites for

rehabilitation was not shared by BMLWE and MoEW, both. Therefore, JST submitted the list of candidate sites selected by MoSA and the criteria for selection of candidate sites made by JST to BMLWE, and afterward BMLWE matched it with their list for rehabilitation by themselves. It is not known that how the candidate sites were selected.

## **2) Lessons Learned**

As stated above, it is important that MoSA, BMLWE and MoEW come together with necessary information and exchange their opinions to solve this information asymmetry, and then it will be possible to match between needs of people and viable works.

### **(3) Candidate Sites for Preliminary Survey**

#### **1) Issues**

JST had to visit the selected candidate sites to confirm the actual and necessary works for the site, because BMLWE didn't comprehend it.

During the selection of candidate sites for the preliminary survey, JST had to estimate the draft project cost for selection, however, it was difficult for JST to estimate the cost for each site, because JST did not have enough data related to each cost.

#### **2) Lessons Learned**

The headquarters of BMLWE doesn't comprehend all information of each site. Therefore, the site visit for confirmation of necessary works should be conducted as necessary. If BMLWE participates in the process of selection of candidate sites from the beginning, BMLWE and JST can work together and estimate the project cost together also.

### **(4) Candidate Sites Based on Preliminary Survey and Evaluation**

#### **1) Issues**

One municipality, which was selected for candidate site by BMLWE, was found that the site had been being implemented by other donor. This information was given by the municipality. The cause of this duplication was that MoEW gave approval of implementation to the donor and BMLWE didn't know about that.

In addition, there are no accurate population data. Therefore, it is difficult to understand the number of beneficiaries.

At the beginning, JST supposed that rehabilitated water supply system can provide drinkable water to the population. However, most of the population was not fetching the drinking water from water supply system; they have relied on bottled drinking water.

#### **2) Lessons Learned**

As stated above, MoEW participates in the selection of candidate sites from the beginning, and the information of each party should be shared at early stage, then the duplication of the site can be avoided.

The domestic water supplied by private water truck and bottled water for drinking are in widespread use in Mount Lebanon. In these areas, the role of water supply system is different from as of in Japan. It is better not to set strict standard, and better to grasp and act according to the existing realities.

### **(5) Sites Approved by MoEW**

#### **1) Issues**

JST submitted a letter of request for approval of candidate sites to MoEW through BMLWE in September 2017. According to BMLWE, the approval from MoEW was supposed to be received within 2 weeks; however, it was not received until mid of the December 2017.

#### **2) Lessons Learned**

As stated above, MoEW will participate the selection of candidate sites from the beginning, and the opinion of MoEW also will be consolidated. In such way, MoEW will probably approve the implementation of SPs without any problem.

## **(6) Supervision of the Construction Work**

### **1) Issues**

It is difficult to control the progress of the construction work because most construction works were not implemented as per planned schedule.

There were delay in procurement of sand pump and commencement of the construction work.

The reporting for the progress of the construction work by the local consultant was very limited and not adequate, and it was difficult to know the actual progress; therefore, JICA Study Team had to visit the sites very often to know the actual progress, and needed to contact the concerned organizations to facilitate smooth construction work.

### **2) Lessons Learned**

The commitment of the contractor and the local consultant to follow the planned schedule was very weak. It is desirable to check strongly the situation of procurement arrangements of equipment at the beginning stage, and to avoid delays in procurement as much as possible. Further, it is important that the documents which the contractor should submit to complete the work, need to be strongly confirmed in a first meeting with the contractor, and to give the contractor a realization of penalty for delay in the construction work if the contractor cannot complete all works within the contract period.

Regarding the reporting of the progress of the construction work by the local consultant, it is important that a format of site visit report and comparison table of the planned and actual timeline should be confirmed, and the timing of the reporting should be agreed with each other.

## Chapter 6 Support for Livelihood Improvement

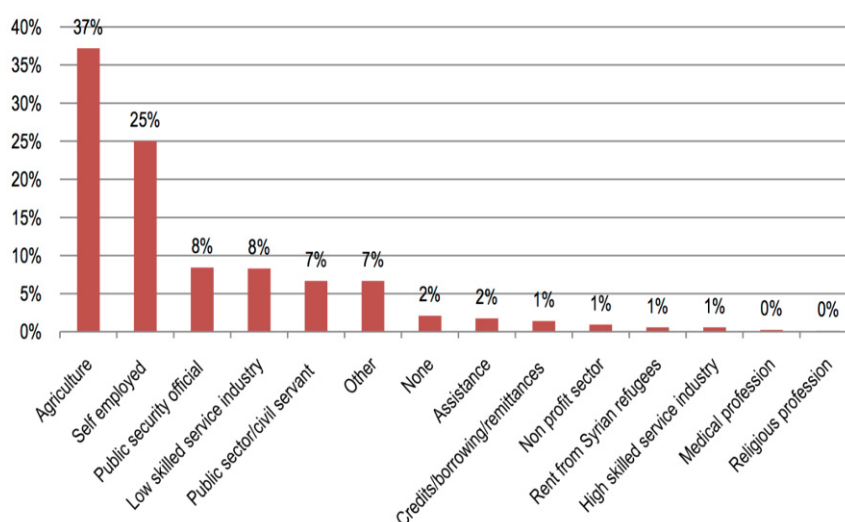
### 6.1 Background of the Sub Project

The objective of the Livelihoods improvement sub-project was the collection of information for technical cooperation projects particularly aiming at strengthening the response capability and capacity of municipalities hosting Syrian displaced. Therefore, JST contemplated the appropriate approach for this support and has analysed the issues of the increasing number of Syrian displaced in Lebanon. In response to this situation, JST has recognized the challenges faced by the Lebanese communities and has explored solutions with close consultation with the MoSA who is C/P of these projects. The projects focused on providing support and assistance for the improvement of the Livelihoods sector. Livelihoods improvement sub-projects for vulnerable groups through SDC was made as the main framework.

### 6.2 Current Situation Analysis

#### 6.2.1 Source of Livelihoods

According to FAO assessment, main sources of livelihoods are as the following.



**Figure 6.1 Main Sources of Livelihoods**

Source : FAO (2015) "Food Security and Livelihoods Assessment of the Lebanese Host Communities"

In Lebanon, the main source of livelihoods are the agricultural activities and self-employment. Public sector and service industries come as third, both with the same rate.

When it comes to agriculture, it has experienced a direct negative impact from the Syrian crisis such as the loss of trade opportunities. This has dramatically impacted agriculture exports from Lebanon, which accounts for nearly 15 percent of exports. Lebanon relies on land transport through Syria to access markets in Jordan and the Gulf countries that account for some 60 percent of agricultural exports<sup>40</sup>. Moreover, since Lebanese farmers traditionally relied on agricultural inputs from Syria, they were affected by the rise in price of materials due to the Syrian crisis<sup>41</sup>.

On the other hand, according to an interview with UNDP, there is a tendency of hesitation to engage in self-employment due to the influence of insecurity and instability after the Syrian crisis. "As long as you have one desk, you can start doing business on the roadside" as Lebanon says, but a little sense of resistance to entrepreneurship is currently felt, and it is not easy to find many self-employed people.

<sup>40</sup> (2017) "Lebanon's manufacturing sector"

<sup>41</sup> ILO(2016)"Livelihoods, Employment and Income for Vulnerable People in North Lebanon"

## 6.2.2 Demand of Workforce in Mount Lebanon Governorate

According to the survey conducted by ACTED (an international NGO operating in Lebanon), “Labor Market Assessment in Beirut and Mount Lebanon” (January in 2014), the rate of employment of Lebanese and Syrian displaced in Beirut and Mount Lebanon Governorate is 59 %. This rate is different from a community to another and for gender: Lebanese male is 81 %, Lebanese female is 46 %, Syrian male is 71 % and Syrian female is 8 %, hence, the employment rate of female is lower than male. It was indicated that the major factor for not getting jobs is the insufficiency of employment opportunities for male and minimum opportunities for building the needed skills for female according to the report.

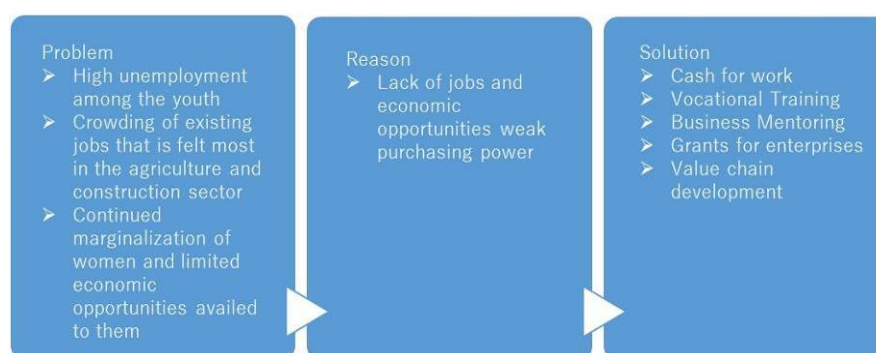
The necessary skills for obtaining job are the English language, computer skills, professional skills and communication skills. Many workers hope to take trainings so they can enhance these skills. Moreover, employers mentioned that communication skills (communication with employers, sincerity and loyalty) are the most important for hiring workers. The report recommended that employment opportunities should be enhanced through capacity building trainings for workers and support for the employer’s side such professional skills for the specific industry.

Based on the report most of Lebanese female workers work in the retail sector while for the Syrians, it is the cleaning sector. However, the female employment rate of Lebanese women and Syrians is low since women are supposed to be in charge of household duties for the Syrian families. It is a sensitive issue for women to work outside the house. Basically, the sectors where Syrians workers are allocated to work are construction, agriculture and cleaning. This sectors are male dominant and require physical skills, and it is hard for Syrian women to enter the market.

Offering women income generating opportunities such self-owned business or home manufacturing are possible because it takes into consideration the social and cultural background of the female workers.

## 6.2.3 Progress of Livelihood Project under LHSP

The following figure shows the problem analysis for the LHSP planning process.



**Figure 6.2 Problem Analysis for the LHSP Planning Process**

Below the summary of the LHSP livelihoods types of interventions.

**Table 6.1 Summary of the LHSP Livelihoods Projects**

| Output 1   | Livelihoods and Economic Opportunities Increased                                                                                                                                                                                                                                                                          |
|------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Activity 1 | • Rapid and temporary employment creation. Incl. LBT etc.                                                                                                                                                                                                                                                                 |
| Activity 2 | • Local economic recovery and capacity development incl.<br>- Further analysis on livelihoods and local economic development<br>• Market analysis vocational training with mentoring and provision of start-up kits including grants to entrepreneurial<br>• Support value chain development like agriculture, tourism... |
| Activity 3 | • Opportunities for sustainable employment increased<br>- Facilitate PPP, support community based natural resource management, private sector development, microfinance initiative and institutional capacity development                                                                                                 |

LHSP evaluation report was published with a research and an analysis conducted in September and October of 2016. It mentioned that LHSP achieved somehow to short-term job creation but it faced difficulty to create long-term job opportunities with the following major four (4) challenges.

- (a) Development of private sectors (promotion of industry, supports for entrepreneurship) takes time.
- (b) A large number of youth unemployment is observed.
- (c) The competition of Labor market is very fierce for non-skilled workers.
- (d) Some women are isolated. Opportunities of their economic activities are limited.

#### 6.2.4 Current Status of Support in Host Community of Lebanon

LCRP targets 60 thousands and 663 of 182 thousands and 169 displaced who are needed to be received assistance of livelihoods improvement. Twice the number of 2016, more than 35 thousands of Lebanese, Syrian, Palestine took a short-term market-oriented technical training in 2017. In addition, 21 thousands of them got opportunities for joining career guidance, internships and so on. However, the rate of getting employment and starting business is extremely low; the rate of beneficiaries who got employment opportunities is 6 % and regarding beneficiaries who starts home manufacturing is 7 % only. To improve the quality and impact of the training is the priority in livelihoods improvement field for 2018.

The below shows a result of interviews with donors and NGOs which has supported host communities with income generating projects in Mount Lebanon Governorate.

**Table 6.2 LCRP Interventions, Activities and Challenges**

| Partners                          | Assistance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Challenges                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-----------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>UNDP LHSP<br/>BML</b>          | <p><u>Temporary placement:</u></p> <ul style="list-style-type: none"> <li>✓ Job creation through public construction work for new basic service/ economic facilities to be built in host community including projects identified following MRR implementation.</li> <li>✓ Labor Intervention for Host community and the Syrian displaced</li> <li>✓ Support of Handy Craft through SDC. They did marketing research, make products and sell accordingly.</li> <li>✓ Promotion of employment in public works in line with revenue sources identified based on results of MRR (Implementation of forestation projects and promotion of employment of neighboring residents in Municipality that emphasizes environmental conservation)</li> </ul> <p><u>Mid-term placement:</u></p> <ul style="list-style-type: none"> <li>✓ Job creation for Youth: Skills Training, improvement of communication skill, internship (technical training through OJT).</li> <li>✓ Entrepreneurship support for youth: Support linkage to Chamber of Commerce, Presentation Skill training for applying loan.</li> <li>✓ Support for SME: Strengthen access to markets and loans.</li> <li>✓ Assistance to Agro-processing group: Secure accessibility to the markets and financial service, technical training.</li> </ul> <p><u>Long-term placement:</u></p> <ul style="list-style-type: none"> <li>✓ Investment in value-chain and job creation in areas of agriculture, environment, daily commodities, furniture, handicraft, solid waste management.</li> </ul> | <p><u>Temporary placement</u></p> <ul style="list-style-type: none"> <li>- Identified infrastructure construction project through MRR didn't create enough job opportunities.</li> </ul> <p><u>Mid-term placement</u></p> <ul style="list-style-type: none"> <li>- Skill/vocational training. Many of employment / entrepreneurial supports and vocational trainings do not lead to employment / start-up in the short term.</li> </ul> <p><u>Long-term placement:</u></p> <ul style="list-style-type: none"> <li>- There is a support gap on the supply side of the labor market, and job opportunities are limited.</li> <li>- Most interventions targeted a single area of the value chain with limited number of job creation.</li> </ul> |
| <b>UN Women with<br/>GoJ fund</b> | <ul style="list-style-type: none"> <li>✓ Skill needs assessment of women and youth (both for host communities and Syrian displaced) → Technical /Skill training → Employment / entrepreneurial support (Student and company intermediation, Payment for employment</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <ul style="list-style-type: none"> <li>- Difficulty to expand good practice in one target area as good model in other area.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

| Partners                                   | Assistance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Challenges                                                                                                                                                                                                                                                                                                                                                              |
|--------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                            | trial period, Home Industry Support, Support for entrepreneurial funds)<br>✓ SDC: Provision of skill training place, provision of activity place, monitoring of GBV (Social worker)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                         |
| UNIDO                                      | ✓ Provision of equipment to food processing industry for job creation (GoJ and Italy)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | - Cooperation with MoI                                                                                                                                                                                                                                                                                                                                                  |
| Mercy Corps (International NGO)            | ✓ Vocational training for individuals (UK Funds)<br>✓ Support for SME (Coaching, Technical support, Preparation of business plan, Support for access to loans, Grant aid, Solid waste management employment creation support)<br>✓ TVET (Technical Vocational Education and Training) (Netherlands funds): Support for agricultural processing equipment at training schools in cooperation with the Ministry of Education, Support for participation of student job fairs / internship.                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | - Support through Chouf District UoM<br>- UoM conducts fund management and the business management / beneficiary selection and adjustment.<br>- There is no collaboration with Chouf District SDC because of political confrontation.                                                                                                                                   |
| AMEL Association International (Local NGO) | ✓ Intensive training for 4 months for young people and women in Mar Elias (Palestinian camp) (English, computer skills, vocational training, life skill training, community events).<br>✓ Marketing / Accounting management training / Coaching / Business start support for women agricultural processing cooperative.<br>✓ Management of women's product sales agent.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | - SDC is cooperating with Child Protection and Health field, but not in the livelihood improvement field.                                                                                                                                                                                                                                                               |
| ACTED (International NGO)                  | ✓ Capacity building for SDC (5 SDC are linked with Concern Worldwide), Vocational training support through independence support (SDC needs analysis, providing training materials for SDC, instructor training for SDC staff, training such as catering and BDC training in cooperation with NGOs and Chamber of Commerce and Industry (Training contract cost upper limit: 15,000 USD), support for practical training at factory etc.)<br>✓ Grant aid for Cooperative project in cooperation with Ministry of Agriculture (olive oil, honey).<br>✓ The Dutch refugee Council (EU trust funds) supports the Syrian displaced in Lebanon and the Jordanian poor people(=LEADERS (Local Economic Empowerment to Enhance Regulation and Social Stability). Target is 130,000 people for local socioeconomic development, social stability, learn participatory development and joint problem solving thinking way for resilience)<br>✓ Vocational training through SDC | - Capacity building for SDC staff, equipment support, support for training by SDC staff Lecturer / training management.<br>- To consider activities to support long-term employment, sustainability and working environment improvement.<br>- LEADERS, CARE, OXFAM, Makhzoumi Foundation are members of the community. Some insist this method is politically affected. |
| Al Majmoua                                 | ✓ • Implement assistance of financial service and other two fields<br>✓ • Financial service: Implement 6 million dollars of financial assistance for 65 thousands people from 1997 to 2017 (groups: 200~7,000 USD, individuals: 500~7,000 USD), free of charge and interest charge is 1.3 % for 1 month, assist community development projects like fair-trade.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | - Assistance of employment creation and starting a business including trainings and packaging micro-finance has not been                                                                                                                                                                                                                                                |

| Partners                  | Assistance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Challenges                                                                                                                                                                                                                                                                                                   |
|---------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                           | <ul style="list-style-type: none"> <li>✓ • Implement the micro-finance assistance to 8,000 people for the last 1 year (65 % is female).</li> <li>✓ on-financial service assistance: financial education, business management, risk management for starting a business, coaching and so on.</li> <li>✓ Relating to SDC: Receiving the request from SDC, implement assistance such as introducing goods that beneficiaries made, sessions of awareness and technical trainings (pictures, the way of setting solar panels, traditional embroidery and so on) for beneficiaries targeted by SDC.</li> </ul> | implemented.                                                                                                                                                                                                                                                                                                 |
| Save the Children Lebanon | <ul style="list-style-type: none"> <li>✓ Food security and livelihoods improvement project: implementing trainings for contributing livelihoods improvement such as production activity, starting a business, the method of market research and so on at the household level. Offering materials and equipments which are necessary as initial investment.</li> </ul>                                                                                                                                                                                                                                    | <ul style="list-style-type: none"> <li>- The stance emphasizing assistance for the displaced and host community shifts to change.</li> <li>- Received 79 million dollars of financial assistance from 15 donors in 2014. Some says this is the period to consider about activities in the future.</li> </ul> |

Findings and lessons learned are summarized as follows;

### **(1) Conflict Sensitivity Measures Taken into Consideration during the Implementation of the Project**

The following points are necessary to be considered before the implementation of Livelihoods projects: i) the competition of employment is the main factor heightening the tension between host community and Syrian displaced, ii) it is required for conflict prevention consideration sufficiently and the attention not to cause the tension and confusion when projects of livelihood improvement implement, then confirm and make an agreement between the persons concerned.

### **(2) Absence of Successful Model of Livelihood Support Package Program including Training Based on Analysis of Labour Market and Enhancement of Employment, and Skill Training Based on Market Survey and Promoting Income Gain**

Sometimes there is a gap between skill acquired in vocational training support and demanded skills in the labour market, same as for the products resulting from the training. Thus, livelihood program is essential, covering labor market analysis, vocational training and employment promotion, also same as packaging market survey, skill training for products of high demand and income improvement. After the Syrian crisis erupted, many partners had taken time to assess livelihoods needs and opportunities in the host communities and tried to understand the market. Currently, they proceed to job creation support or start-up promotion with accumulated knowledge from various assessment. Therefore, there are not yet successful model of long-term livelihood program, and most of livelihood partners still focus on training and cash for work projects.

### **(3) Necessity of Strategic Public Private Partnership for Job Creation Following Value-Chain Analysis**

Job creation through the public service is limited due to the current context, it was mentioned that the short-term employment creation thru public service in the field highly recommended by the MRR is not possible. From the long-term perspective, it was pointed out that assistance for value chain approach is much needed. For example, most of the interventions are promoting agricultural production projects without a full analysis of the market, the sale capacities of the assisted

beneficiaries, the sustainable distribution of the products neither the consumers needs, hence the situation is not progressing, it has only managed to create short-term employment in the market. Moreover, assistance records based on the analysis of value chain, good practices in Livelihoods improvement and employment cannot be confirmed since “There is no policy of implementing assistance based on the whole value chain” (ACTED) until now. Measuring the impact and evaluating job creation and income improvement at this stage is not possible since it requires long time interventions” (ACTED). As mentioned previously, livelihoods partners are currently promoting employment and planning to support SMEs, and value-chain in the future.

#### **(4) Importance of Follow-Up Activities Following Skill Training**

Post training follow up activities exist, although fostering business mind is taking a long time for beneficiaries due to the current situation in host communities highly stressed and affected by the Syrian crisis. Follow-up activities are quite necessary for agencies implementing livelihoods projects to be able to achieve their objectives.

Soft skill trainings are extremely important when starting a business and getting employment after the technical skill training, in addition, it is necessary to have a close support and coaching for the beneficiaries. Also, the improvement of work environment and conditions are important for livelihoods partners to ensure prolonged employment and maintain income.

#### **(5) Diversification of Training Course for the Beneficiaries**

The need of the trainings differ between the social groups, requested training by the Lebanese are not the same mentioned by the Syrian displaced, having joint sessions with the same numbers of Lebanese and Syrians trainees are sometimes irrelevant.

It was notice during the preparation of the training that the Syrian women unemployed have specific needs such basic education and techniques while Lebanese women need to enhance their pre-existing skills, knowledge and experiences. A detailed assessment and research are required by partners since it is hard and inappropriate to impose selective capacities on the displaced and poor groups.

#### **(6) Implementation Structure**

UN Women assisted the monitoring of post training activities conducted in the SDC premises and provided by the SDCs trainers. ACTED implemented staff training and support for facilities based on a need analysis of the SDC. However, it was highlighted that the design of the project was adapted to the need of each SDC It was also pointed out that strengthening the capacity of SDC staffs is necessary for implementing the livelihoods projects since the main function of the SDCs is offering health services and social welfare. Moreover, every SDC does not have the budget to hire an economic development specialists or a livelihoods expert.

Another intervention was conducted with the SDC, a vocational training and and assistance to SME project was conducted through UoM within the project of Mercy Corps and UoM took charge of the project management including fund, selecting beneficiaries and coordination.

#### **(7) The situation of Home Industry and Registration of Ministry of Industry**

As mentioned above, the rate of engaging in self-owned business is high and female who do home based business activities is considerable. Unfortunately, they cannot register due to the small size of their businesses and they remain informal. However, in Mount Lebanon Governorate, the number of female businesses is huge and many women has income generating activities, especially in Chouf and Aley-Maten. These entrepreneurs visit the SDC or NGOs and accept to attend trainings and financing. Females who cannot access finance is more committed so they easily purchase minimum capital and raw materials by using loan fund provided by NGO.

Active and productive women can sell their production (or use it as gifts for the family) without the need to get the licence or paying taxes. But, if they expand their businesses and have more sales destination, products quality control is required though there are no formal and detailed regulations describing details of products quality control.

Basically, SME and groups which have cooperative work space and do commercial activities are needed to be registered to Ministry of Industry. Although the status of doing activities is to be protected by registration, women choose maintaining small-scale activities in consideration with the household needs and to avoid paying taxes on the cost such as house lent for shops and factories. Taxable annual income is more than 10 million LBP a year. Women earn 250 to 350 USD per month with home-based small businesses.

As for group with the office or common work space, registration in Ministry of Industry is required and such group cannot produce and sale products without permission from MoI. The group is not allowed to produce at home and required to get permission from MoI for its activity regardless of the number of workers and the sales profit.

The registration fee is different from industry fields to another, it is approximately from 100 thousands to 800 thousands LBP by the act 5243. Moreover, acquisition of a qualification of sanitation management and the safety level of buildings is to be met and the work permit is also necessary for the foreign workers.

For the Livelihoods projects conducted jointly with the MoI, the subsidy is offered preferentially for all the projects which target only the permitted industries. In addition, businesses can receive preferential treatment of relatively cheap electricity fee. Moreover, customs charges for getting materials are deductible and the subsidy loan of BDL can be lent certainly.

#### **(8) Financial Assistance for Starting a Business and Employment Creation**

The JST interviewed to Al Majomoua (micro-finance institution), 55 % of borrowers are the Syrian displaced asking for financial assistance to start a business. Micro-finance institution didn't package financial assistance to start business and training for start-up. Sometimes, the Syrian displaced refuse to attend skill training designed based on the needs in the demand side of the market.

#### **(9) Dependency Syndrome to be Avoided**

Many and various trainings (technical seminars, vocational trainings, etc.) are implemented by international and local NGOs. Refreshment such as drinks and meals, stationeries and transportation expenses are provided for trainees during the training and for the transportation. Some attend several trainings and required NGOs to increase transportation expenses and claim of better refreshment and this lead to a situation where NGOs struggled to cover or not required expenses. The number of trainings beneficiaries is increasing in order to improve their present situation and try to ensure a job immediately after the training. Also, it was noted that there some groups are benefiting from trainings but not seriously looking for the job. The dependency syndrome on trainings should be avoided, however, most of the NGOs cannot find a conclusive solution.

#### **(10) Competitive Skill Market and No Diversification**

Most of the training providers are offering the same topics for all the trainees since there is a high demand on specific themes. However, some cases are causing competition since the market become saturated. For example, many women take the training of nailcare because it can be easily implemented at home and initial cost is low. For this reason, market value is decreasing and women cannot utilize their skills acquired in the training. it will be recommended to start focusing and looking for niche field.

In connection with the above, some training organizers are trying to gather more participants by adopting the contents with impact to the training itself and making the curriculum look more attractive since they cannot find the niche field easily. Partners adopted several strategies to market the capacity building programs, one partner advertised the sewing training by inviting a guest who is a famous designer from the capital city in order to gather participants of the training. In short, attending a training led by a famous designer who succeeded overseas does not create the daily products and ensure jobs for the people who had not been studying design, sketch, pattern and sewing systematically and technically. This NGO is trying to make a difference from other NGOs by calling a famous person despite that the advertising cost and remuneration of lecturers are expensive but the return on investment is not high neither useful for the trainees.

### 6.3 Consideration of Implementation Structure

#### 6.3.1 The Activity Situation of SDCs in the Mount Lebanon Governorate

The table below shows the profiles and the activities of the selected SDCs..

**Table 6.3 Outline of SDC (Repeated)**

| Caza                           | Alley                                                                                                                                                                                                                                                                                                                                                                                                               | Chouf                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Jbeil                                                                                                                                                                                                                                                                                                                                                                              |
|--------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Name SDC                       | Kahaleh (Alley)                                                                                                                                                                                                                                                                                                                                                                                                     | Chhim                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Akoura (Qartaba)                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Structural position</b>     | Sub SDC of Alley main SDC covering central region of Mt. Lebanon                                                                                                                                                                                                                                                                                                                                                    | Chhim main SDC covering south region of Mt. Lebanon                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Sub SDC of Qartaba main SDC covering north region of Mt. Lebanon                                                                                                                                                                                                                                                                                                                   |
| <b>Population Covered area</b> | Lebanese: 7,000 population<br>Covering: 8 Municipalities                                                                                                                                                                                                                                                                                                                                                            | Chim Municipality:<br>Lebanese 35000, Syria 12000<br>Covering: Chhim/ Katermaya / Mazboud/ Dalhoun/ Sibline                                                                                                                                                                                                                                                                                                                                                                                                                            | Permanent residents 100 individuals (winter and summer). In summer the population reach 9000 individuals.<br>Syrians is 450. But in September, during apple harvesting period, 1,000 Syrian Laborers come to Akoura for one month only                                                                                                                                             |
| <b>Staff</b>                   | Director (1)<br>Manager (1)<br>SDC director and three other staffs (one civil servants): it is not clear they have a manager or not                                                                                                                                                                                                                                                                                 | Director (1)<br>Manager (1)<br>Staff (3)<br>Doctors                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Director (1)<br>Manager (1)<br>Staff (1) *civil servants<br>Three (3) doctors<br>*Staff work is assist for director and manager, cleaning.                                                                                                                                                                                                                                         |
| <b>Budget</b>                  | <p>➤ Previously the SDC had an allocated development projects budget in addition to administrative budget. Now the SDC had only administrative budget allocated and sometimes the SDC director covers some of the invoices from her own money and reimburses it from the ministry at a later period.</p> <p>➤ SDC Fiscal year extends from January till end of December (last payments done before 15 December)</p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                    |
|                                | Alley SDC with 2 sub-sectors have an annual budget of 150 million LL (100,000 USD). Which a reasonable part of it goes into rent expenditure. The SDC faced big budget cut downs after 2008, and this was not only limited to MoSA but rather all the Lebanese government. This sometimes left us for a year without salaries                                                                                       | The whole budget for Chhim SDC is 200 million LL (\$133,000 USD) and this budget is split into 2<br>1. General fiscal budget including salaries, transportation, national social security fund (and can include projects, but since 2012 there is a budget cut down and constraint so the proposal for project funds have not been approved since)<br>2. Administrative and maintenance, also Ms. Ghania described it as petit cash. This includes small payments done at the SDC for operations such as electricity, internet, gaz... | Qartaba main SDC with Akoura and Souwaneh sub-sectors have an annual budget of 225 million LL (150,000 USD). The SDC faced big budget cut downs after 2008, and this was not only limited to MoSA but rather all the Lebanese government. This sometimes left us for some time without salaries and we are unable to execute any trainings as we did not have the financial means. |

| Caza<br>Name SDC                                                    | Alley<br>Kahaleh (Alley)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Chouf<br>Chhim                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Jbeil<br>Akoura (Qartaba)                                                                                                                                                                                                                                                                                              |
|---------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | this takes a budget of 12 million LL from the whole budget                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                        |
| <b>Fund</b>                                                         | Proposals for development projects are directed to MoSA and have specific guidelines. Prior to 2008 the budget for the proposals was approved and projects executed. After 2008 there was a budget cut-down for the whole government restricted by Ministry of Finance. And since then budgets for developmental proposals are not accepted and sometimes SDCs pass through hardship times until money dispatching or reimbursements. SDC Director has good experience writing proposals.                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                        |
| <b>Function (multiple)</b>                                          | 1.Primary healthcare center<br>2. Opening a new dental clinic                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 1.Primary healthcare center<br>2. Dental clinic<br>3. Equipped computer lab                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 1.Primary healthcare center                                                                                                                                                                                                                                                                                            |
| <b>Concerned sector and detail of Women empowerment and support</b> | 1) Public Health<br>2) Education and awareness<br>3) Women empowerment and support<br>Training on handicraft, vocational training (who becomes trainer? SDC staff? According to my memory, they ask trainer)<br>4) Administration<br>5) Social work                                                                                                                                                                                                                                                                                                                                                                                                                   | 1) Public Health<br>2) Education and awareness<br>3) Women empowerment and support<br>Training on handicraft, vocational training (who becomes trainer? SDC staff? According to my memory, they ask trainer)<br>4) Administration<br>5) Social Work                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 1) Public Health<br>2) Administration<br>Akoura SDC can provide social development assistance, yet there is no available staff.                                                                                                                                                                                        |
| <b>Programs implemented</b>                                         | <ul style="list-style-type: none"> <li>• 10 years ago, Kahhale SDC held several trainings for different target groups including handicrafts, agro-processing, and accessories and later the SDC held an exhibition in which they bared all costs and it was free for beneficiaries that benefited from exposure and direct sales. This exhibition was a high success though in the later years the financial budget was cut down and the SDC was struggling in its financial means.</li> <li>• WB/MoSA led poverty program(safety net)</li> <li>• WFP provided Syrian family with five family members.</li> <li>• Awareness session by UNICEF(health care)</li> </ul> | <ul style="list-style-type: none"> <li>• In 2015 a project was done with RET organization the project duration was for 9 months and had 3 target groups: Women, Children, and Youth. Women received training on empowerment, sewing, and English Language; meanwhile women are taking the class, or are in meetings, their children can play in a children's play room and have a children activities schedule in addition to follow up on their social interaction and familial problems if any. Youth were targeted with English and Phone Repairs trainings.</li> <li>• A project was in collaboration with "Himaya (protection)" local NGO targeting Youth Violence; it was agreed upon through an in-formal approval form the ministry targeting parents and children (mainly mothers).</li> <li>• A soap training was done previously in the SDC by the personal efforts of the director. It was for 16hrs on</li> </ul> | <ul style="list-style-type: none"> <li>• English and French class</li> <li>• Child education and Family Planning</li> <li>• Gender Based Violence and Hygiene for Syrian female displaced (Italian Development Cooperation)</li> <li>• INGO carried out food processing training only for Syrian displaced.</li> </ul> |

| Caza                       | Alley                                                                                                                                                                                                                                 | Chouf                                                                                                                                                                                                                                                                                                                                                    | Jbeil                                                                                                                                                                               |
|----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Name SDC                   | Kahaleh (Alley)                                                                                                                                                                                                                       | Chhim                                                                                                                                                                                                                                                                                                                                                    | Akoura (Qartaba)                                                                                                                                                                    |
|                            |                                                                                                                                                                                                                                       | a timeframe of 3 weeks in which the participants manufactured soap.                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                     |
| <b>Facilities</b>          | <b><u>1 floor:</u></b><br>1 entrance + desk + waiting space<br>1 big open space for trainings<br>1 gynecologist clinic<br>1 dental clinic to be<br>1 room used for poverty project under MoSA<br>1 General health office<br>2 toilets | <b><u>1 floor:</u></b><br><b><u>Right wing:</u></b><br>2 medium sized rooms for meeting and training, 1 computer equipped room (rehabilitated by ACTED)<br>1 storage room, 1 room for SDC staff, 1 toilet<br><b><u>Left wing:</u></b><br>1 Dental clinic, 1 general health clinic, 1 kitchen, 1 common room, 1 office of SDC director, manager, 1 toilet | <b><u>1 floor:</u></b><br>1 Director's room<br>1 meeting room, used for meetings and training and a form of storage + 2 external toilets, 1 Medicine with a small kitchen, 1 toilet |
| <b>Dataset kept by SDC</b> | Training report<br>Participants list<br>Medical examination                                                                                                                                                                           | Training report<br>participants list<br>Medical examination                                                                                                                                                                                                                                                                                              | Training report<br>participants list<br>Medical examination                                                                                                                         |

N.B: When the new DG of MoSA was appointed he requested that all projects must be written approved by him personally, this caused some delay in projects and centralization of decision making, on the other hand this reduced some of the corruption that was taking place in some SDCs (Ms. Ghania interview / Chhim SDC)

Doctors are assigned to SDC, and the service they offer to the patients is free of charge or sometimes minimal depending on the logistics and paper work required. Medicine is also offered for free if found in the SDC stock.

### 6.3.2 Capacity of Implementing Partners

#### (1) Outline of the Support Provided by NGOs and UN Partners

There are 15 different capacity building support such as trainings for obtaining skills to access employment and starting a business, consulting about business, coaching, mentoring, supplying of spot goods, marketing and sales, financial accounting in Mount Lebanon Governorate. 80 % of supported groups are in the agriculture and food processing sectors. Apart from that, it is focused on tourism, trading, service, IT, manufacturing industry. NGOs also plan training including psychology support, coaching, self-management and they follow up with trainees.

Internships and OJT trainings are very limited, 9 partners such as SCI, Makhzoumi Foundation and UNDP implemented 30 projects (including 35 kinds of internships and OJT trainings). There is no support related to value chain, however, in regard to the groups which are assisted in the field are benefiting from financing like micro-credit, Al Majmoua (local NGO) is active and implement a grant assistance for grass roots project by Japanese Embassy.

#### (2) Capacity of Local NGOs in the Livelihood Sector

The capacity of the local and international NGOs including fund management and training management are varied in Lebanon, local NGOs have the expertise of technology transferred when it comes to trainings and networking with specialists in the various field. The local NGOs implementing UNDP/UNHCR projects have previous collaboration with SDCs and, Municipalities not only in Mount Lebanon Governorate but on national level and they network with other staffs of agencies operating in the Livelihoods sector.

## 6.4 Sub Project Framework

### 6.4.1 Direction of Sub-Project Following Situation Analysis

In the process of design of sub-projects, several issues were taken into consideration and highlighted: .

- (a) At the beginning, the Survey expected technical cooperation referring to MAP as development plan and implementing sub project under MAP. Through situation analysis, MAP was found out to be a list of projects without detailed design of each project such as implementation structure, budget etc. Therefore, projects listed in MAP was be regarded as references, then, detail contents of projects, especially training themes were designed according to the community needs analysis and after deep discussion with SDC.
- (b) Following the situation analysis and current status of SDC activities, it was found that main functions of MoSA/SDC are offering primary health care services and social welfare/protection, the SDCs have limited economic development projects experiences. Also with limited project budget, sub-projects focused on skill training and follow-up activities.
- (c) With limited budget resources and MoSA/SDC mandate, value-chain analysis cannot become component of the sub-project, although strategic project planning with value-chain analysis and strong partnership with private sector are the keys for job creation. Instead, sub-project involves monitoring and follow-up activities without fund from JST, considering few follow-up activities after the training, a necessary step for concerned agencies implementing livelihoods to achieved output of the projects.
- (d) In order not to create a dependency, JST adopted a policy to promote participatory approach for respecting the participant's ownership of the training. Livelihoods skill training targeted added-value to existing community resources and brought smooth understanding of transferred technique for motivated trainees with change of behaviour.
- (e) Given the high unemployed rate of youth in Lebanon and limited trainings opportunities for women, targeting women and youth was necessary.
- (f) It was required to be conflict sensitive and consider sufficiently the measures to mitigate tensions and avoid confusion when Livelihood projects were implemented.

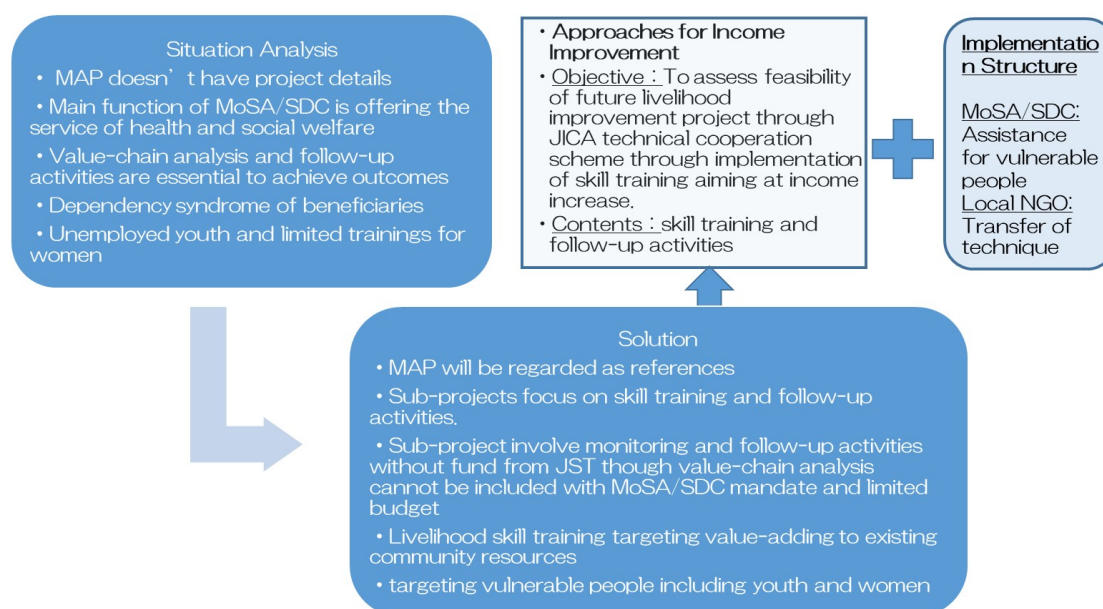


Figure 6.3 Sub-Project Strategy

### 6.4.2 Sub-Project Framework

#### (1) Goal

To assess feasibility of future livelihoods improvement projects through skill training supported by JICA technical cooperation scheme.

## (2) Target

Vulnerable people (especially youth and women who have limited access to job opportunities and vocational trainings)

## (3) Expected Impact

- (a) New skills for the participants to improve their livelihoods and income generation activities
- (b) Enhancing value added products from local agricultural resources
- (c) Develop the beneficiaries' opportunity to access different network (participants, communities, SDC, Municipality, MoSA etc) and personal relationship among those stakeholders

## (4) Methodology

- (a) Building the capacities of the vulnerable people (especially youth and women) through skills trainings to improve their incomes.
- (b) Improvement of income and livelihoods condition through monitoring and follow-up of the trainees
- (c) Changes of behaviour of stakeholders (information sharing, bonds, reciprocity)

## 6.5 Description of Sub Projects

### 6.5.1 Formulation of Livelihoods Sub-Project

After the selection of the SDCs, design of the components of sub-projects and development of the concept note, the sub-projects were implemented. The project aimed to improve the income of the vulnerable households through the SDC support to the communities and mitigate tension among communities' members impacted by the Syrian crisis. The concept note describes the content of sub-projects, the required conditions to be met, and methods for implementation.

The targeted area was Mt. Lebanon. Primary counterparts were MoSA's Social Development Centres and the beneficiaries were vulnerable members of the host communities in Mount Lebanon.

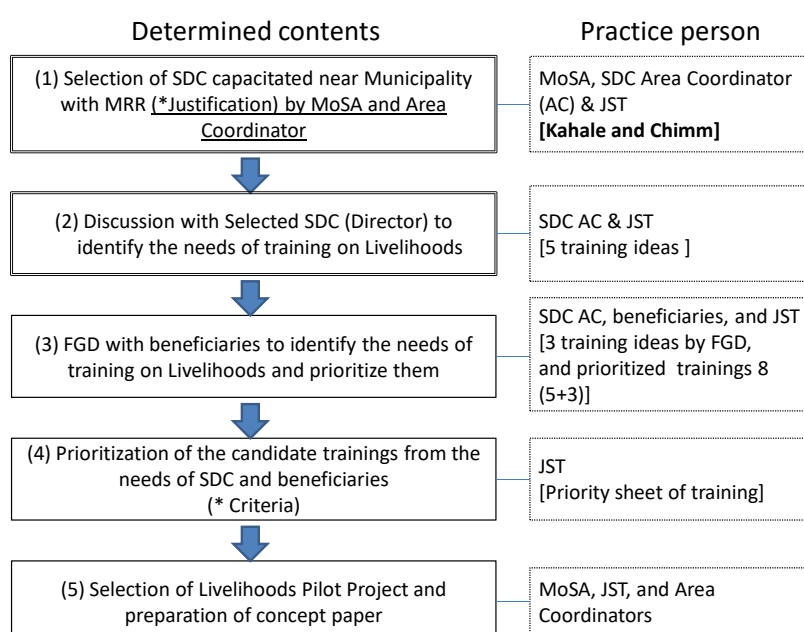


Figure 6.4 Flow on Formulation of Sub-Project

### (1) Justification

- (a) SDC meets qualification requirements
- (b) Ratio of Lebanese and the Syrian displaced per area

- (c) Vulnerability of the community
- (d) Number of the LHSP projects

## (2) Criteria

- (a) Community Needs and problem solution
- (b) Impact (Number of Beneficiaries)
- (c) Sustainability
- (d) Availability of existing resources
- (e) Market availability
- (f) Stakeholder priority

## 6.5.2 Target SDC Selection

### (1) Selection of the SDC

MoSA and JST agreed to plan and implement several sub-projects with limited budget from the view point of increase in beneficial areas. In Mount Lebanon governorate, LHSP has three (3) area coordinators in north (Jbeil, Kerwane), center (El Meten, Baabda), and in south (Aley, Chouf) respectively and take a role in implementation of livelihood/basic service project, thus MoSA and JST agreed to plan three (3) sub-projects for each areas aiming at effective collaboration with area coordinators for project implementation.

### (2) Candidate SDC

MoSA, area coordinators, LHSP/UNDP staff discussed and prepared a short list of SDCs with following requirements: i) assessed by the MRR, ii) high livelihoods needs and high priority for intervention according to the MRR, iii) ratio of Lebanese and the Syrian displaced in the village and surroundings where the SDC is based, iv) number of LHSP projects implemented in the area to avoid duplication of implementation.

**Table 6.4 List of Potential/Vulnerable SDCs**

|         | Caza   | SDC                       | MRR                                  |                           | Number of Projects under LHSP | Ratio of Lebanese and the Displaced             | Vulnerability <sup>*1</sup>       | Security Control <sup>*2</sup> |
|---------|--------|---------------------------|--------------------------------------|---------------------------|-------------------------------|-------------------------------------------------|-----------------------------------|--------------------------------|
|         |        |                           | Workshop Experience                  | Livelihood Prioritization |                               |                                                 |                                   |                                |
| North   | Jbeil  | Jbeil main SDC            | ✓                                    | 1                         | 9                             | Less than 3 : 1                                 | 4th most vulnerable               |                                |
| Central | Baabda | Ain El Rammane main SDC   | ✓                                    | 1                         | No projects                   | Less than 3 : 1                                 | Most vulnerable                   | ×                              |
|         |        | Chiyah main SDC           | ✓                                    | 1                         | 2                             | Less than 3 : 1                                 | Most vulnerable                   | ×                              |
|         |        | Bourj El-Brajneh main SDC | ✓                                    | 1                         | 1                             | Less than 3 : 1                                 | Most vulnerable                   | ×                              |
| South   | Aley   | Kahaleh sub-SDC           | No experience but Aley main SDC has. | -(1 in Aley main SDC)     | No projects                   | Neighbouring Aley Substantial high (1:1 to 3:1) | Neighbouring Aley Most vulnerable |                                |
|         | Chouf  | Ketermaya sub-SDC         | ✓                                    | 1                         | 1                             | High More than 1 : 1                            | 3rd most vulnerable               |                                |
|         |        | Mazboud sub-SDC           | ✓                                    | 1                         | 1                             | Substantial high(1:1 to 3:1)                    | 5th most vulnerable               |                                |

|  | Caza | SDC            | MRR                 |                           | Number of Projects under LHSP | Ratio of Lebanese and the Displaced | Vulnerability <sup>*1</sup> | Security Control <sup>*2</sup> |
|--|------|----------------|---------------------|---------------------------|-------------------------------|-------------------------------------|-----------------------------|--------------------------------|
|  |      |                | Workshop Experience | Livelihood Prioritization |                               |                                     |                             |                                |
|  |      | Chhim main SDC | ✓                   | 1                         | 2                             | Substantial high(1:1 to 3:1)        | Most vulnerable             |                                |

\* 1: UNHCR (2015) “Most Vulnerable Localities in Lebanon” (URL : <https://data2.unhcr.org/en/documents/download/45715>) showed vulnerability calculated index from accessibility to basic service, housing condition and income level.

\* 2: Ministry of Foreign Affairs in Japan “Lebanon: Overseas Travel Safety Information”

Three (3) SDCs in the central area of Lebanon was eliminated because of security reason and the safety control described in “Lebanon: Overseas Travel Safety Information”. JST didn’t request the central area coordinator to list up other SDCs considering regional distribution of LHSP implemented projects (central: 59, south: 34, north: 11) and visited candidate SDCs in the list. As for the north, when visiting Jbeil who benefited from a large number of projects, the director of the SDC recommended Akoura sub-SDC as an area of intervention, since the farmers were struggling with their production and the village is known for high regional resource potential: the apple production. As for the south, four (4) SDC have almost same number of LHSP projects implemented, same ratio of Lebanese and Displaced Syrians, but Kahaleh sub-SDC and Chhim main SDC have relatively high score for vulnerability and were selected as targeted SDCs for support.

### 6.5.3 Support Needed for The Improvement of Livelihoods Conditions per Targeted Areas

Based on the above approaches, the below table shows draft training themes that could contribute to solve the challenges of the project sites. The Project held Focus Group Discussions (FGD) with citizens to better understand their needs and required training purposes to meet their struggles.

**Table 6.5 Challenges and Problems of the Selected Sites and Training Themes Required**

| Information                           | Caza       | Alley                                                                                                                                                                                                                                 | Chouf                                                                                                                                                                                                                   | Jbeil                                                                                                                                                                                                                                                                                                                                                |
|---------------------------------------|------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                       | Target SDC | Kahaleh (Alley)                                                                                                                                                                                                                       | Chhim                                                                                                                                                                                                                   | Akoura (Qartaba)                                                                                                                                                                                                                                                                                                                                     |
| <b>Conditions of benefitted areas</b> |            | -Dependency on agriculture<br>-Shortage of labor force<br>-Shortage of development projects                                                                                                                                           | -Thriving industry of olive oil, due to plentiful olive trees and orchards.<br>-Increase in foreign workers                                                                                                             | -At an altitude of 1,600 m.<br>-Plentiful tourist spots; monuments, churches, and caves.<br>-Many people own apple orchards, which are primary/secondary income sources.                                                                                                                                                                             |
| <b>Issues</b>                         |            | -High population density<br>-Social tensions<br>-Competitive labor market<br>-High unemployment rate<br>-Lack in projects<br>-Influence of influx of the Syrian displaced (especially competitive labor market for unskilled workers) | -High population density<br>-Lack in projects<br>-Shortage of employment opportunities<br>-competitive labor market for unskilled workers<br>-shortage of electricity and water in vulnerable areas<br>-Social tensions | -Shortage of employment opportunities<br>-Decreases of apples<br>-Diversification of apple and improvement of packaging and marketing are necessary<br>-No assistance for regional development<br>-Influence of influx of the Syrian displaced (tensions due to supports for only displaced/ burdens for public services)<br>-No activities by other |

| Information                        | Caza       | Alley                                                                                                                                                                                                              | Chouf                                                                                                                                                                                                                                                          | Jbeil                                                                                                                                                |
|------------------------------------|------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                    | Target SDC | Kahaleh (Alley)                                                                                                                                                                                                    | Chhim                                                                                                                                                                                                                                                          | Akoura (Qartaba)                                                                                                                                     |
|                                    |            |                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                | ministries, donors, and NGOs<br>-Potential for income improvement is limited to areas with apple orchards (cultivation in other areas are difficult) |
| <b>Training theme (candidates)</b> |            | -Making mosaics<br>-Makeup and hair making skills<br>-Making accessories<br>-Computer skills<br>-Chocolate design and decoration skills<br>-Supports for business activities<br>-Supports for women's job creation | -Improvement of skills and knowledge of youth through social media marketing<br>- Making accessories<br>-Processing of agricultural products<br>-Making soaps and candles<br>-Photographic skills<br>-Sewing skills for manufactured products such as curtains | -Skills for apple production<br>-Processing of agricultural products<br>-Agricultural techniques and marketing                                       |

#### 6.5.4 Selection of the Training Topics

The following table indicates the selected topics for the training via FGD.

**Table 6.6 Selected Topics/Themes for the Training**

| Administrative Agency | Caza              | Alley                                   | Chouf                                                                    |                                                                                         | Jbeil                                                                                                                  |
|-----------------------|-------------------|-----------------------------------------|--------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|
|                       | SDC Head Quarters | Alley                                   | Chouf                                                                    |                                                                                         | Qartaba                                                                                                                |
|                       | Target SDC        | Kahaleh                                 | Chouf                                                                    |                                                                                         | Akoura                                                                                                                 |
| Training Contents     |                   | Up cycling<br>-Technology<br>-Marketing | Agricultural product processing on quality standardization and marketing | Social media for young people to the sale of products PC skill for Capacity Development | -Technology related to apple production<br>-Processed agricultural products<br>-Agricultural technology,<br>-Marketing |

#### 6.5.5 Selection of Trainees

The trainees of sub-projects were women and youth, because unemployment among young people is high and opportunities for women are low. In selecting recipients, JST set the criteria of “vulnerable

groups” which include female and young people based on the consultation with MoSA/SDC beforehand. “Vulnerable groups” indicate the individuals who are unemployed or precarious workers. Concretely, the vulnerable groups are the youth who cannot get a job after graduating from schools, displaced persons from Syria, unemployed persons and job seekers, individuals discriminated or facing gender inequality in the work place.

All the 3 spots of Akoura, Kahaleh and Chhim in common, had the same communication channels for the participants:

- 1) Advertisement posters displayed in the SDC buildings or a bulletin board,
- 2) Approaching female groups who belong to groups active in their community
- 3) Approaching female leaders in the community,
- 4) Referrals done by individuals informed about the training
- 5) Providing information from SDC to the participants of FGD and so forth. However, the Syrian displaced had not been outreached in Akoura and Kahaleh, only in Chhim Syrians trainees attended.

When the number of applicants exceeded the required number of trainees, candidate who is unemployed, seeking for a job or has dependents (high number of children) are prioritized. Moreover, the director of SDC had offered information and counselling for the participants during the selection process. Furthermore, JICA Study team accepted “vulnerable groups” even if the number of applicants reached the maximum. As result, all the applicants were selected as participants so they don’t lose opportunities since trainings can be a trigger to improve their conditions and reduce tension in the community, also they can benefit from the network like to get jobs though other participants. All the applicants had been selected since the number of applicants did not exceed the maximum.

### **6.5.6 Summary of Sub-Project**

Below is a summary of the content and result of the livelihoods improvement training.

**Table 6.7 The Outline of Sub-Projects**

| <b>Municipality</b>   | <b>Akoura</b>                                                             | <b>Kahaleh</b>                                                                                                                    | <b>Chhim</b>                                                                                                                                           |
|-----------------------|---------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|
| Region                | Northern                                                                  | Central                                                                                                                           | Southern                                                                                                                                               |
| Training              | Agro-processing Training in Akoura SDC                                    | Upcycling Training in Kahaleh SDC (2 phases)                                                                                      | (1) Agro-processing Training in Chhim SDC<br>(2) Training in Social Media Marketing (SMM)                                                              |
| Trainees              | Vulnerable women living near the SDC, especially married women and widows | Vulnerable Lebanese women living near the SDC (married women), some are engaged in family business                                | (1) Vulnerable Lebanese and Syrian women living near the SDC, especially married women and widows<br>(2) Youth living near the SDC aged 18 to 28 years |
| No. of Trainees       | 10                                                                        | Phase 1 :14, Phase 2: 11                                                                                                          | (1) 13 (2) 15                                                                                                                                          |
| Method of Recruitment | Introduced from the SDC, and poster displayed at the SDC                  | Friend, introduced from the SDC and the municipality, poster                                                                      | Introduced from the SDC, and poster displayed at the SDC                                                                                               |
| Period of Training    | 10 days from 25 <sup>th</sup> Oct. to 17 <sup>th</sup> Nov., 2017         | P1: 10 days from 1 <sup>st</sup> to 28 <sup>th</sup> Nov, 2017<br>P2: 10 days from 14 <sup>th</sup> to 28 <sup>th</sup> Feb, 2018 | (1) 10 days from 20 <sup>th</sup> Nov. to 11 <sup>th</sup> Dec., 2017<br>(2) 3 days from 7 <sup>th</sup> to 9 <sup>th</sup> Nov., 2017                 |

| Municipality                                | Akoura                                                                                                                                                                                                                          | Kahaleh                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Chhim                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|---------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Training Programme                          | <ul style="list-style-type: none"> <li>• Lectures on food-processing, food hygiene, bookkeeping, and marketing.</li> <li>• Practice food-processing.</li> <li>• Site visit to learn experiences of a success groups.</li> </ul> | <ul style="list-style-type: none"> <li>• Lectures and practical training on upcycling, available and usable materials (used papers and bins etc), product design, and marketing.</li> <li>• Lectures from an expert with useful skills and experience.</li> <li>• Setting up a network of trainees for sales promotion</li> <li>• Exhibition and sales at Christmas market in Beirut.</li> <li>2. Lecture and practice on how to use the handy machine to process the products, design, etc)</li> <li>• Visit to a gallery and a museum in Beirut, create network.</li> <li>• Lecture on inventory, accounting, pricing.</li> </ul> | <ul style="list-style-type: none"> <li>(1) Lectures on food-processing, food hygiene, bookkeeping, and marketing.</li> <li>• Practice food-processing.</li> <li>• Site visit to learn experiences of a success groups.</li> <li>(2) Lectures and practical training on SMM, visualization, branding, and marketing.</li> </ul>                                                                                                                                                                                                                        |
| Activities after Training (as of Jan. 2018) | <ul style="list-style-type: none"> <li>• No group activity.</li> <li>• Main reason is that no agricultural product is available in the winter for processing. Some members also left Akoura</li> </ul>                          | <ul style="list-style-type: none"> <li>• A meeting was organized but no upcycling activities was conducted.</li> <li>• Main reason is that most of the members are occupied with religious events. In addition, they don't have little knowledge on regular market; they targeted Christmas market during the training and produced only Christmas related products.</li> </ul>                                                                                                                                                                                                                                                     | <ul style="list-style-type: none"> <li>(1) Five to six members gathered every one-two weeks and made jams. At the SDC, motivated by SDC Director. One was appointed as accountant and kept finance record on the notebook which ensured the transparency.</li> <li>• The group sold processed jams to their neighbours and shops and earned approximately 150 USD.</li> <li>• JST assisted with inventory and accounting.</li> <li>(2) No group activity</li> <li>• Main reason is that the members had courses and exams at universities.</li> </ul> |
| Activities after Training (as of Apr. 2018) | <ul style="list-style-type: none"> <li>• No group activity is conducted.</li> </ul>                                                                                                                                             | <ul style="list-style-type: none"> <li>• The participants registered the group as social enterprise.</li> <li>• After the training, the group conducted group activity 3 times. It now stops.</li> <li>• They had planned to apply for Beirut Design Week, scheduled in June, but the application was not made because they did not produce the items to be qualified.</li> <li>• At individual level, some</li> </ul>                                                                                                                                                                                                              | <ul style="list-style-type: none"> <li>• The group gathered at the end of March and no further activity is reported.</li> <li>• It was aimed to create FB page of the group's activity. Some SMM participants agreed after the brief interview by SDC and JST, but the group stopped activity.</li> </ul>                                                                                                                                                                                                                                             |

| Municipality                           | Akoura                                                                                                                                                                                             | Kahaleh                                                                                                                                                                                                                                                                                                                                                                                                                                      | Chhim                                                                                                                                                                                                                                                                                                                      |
|----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                        |                                                                                                                                                                                                    | <p>participants made items at home and use them at home or give away as present.</p> <ul style="list-style-type: none"> <li>• No one sold item outside the training.</li> </ul>                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                            |
| Impact of Training (Technical aspect)  | <ul style="list-style-type: none"> <li>• The participants obtained skills and knowledge on new recipe, disinfection, packaging, and logo design.</li> </ul>                                        | <ul style="list-style-type: none"> <li>• The participants obtained skill and knowledge on upcycling, available material, how to use the machine, etc</li> <li>• Each one found their interest and strong point.</li> </ul>                                                                                                                                                                                                                   | <p>(1) The participants obtained knowledge and skills on new recipe, disinfection, packaging, and logo design.</p> <p>(2) The participants obtained basic knowledge and skills on Google search, how to use twitter, and create FB business page,</p>                                                                      |
| Impact of Training (Social aspect)     | <ul style="list-style-type: none"> <li>• The participants agreed to participate in group activity, producing and selling.</li> </ul>                                                               | <ul style="list-style-type: none"> <li>• Personal network between the participants was established and enhanced. Though they knew each other before, they became much closer during the training. Active intervention by the trainer also motivated the participants work in a group. The majority hoped to continue group work.</li> <li>• The participants have easier access, in terms of mentally, to SDC and Municipality.</li> </ul>   | <ul style="list-style-type: none"> <li>• Personal network between the participants was enhanced.</li> <li>• Those who participated in the group activity after the training ended seemed happy to gather and work in group. They brought breakfast and shared after the work, which is a type of socialization.</li> </ul> |
| Impact of Training (Economical aspect) | <ul style="list-style-type: none"> <li>• Considering the similar products in the local market, their products, made with the new technique, have reasonable competence to be well sold.</li> </ul> | <ul style="list-style-type: none"> <li>• The participants sold their products at Charismas market in Beirut and earned approximately 400USD. There was no further chance for the exhibition.</li> <li>• Up cycling products are demanded in big cities like Beirut. It is less popular in small and middle town like Kahaleh. The group need to contact to the trainer and the gallery they visited who have a network in Beirut.</li> </ul> | <p>The group (5-6 members) who participated the group activity earned approximately 151USD by selling their products to friends and neighbours.</p>                                                                                                                                                                        |

## 6.6 Lessons Learned and Findings

As for the trainings, a livelihoods skill needs assessment was conducted through focus group discussion in the communities covered by the target SDCs. The themes: up-cycling (Kahaleh), agro-processing (Akoura and Chhim) and social media pc training (Chhim) were selected. This topic are skills for income increase. Therefore, sub-projects aim at assessing the feasibility of future livelihoods improvement project through JICA technical cooperation scheme via the implementation

of skill training aiming income generation.

Experiences and challenges of sub-projects are summarized as follows:

**Table 6.8 Experiences and Challenges of Sub-Project**

|                                | <b>Akoura</b>                                                                                                                                                                                                                                                                                                                                                                             | <b>Kahaleh</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>Chhim</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|--------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Applicant Recruitment          | The training intended targeting vulnerable women who are interested in promoting local industries and aged 20s, including students. However, most of the applicants were in their 50s. Only 13 applied out of 20 expected. Students were not in Akoura during the period of the training.                                                                                                 | All trainees were within the range of targeted population.                                                                                                                                                                                                                                                                                                                                                                                                                                      | (1) All trainees were within the range of targeted population.<br>(2) The training intended targeting the youth who are interested in business advertisement through social media marketing (SMM). However, most of the applicants were not familiar with SMM. The majority didn't have a laptop. The recruitment period was also too short.                                                                                                                                                                                                                                                                                                                                                                 |
| Appropriateness of Training    | <ul style="list-style-type: none"> <li>• Though everyone had experience in food processing at home, some of the knowledge and skills such as food hygiene and cleanliness were new to them. In this sense the training contents were appropriate.</li> <li>• Some session for assigning the role ad responsibility might have helped the group to facilitate group activities.</li> </ul> | <ul style="list-style-type: none"> <li>• Kahaleh city is interested in recycling. Therefore, the training content went along with the policy.</li> <li>• The visit to the gallery and the museum gave a good opportunity to expose them to commercial aspect in terms of quality control, pricing, the trend etc.</li> <li>• Though the knowledge on Inventory and Accounting is indispensable to an organization, the participants may not fully use them due to lack of PC skills.</li> </ul> | <ul style="list-style-type: none"> <li>(1) Though everyone had experience in food processing at home, some of the knowledge and skills such as food hygiene and cleanliness were new to them. In this sense the training contents were appropriate.</li> <li>• A session for responsibility assignment is needed to enhance group organization.</li> <li>• Some session for assigning the role ad responsibility might have helped the group to facilitate group activities.</li> <li>(2) Since the trainees didn't have basic skills on SMM, the trainer modified the lecture and provided more basic knowledge.</li> <li>• The training was obstructed by the very limited internet connection.</li> </ul> |
| Progress in Group Organization | <ul style="list-style-type: none"> <li>• No movement to organizing a group is observed.</li> <li>• In Akoura, there is a special feature of two groups historically. The participants were mixed. During the discussion,</li> </ul>                                                                                                                                                       | <ul style="list-style-type: none"> <li>• A few participants with experience of selling handmade accessories, helped the other participants while making objects. They even brought their personal tools and promote the</li> </ul>                                                                                                                                                                                                                                                              | <ul style="list-style-type: none"> <li>(1) One participant was assigned as accountant for the group. At the end of the activity, they shared the interests they earned, which proved their transparency.</li> <li>(2) One of the participants</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                     |

|                            | Akoura                                                                                                                                                                                                                                    | Kahaleh                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Chhim                                                                                                                                                                                                                                                                                                                                                                                    |
|----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                            | some biased comments were observed. It may be easier for them to form a small group with supportive members.                                                                                                                              | other to use them. For the gallery visit, 3 participants voluntarily offered their vehicles which enabled all the participants interested join the visit.<br>• Each one found their own strong points and interests such as design, paper craft, mold, etc. It could be a good ground to complement each other.                                                                                                                                                                                                                           | took initiative in calling the group for few months. However, the group stopped gathering since March.<br>(3) It was observed that for the first two days everyone was hesitated to interact. It could be because of Muslim culture.<br>• No one showed strong interests in group activity.                                                                                              |
| Engagement of SDC          | The SDC director showed little engagement in the training. This may be due to the fact that Akoura SDC is sub-SDC.                                                                                                                        | • The SDC director was not fully engaged during the training. This may be because she was in charge of other SDCs as well.<br>• After the training, SDC director sent report to MoSA and asked the permission to let the participant keep using the SDC for their activity. The request was approved.                                                                                                                                                                                                                                     | (1) SDC warmly welcomed the participants by setting up the room and serving the snacks.<br>• After the training ended, SDC director requested MoSA to allow the participants to use the SDC room. The request was approved.<br>(2) For SMM, there is no common PCs that SDC can offer the participants.<br>• SDC director recommends the participants to INGO when it start PC training. |
| Engagement of Municipality | • SDC is located in Municipality. Municipality agreed to let the training use the room.<br>• Deputy Mayer agreed that the group use the SDC for startup period when the group start activity.<br>• Mayer was not engaged in the training. | • SDC is located in Municipality. Municipality agreed to let the training use the room.<br>• Municipality assisted the participants collect the materials from some factories.<br>• One of the Municipality staff participated the training and supported logistic.<br>• After the training ended, Municipality showed willingness to connect the group to the local events and the churches. Also, it agreed that the participants keep using the room after the training ended, and keep the machine in the safe place in Municipality. | • Located in separate building, Municipality has little interest in SDC activity. Chhim SDC covers 5 municipalities none of which was engaged in the training.<br>• Chhim Municipality plans to conduct livelihood training for the residence supported by donors. The information is not shared with SDC.                                                                               |

### **(1) Target Beneficiaries**

The nationality of the participants should be taken into consideration as well as their circumstances. This will not only lead to tension mitigation but also provision of appropriate and good skill training according to the needs and with high impact.

### **(2) Training Period and Timing**

During the application phase for the training, some participants with technical potential and willingness could not attend the training, because of the timing. This had influence on the training effect. The application process and the implementation period of the training should be taken into consideration.

### **(3) Appropriateness of Training**

In order to continue income opportunities, beneficiaries need to recognize necessary technique for commercialization. However, it is important to mention that it is not so easy for them to change their mind-set to a more efficient productive way of work.

### **(4) Engagement of SDC and Concerned Municipalities**

It was verified through sub-project implementation that SDC is the main implementing actor for effective outreach to the vulnerable groups. On the other hand, SDC doesn't have sufficient staff members and budget allocated (decrease in amount of money allocated by the Ministry of Finance to MoSA). Main function of MoSA/SDC is offering primary health services and social protection/welfare, thus social development officer with specific expertise shall be recruited or mobilized for the implementation of livelihoods project through SDC.

During sub-project implementation, SDCs had took a role in selection of trainees, provision of training space in their centers, and logistic support.

As for monitoring and follow-up, which is an important activities for concerned agencies to achieve livelihoods output, JST supported SDC to monitor and follow-up training participants post training to help them sustain livelihoods activities. However, SDCs recognized their role as coordinators between beneficiaries and developing partners like JICA, and don't consider monitoring and follow-up as their mandate.

It is difficult for the SDC to follow-up on the beneficiaries' situation after the Livelihoods skills training and expand outcomes of the project within the community. The SDC has restricted resources and staff due to the limited budget, and SDC teams are more experienced in coordination and facilitations of projects than fully managing projects.

Technical support from concerned minister agencies are essential for the sub-project to expand its effect. A coordination structure is required to establish joint initiatives with mutual understanding between SDC and concerned ministries such as the Ministry of Agriculture, Ministry of Economy and Trade, and the Ministry of Industry.

Akoura and Kahaleh Municipalities and Chhim SDC provide space for group activities after the training, which supported the sustainability of livelihoods activities.

### **(5) Change in Behavior of Training Participants**

It was recognized the increase of motivation for female participants to conduct livelihoods improvement activities, and effects such as network construction among participants. On the other hand, based on the rapid change in the economic situation caused by the Syrian crisis and the situation where host communities and the Syrian displaced are stressed, it is was clear that social stability approach and human relations development were more important than skill training.

Training didn't cover allowance and transportation fees for participants and this showed ownership and feeling of responsibility from the trainees side. The sub-project encouraged existent resources findings and self-help efforts in addition to a change in behavior .

## **(6) Follow-up Activities Following Training**

As of August 2018, groups formed by training participants didn't continue livelihood activities entirely; however, some participants sustained their activities individually. In Akoura, a lady sustained home-based agro-processing and with small income. She proposed group meeting in SDC via "Whatsapp" (SNS application), but other members didn't respond. In Kahaleh, two members sustained their activities and called for participation in some events. In Chhim, one lady, who was core member of the group, got a jobs. Other members didn't call for group activity. Support from SDC was essential for the group to sustain their livelihoods activity till they had several sales experiences and became confident enough to sustain the activity.

Knowing the cultural aspect of the Lebanese community, Lebanese women prefer to work home-based activity instead of gathering as group. The provided training by JST helped the participants to improve their skills on the personal level and as collective initiative

It was expected that private sector and other actors in the concerned community such as cooperative could absorb training participants or link them to livelihoods activities after training completed. However, agricultural cooperatives are facing high competition and are already saturated and other actors couldn't become a platform for social development activities in the target areas, since the JST intervention is so limited in time and budget.

## **Chapter 7 Procurement for Sub-Project**

### **7.1 Sub-Project of Water Supply Facility**

#### **7.1.1 Current Situation and General Information on the Procurement Process**

The construction and consulting firm interested to participate in the bidding of the projects related to MoEW and/or Water Establishment must have obtained an annual certificate from MoEW. In order to get the certificate, the firms should submit an application form with necessary information to MoEW, who grades the companies from 1<sup>st</sup> to 4<sup>th</sup> class. The criteria for evaluating the firms are; number of engineers, the amount of orders received in the past, the available equipment, and the work performance in previous projects.

##### **(1) Local Consulting Firms**

Through the consultation with MoEW, BMLWE, local contractors, and UN organizations in Lebanon, several local consulting firms showed substantial experience in field survey, designing, cost estimation, bidding assistance, construction supervision, and defect inspection on the civil and hydraulic engineering projects. All of them are registered as first class with MoEW. It is noteworthy that consulting firms are not allowed to undertake well drilling by themselves in Lebanon, but must subcontract a drilling operation contractor registered with MoEW.

According to the regulation of the Order of Engineers, which is not a written rule, consultation fee for the aforementioned consultancy services cannot exceed seven percent of the construction cost, from which certain costs incurred by pumping test, water quality test, etc. are excluded. Amount of costs of pumping test depends on the water yield or depth.

##### **(2) Local Construction Firms**

Local construction firms in Lebanon are required to have relevant certificate for different types of construction work to be undertaken. For example, conducting water works requires them to obtain the related certificate from MoEW based on the “Decision of the Committee” (especially in Table 4 Water Works). Likewise, drilling works (well drilling) requires another kind of certificate from MoEW (Table.5 Drilling and Rotary works in “Decision of the Committee”). Similar certificating systems are also applied in other ministries and institutions such as MOPW, CDR, ESFD, etc.

In the sub-projects, the main component focuses on replacing old water facilities such as pump, motor, gas chlorinator, and non-functional electric generator in the existing water supply stations in Mount Lebanon. Some construction companies are regarded to have adequate capacity and experience required in the sub-projects, since they provide regular and periodical maintenance services for the water facilities to W.E. These includes large pump markets in Europe such as Kaprari and Grundfos.

##### **(3) Procurement Agents**

There are two candidates for procurement agencies in Lebanon: Crown Agents Ltd and the United Nations Office for Project Services (UNOPS). For the last few years, Crown Agents has procured equipment funded by the emergency grant aid project implemented by Embassy of Japan to Lebanon. However, the Crown Agents has not yet established its own office in Lebanon and they don't do civil work. On the other hand, project includes civil work in its component, UNOPS is the only agent in Lebanon which can execute procurement of equipment, installation, construction work, and construction supervision comprehensively. In addition, VAT refund and custom exemption process is practiced in the projects procured by UNOPS.

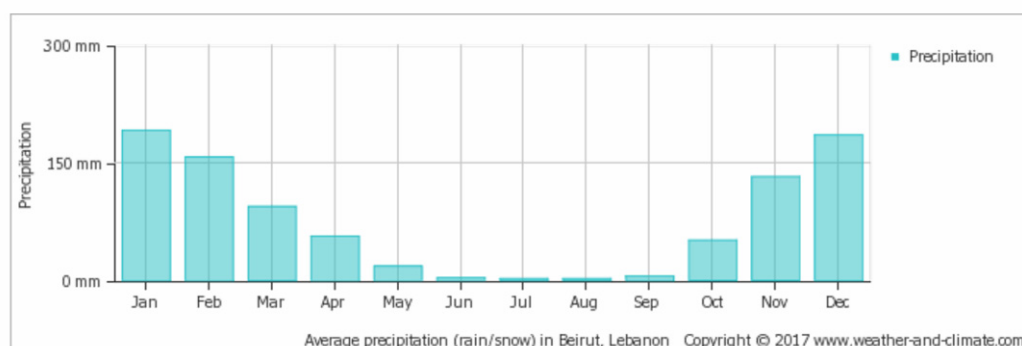
#### **7.1.2 Consideration for the Procurement and Construction**

The geographical location, season, timeline, and nature of sub-projects should be taken into consideration while planning the procurement and the construction process.

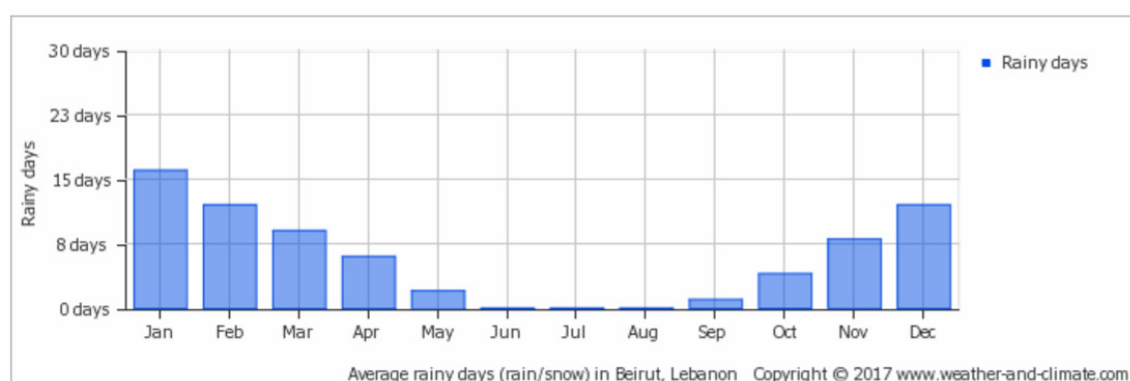
##### **(1) Effect upon the Construction Period**

- Construction in winter season: Precipitation in Mount Lebanon is intensive in the winter season, in general, between October and March but varies from an area to another and from a year to

another. Average precipitation amount and the number of rainy days per month in Aley, Mt. Lebanon are shown in Figure 7.1 and Figure 7.2 respectively<sup>42</sup>. A construction period would become 1.5 times longer than the non-snow season at 1,000 m.a.s.l or above. In addition, it is reported that few asphalt plants operate in winter season so costs for civil work such as pipeline work are said to grow relatively higher than those in the summer season.



**Figure 7.1 Average Monthly Precipitation over the Year in Aalay, Mt. Lebanon**



**Figure 7.2 Average Monthly Rainy Days over the Year in Aalay, Mt. Lebanon**

- Religious and cultural events: During the Ramadan and Eid Al Adha period, construction period is likely to be prolonged by twenty-five percent or extra two weeks compared to usual condition. Likewise, Christmas holidays require extra two weeks as well. In case the procurement of the pump from Europe is scheduled during the summer vacation season (from mid of July till the end of August), it tends to cause delay in the procurement process.
- Administrative issues: A construction schedule may also be delayed or extend due to insufficient communication with local communities especially when acquiring land, and sometimes poor coordination among governmental organizations or between governmental organizations and contractors or consultants.

## (2) Material and Equipment

There are no Lebanese laws regulating percentage of domestic product to be purchased in the project, some considerations should be taken into consideration as listed below:

- Electrical facilities: Forbidden to use those made in Israel
- Pipes: PVC, GRP, and HDPE of good quality are available within domestic market, and domestic products are given priority. Ductile iron pipes and steel pipes of good quality are mostly imported from abroad such as India, Saudi Arabia, and Egypt at reasonable prices: those from Turkey does not have quality.

<sup>42</sup> World Climate and Weather Information  
<https://weather-and-climate.com/average-monthly-Rainfall-Temperature-Sunshine,aley,Lebanon>

- **Pump:** All of the pumps marketed in Lebanon are imported: those imported from Turkey, Eastern Europe, or China reportedly have faults. The products from China, India and Turkey are not allowed to be used by Water Establishment. Pumps made in Italy, Denmark, USA, Korea, and Taiwan are also commonly used in the country. Recommended as well are those made in Canada, France, Germany, Austria, and Spain.
- **Motor:** Products made in Turkey, India or China are not allowed by Water Establishment.
- **Generator:** Products made in Turkey and China are not allowed by Water Establishment. Those made in Germany is well known for their good quality
- **Diesel generator, VFD, Gas chlorinator system, and ATS:** Those made in China, India and Turkey is not allowed by Water Establishment, while the products made in USA, Canada, EU (exclude Turkey) and Japan is known for their good quality.

### 7.1.3 Procurement Steps of Relevant Organizations

The following table indicates procurement system and characteristics of other organizations which can be of some help during the planning of sub-project.

**Table 7.1 Procurement System of Other Organizations**

| Organizations | Remarks                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|---------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| MOEW          | <p><b>Advertisement:</b> A bid announcement is to be issued in newspaper at least two weeks prior to bidding.</p> <p><b>Bid at the lowest price from special closed firms:</b> About five local firms selected by MoEW, submit BOQ to MoEW. The firm that tenders a bid at the lowest price is the successful winner.</p> <p><b>Time:</b> Procurement duration by MoEW tends to become longer because of its internal coordination with W.E., compared to the one conducted by other international organizations or NGOs.</p> <p><b>Others:</b> In general, MoEW does not intervene in the procurement process of international organizations. However, when a contractor is selected by international organizations but has an unsatisfying work history, the MoEW will highlight this issue and advice not to be selected.</p>                                                                                                                                                                                                                                                                                                                                               |
| ESFD          | <p><b>Procurement Rule:</b> For any projects under ESFD, the standards or rules to be applied to procurement of a project are dependent on the fund source (For example, ESFD follows EU's procurement rules if a project is funded by EU). If a project costs less than 20,000€, bid tendering is to be omitted.</p> <p><b>Design:</b> Designing is conducted by ESFD's own engineer.</p> <p><b>Construction Supervision:</b> ESFD hires one consultant as a construction supervisor, while ESFD's engineer administer him/her.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| UNICEF        | <p><b>Strategic Partnership with MoEW:</b> UNICEF Lebanon has a strategic partnership with MoEW for preparing tender documents for MoEW projects at its request. It also helps other NGOs writing tender documents.</p> <p><b>Procurement Method:</b> For UNICEF's own project, procurement of contractor and consultant follows their internal regulation (Supply Manual). One of the lessons learned was that hiring engineers (100,000 to 150,000 USD/year/person) by themselves costs less than procuring them through UNOPS.</p> <p><b>Long Term Agreement:</b> UNICEF prepares tender document, design drawing, BOQ etc. quite fast, with the assistance of local consultants, with whom UNICEF Lebanon makes one-year contract with three companies providing such documents in timely manner.</p> <p><b>Possible Cooperation:</b> In case JICA requests for UNICEF to assist its procurement, through MoEW, UNICEF is expected to complete preparation of tender documents within a month. Subsequent procedures for tendering, evaluation, and selection can be conducted in accordance with JICA's procurement guidelines. MoEW dose not intervene this process.</p> |
| Other remarks | <p><b>Language of Tender Documents:</b> Tender document prepared by international organizations (e.g. UNICEF, Oxfarm) are in English, while those by local governmental organizations (e.g. MoEW, W.E.) are in Arabic.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |

Source: JICA Study Team

### 7.1.4 General Description for Procurement in Water Sub-Project

Targets of procurement are a local consultant for construction supervision and a contractor for following works explained in Table 7.2 below.

**Table 7.2 General Description for Procurement in Water Sub-Project**

| No. | Caza  | Municipality             | Works                                                                          | C/S Consultant                     | Contractor                         | Construction Period      |
|-----|-------|--------------------------|--------------------------------------------------------------------------------|------------------------------------|------------------------------------|--------------------------|
| 1   | Aley  | Choueifat El-Aamrousiyeh | Supply and installation of 150 KVA generator, ATS, VFD, and gas chlorinator    | Contract signed on late March 2018 | Contract signed on early June 2018 | From June to August 2018 |
| 2   | Jbeil | Jbeil                    | Supply and replacement of intake pump 15kW x 2 units, drainage pump, and panel |                                    |                                    |                          |
| 3   | Chouf | Kafra                    | Supply and replacement of 400 KVA generator, and ATS                           |                                    |                                    |                          |

Source: JICA Study Team

## 7.1.5 Procurement Method

### (1) Local Consultant

- a. Procurement Method: Request for Quotations (RfQ)
- b. Method of selection: The least cost selection
- c. Procurement Process:
  - Shortlist: Based on the discussion with BMLWE, UN organizations, and other relevant organizations in the country, JICA Study Team selected three local consultants which have the first class registration certificate with MoEW as well as enough working experience on similar works. Similar works mean construction supervision on supply and installation of generator and gas chlorinator, supply and replacement of intake pumps and sewage pump.
  - Request for Quotation (RfQ): JICA office clearly specify that the selection method should be «the least cost selection» and submitted RfQ to those three firms. Structure of RfQ is shown in Table 7.3 below.

**Table 7.3 Structure of Request for Proposal (RfQ)**

| Section     | Contents                                        | Breakdown                                                                                             |
|-------------|-------------------------------------------------|-------------------------------------------------------------------------------------------------------|
| Section I   | Letter of Invitation (LOI)                      |                                                                                                       |
| Section II  | Summary Sheet of the Instruction to Consultants |                                                                                                       |
| Section III | Instruction to Consultants (ITC)                |                                                                                                       |
| Section IV  | Forms of General Information                    |                                                                                                       |
| Section V   | Forms of Quotation                              |                                                                                                       |
| Section VI  | Terms of Reference (TOR)                        | Draft time frame<br>Location map of water projects<br>BoQ without price<br>Daily progress report form |
| Section VII | Standard Form of Contract (SFC) (Lump-sum)      |                                                                                                       |

Source: JICA Study Team

- Opening and Evaluation: Ten days after JICA office submit RfQ to all of the three companies, opening and evaluation of quotations was done by JICA office, and the local consultant that proposed the least price was selected as the first prioritized negotiator.

### (2) Contractor

- a. Procurement Method: Open competitive bidding
- b. Selection Method: One-Step Two Envelopes Method
- c. Ceiling Amount: USD 141,248
- d. Structure of Bidding document: A structure of bidding document was prepared based on the

JICA's standard form for procurement, which was provided by JICA office, and bidding document and other related documents opened by UN organizations in Lebanon. Structure of bidding document is shown in below (Table 7.4).

**Table 7.4 Structure of Bidding Document**

| Section      | Contents                     | Breakdown                                                                                         |
|--------------|------------------------------|---------------------------------------------------------------------------------------------------|
| Section I.   | Instruction to Bidders (ITB) |                                                                                                   |
| Section II.  | Bidding Forms                |                                                                                                   |
| Section III. | Contract Forms               | Contract Agreement<br>Conditions of Contract<br>Performance Security<br>Advanced Payment Security |
| Section IV.  | Works Requirements           | Scope of Works/ BoQ<br>Specifications<br>Drawings                                                 |

Source: JICA Study Team

e. Process of procurement and evaluation: See Table 7.5.

**Table 7.5 Procurement and Evaluation Process for Contractor**

| Date               | Activities                                                                    | Remarks                                                                                                                                                                     |
|--------------------|-------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| May 7, 2018 (Mon)  | JICA's approval on bidding document                                           |                                                                                                                                                                             |
|                    | Advertisement of bidding announcement on local newspaper                      | Advertised on two papers : The Daily Star and An-Nahar.                                                                                                                     |
| May 8, 2018 (Tue)  | Distribution of bidding document to Bidders                                   | Distributed to all nine firms which shows EOI (Expression of Interest)                                                                                                      |
| May 15, 2018 (Tue) | Site visit event                                                              | Two firms participated in the site visit. None attendance at the site visit program was not a cause for disqualification.                                                   |
| May 18, 2018 (Fri) | Deadline for clarification by Bidders                                         |                                                                                                                                                                             |
| May 23, 2018 (Wed) | Deadline for answering, addendum amendment by Client                          | Client shared a list of Q&A in the site visit program as well as the one received by deadline for clarification with all bidders including nonattendants on the site visit. |
| May 28, 2018 (Mon) | Bidding event Day 1 (qualification and technical proposal)                    | Prior to the event, three firms expressed their interest to participate, while five expressed their declination.                                                            |
| May 29, 2018 (Tue) | Evaluation (qualification and technical proposal)                             | Evaluation team confirmed all three firms qualified.                                                                                                                        |
| May 30, 2018 (Wed) | Bidding event Day 2 (financial proposal), and evaluation (financial proposal) | The one proposed the least cost within the sealing amount was selected as the first prioritized negotiator.                                                                 |
| May 31, 2018 (Thu) | Contract negotiation                                                          | Confirmed about technical issues, duration of work, payment schedule, etc.                                                                                                  |

Source: JICA Study Team

## 7.2 Sub Project of Livelihood Improvement

### 7.2.1 General Description

JICA Study Team procured local NGOs as trainers for implementation of following training programs. General description for procurement in livelihood sub-project is summarized in Table 7.6 below.

**Table 7.6 General Description for Procurement in Livelihood Sub-Project**

| Name of Training                     | Training Contents                                                      | Budget (USD) |
|--------------------------------------|------------------------------------------------------------------------|--------------|
| Livelihood Sub-Project 1 (North)     | The agro-food processing training in Akoura social development center  | 10,000       |
| Livelihood Sub-Project 2 (Mid)       | The upcycling training in Kahaleh social development center            | 10,000       |
| Livelihood Sub-Project 3 (South 1/2) | The agro-food processing training in Chhim social development center   | 9,000        |
| Livelihood Sub-Project 3 (South 2/2) | The social media marketing training in Chhim social development center | 1,000        |

Source: JICA Study Team

## 7.2.2 Procurement Method

Procurement method in livelihood sub-project is shown below.

### (1) Type of Procurement

Request for Quotation

### (2) Selection Method

Least Cost Selection Method.

### (3) Process for Procurement and Evaluation

- (a) Preparation of Shortlist: Shortlist is prepared based on the discussions with and recommendations from MoSA, local NGO and iNGOs, and shortlist of reliable organizations. Table 7.7 shows list of shortlisted firms for livelihood sub-project.

**Table 7.7 List of Shortlisted Firms for Livelihood Sub-Project**

| Type of Training              | Name of Shortlisted Firms                  |
|-------------------------------|--------------------------------------------|
| Agro-food processing training | Fair Trade Lebanon                         |
|                               | Rural Delights (Atayeb Al Rif) Cooperative |
|                               | DonBosco School                            |
| Upcycling training            | Chreek                                     |
|                               | DonBosco School                            |
|                               | Junk Munkez                                |
| Social media training         | ShareQ                                     |
|                               | Mario Goraieb                              |
|                               | DonBosco School                            |

Source: JICA Study Team

- (b) Request for Quotation: Based on JICA's guideline for sub-contracting (April 2017, JICA), the least cost selection method was applied.
- (c) Evaluation and Selection: Quotations submitted by due date was carefully checked and evaluated. Quotations submitted after the deadline was disqualified. Local firms offered the lowest price in each training program were selected as the first prioritized negotiator.
- (d) Contract negotiation and signing: During the contract negotiation, JICA study team confirmed work contents, work schedule, payment condition and schedule, and bank account information etc.
- (e) Reporting: After contract signing, the result of procurement was reported to JICA as well as MoSA in time.

### (4) Procurement Result

Result of procurement for each training program is shown below.

**1) Livelihood Sub-Project 1 (North)**

- a) Title of training: The agro-food processing training in Akoura social development center
- b) Contract amount: USD 9,000
- c) Name of contractor: Rural Delights (Atayeb Al Rif) Cooperative
- d) Contract period: From October 19, 2017 to January 22, 2018

**2) Livelihood Sub-Project 2 (Mid)**

- a) Title of training: The upcycling training in Kahaleh social development center
- b) Contract amount: USD 4,640
- c) Name of contractor: Junk Munkez
- d) Contract period: From October 19, 2017 to January 22, 2018

**3) Livelihood Sub-Project 3 (South 1/2)**

- a) Title of training: The agro-food processing training in Chhim social development center
- b) Contract amount: USD 7,850
- c) Name of contractor: Rural Delights (Atayeb Al Rif) Cooperative
- d) Contract period: From November 15, 2017 to January 22, 2018

**4) Livelihood Sub-Project 3 (South 2/2)**

- a) Title of training: The social media marketing training in Chhim social development center
- b) Contract amount: USD 1,000
- c) Name of contractor: Mario Goraieb
- d) Contract period: From November 15, 2017 to January 22, 2018



## Chapter 8 Challenges and Survey Result

### 8.1 Water Facilities Rehabilitation

#### 8.1.1 Challenges Related to Water Facilities affected by Syrian Crisis

As it has been summarized in Chapter 1, the water sector in Lebanon has been affected by the huge influx of displaced Syrians since the onset of the Syrian Crisis. Therefore, water supply capacities were under pressure, which caused increased tension between local communities.

Aiming to stabilize the affected communities, a pilot project was designed and implemented, followed by a set of recommendation on the water sector, prepared according to the following process.

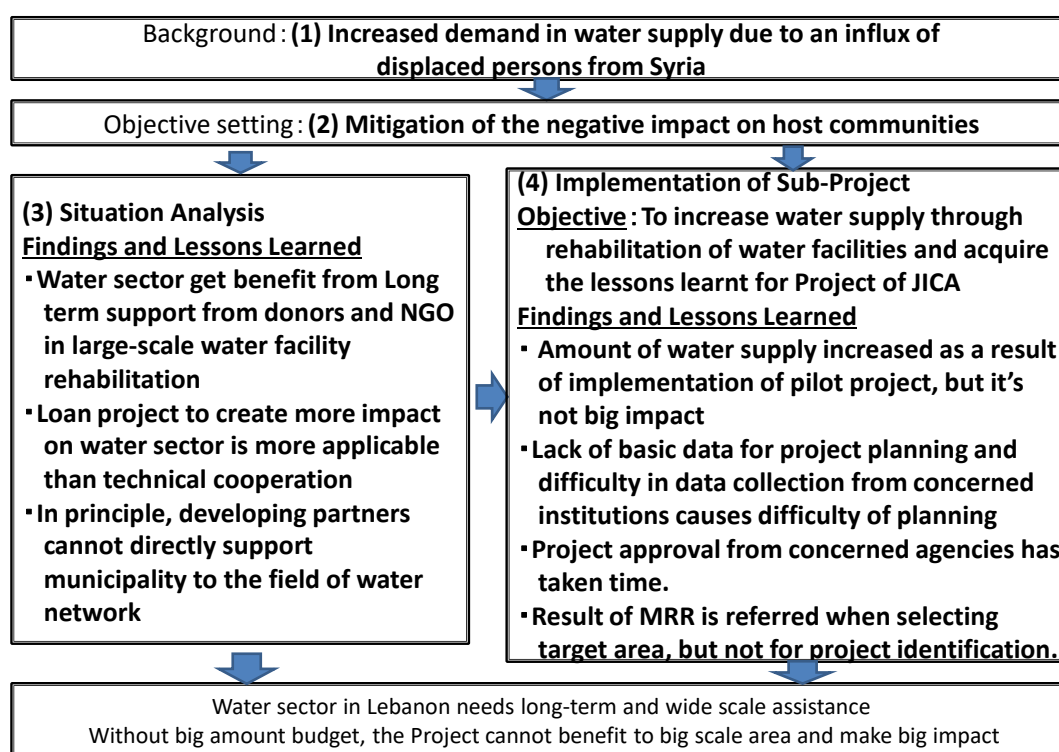


Figure 8.1 Survey Flow Related to Water Facilities Rehabilitation

#### 8.1.2 Challenges related to the Water Facilities affected by the Syrian Crisis

Detailed challenges and findings are described in Chapter 5, and the main findings are below.

##### (1) Situation Analysis on Water Supply

##### 1) Long-Term Support from Donors and INGOs for Large-Scale Water Facilities Rehabilitation Projects.

On-going projects on Water Supply in BML:

- Lebanese water Project (2015-2020) with 65 million USD funded by US-AID, targeting 4 WEs including BMLWE and LRA for efficient water supply. US-AID has technical cooperation projects with WE since 2005.
- “Lebanon Water Supply Expansion Project” (2014-2024) with 617 million USD funded by WB, targeting Bisri dam construction and access road rehabilitation in BML.
- “Big Beirut Water Supply Project” (2010-2020) with 370 million USD funded by WB, aiming at increase in amount of drinking water supply and technical transfer to BMLWE for proper operation and maintenance of facilities.
- UNICEF funded projects with several million USD for water supply

Development partners are engaging in long-term cooperation for large-scale water supply improvement projects and they are building mutual trust relationship with MoEW or WEs.

## **2) Financial Support for more Impact instead of Technical Cooperation**

JICA technical cooperation scheme is premised on technical transfer to Lebanese counterparts, the current support from partners focus more on fund support for water resource development or water supply networks improvement rather than technical support. For example, US-AID support policy making on PPP for water projects with water facility management, water fees setting, etc.

## **3) For Water Projects, Development Partners cannot Directly Fund the Municipality**

Based on the fact that MoEW/WEs prefer funds for the water supply improvement rather than technical support, this imply that JICA technical cooperation was not the suitable partner for such interventions. When it comes to cooperation between donors, NGOs and municipalities, according to the Lebanese Law 221, the municipalities are required to coordinate with the WE and MoEW for the approval of projects related to efficient water project management. Municipalities can have the role of a mediator of bridge and not counterparts for technical transfer on water supply.

## **(2) Findings and Lessons Learned from Sub-Project Implementation**

### **1) Sub-Project can Increase Limited Amount of Water Supply through Network Improvement, Not Big Volume Impact**

Deficit of water supply has been a problem in Mount Lebanon Governorate before the Syrian Crisis and the situation was getting worse because of the increased demand.

With limited budget, BMLWE and JST agreed to implement several small-scale sub-projects to improve water supply. The sub-projects focus on water facility rehabilitation considering water supply shortage due to insufficient water resource development and water distribution problems caused mainly by insufficient maintenance of the facilities. Improvement of accessibility to water through sub-projects is not measurable on a municipality level, some water facilities distribute water to several municipalities and exact data about the beneficiaries is not available. Sub-projects contributed to water supply improvement but with limited increase in water supply amount.

### **2) Lack of Basic Information for Project Design and Limited Data Collection from Concerned Institutions. The Unavailability of Data Hindered the Technical Cooperation Scheme which Requires Relevant Data Analysis and Planning**

Latest water demand/supply, water balance sheet, profit and loss statement, cash flow statement, business strategy /plan were not disclosed by BMLWE. Data collection and analysis are the basis for project planning, thus, the conducted survey highlighted that the technical cooperation project for water supply improvement is not feasible considering this scheme. During the first stage of the process (situation analysis), access to the data kept by Lebanese counterparts is crucial for joint designing, planning and verifying the project implementation.

### **3) A Long Project Approval Process with Concerned Agencies**

The selection process of the sub-projects was complex for the agency. Originally, concerned institutions and JST decided to target sites referring to vulnerable localities listed by MoSA and UNDP with criteria set by JST, and the list of facilities to be rehabilitated should be prepared by MoEW or BMLWE. BMLWE selected sub-projects with candidate sites list prepared by MoSA and JST site selection criteria.

Approval of projects from MoEW comes usually two weeks after proposal from BMLWE, but it took four (4) months to approve 3 sites out of 8.

### **4) Results of the MRR are used for the Selection of the Target Areas, but not for the Project Identification.**

Results of the MRR, mostly Municipal Action Plan shows water project's needs, but they are lacking detailed designs. Only four (4) sites are judged technically feasible by BMLWE out of

21 sites recommended by MoSA based on the MRR results. Water projects listed in MAP don't provide a technical feasibility study.

The following table shows the challenges during the project development phase for the technical cooperation.

**Table 8.1 Challenges related to the Development of Technical Cooperation Project for Improving Small Scale Water Supply Network**

Objective: Improving water supply system for increased water supply and capacity development of C/P

| Process                                       | Contents                                                                                           | Challenges                                                                                            |
|-----------------------------------------------|----------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|
| Inspection                                    | Inspect existing water supply system managed by BMLWE                                              | Lack of basic information for project design and limited data collection from concerned institutions. |
| Developing implementation plan                | Inspect locations with water facility needs to be rehabilitated                                    | Ditto                                                                                                 |
| Selection and approval of sub-project sites   | Select sites for water facility rehabilitation based on the criteria and obtain approval from MoEW | Local characteristics need to be considered in selecting sites.                                       |
| Detailed design, planning, and implementation | Detailed survey and design                                                                         | Shortage of BMLWE's staff for conducting detailed design and planning.<br>No opportunity for OJT.     |

Small-scale rehabilitation of water facility for water flow management, improving water quality, and management and operation of water chlorination

### 8.1.3 Survey Result related to Water Facilities in Mount Lebanon

- i. Water sector in Lebanon needs long-term and wide scale assistance, such as an improvement of water source, water quality, and rehabilitation of whole water network and so on, which JICA cannot implement. Technical cooperation such, for example; installation of water meter to enhance collection of water tariff and technical development of remote control of water network have been implemented by USAID and World Bank.
- ii. JICA technical cooperation is premised on technical transfer to Lebanese counterparts, USAID has been implementing those kinds of cooperation for a long term (more than 10 years).
- iii. It is suggested to shorten time for approval to;
  - Gain time and speed up the process
  - Not to lose potential fund
  - Clarify the required process and criteria
- iv. Limited budget of JICA technical cooperation project bring quick impact, and not large-scale benefit, resulting in a little bit low cost-benefit performance.

## 8.2 Livelihoods Improvement

### 8.2.1 Challenges Related to Livelihoods Sector Affected by the Syrian Crisis

As it is mentioned in Chapter 6, job competition is the main source of tension between Lebanese and Syrian displaced. Interventions supporting affected host communities through job matching and placement in private businesses or start-ups/ entrepreneurs are highly appreciated. Therefore, the sub-projects were designed, planned and implemented to support the improvement of economic situations of the most vulnerable individuals.

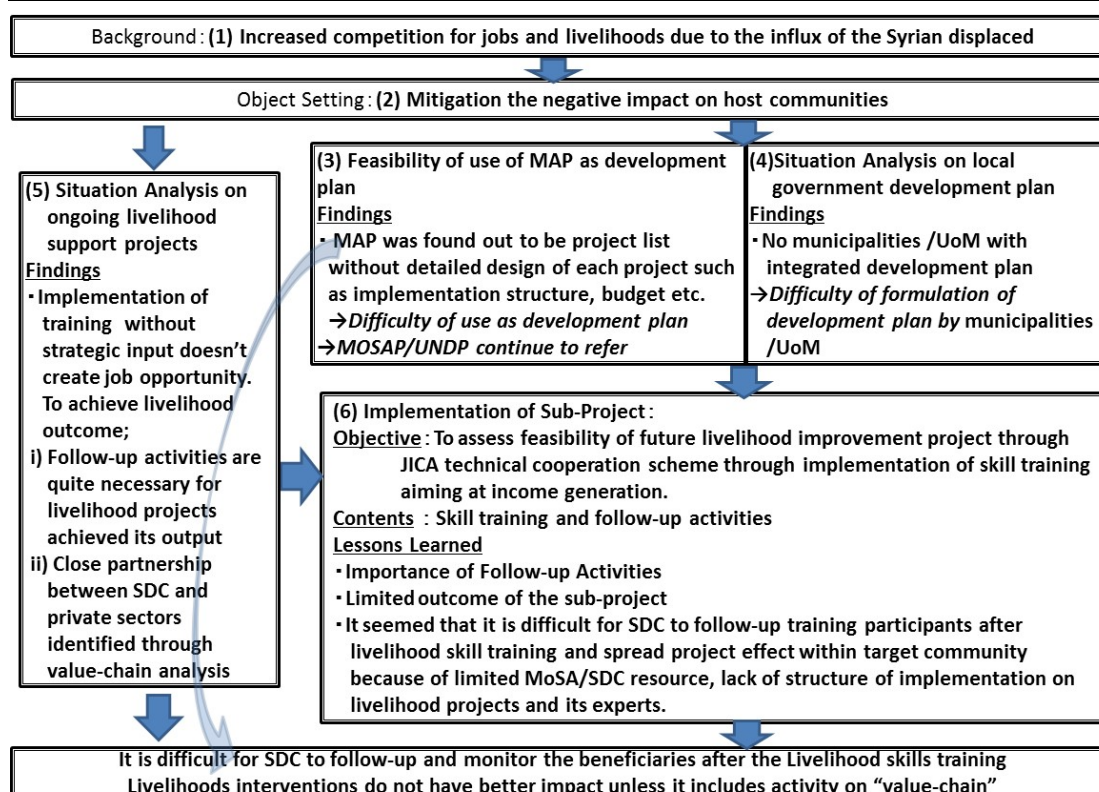


Figure 8.2 Survey Flow Related to Livelihoods Sector

During the planning process for the livelihoods improvement sub-projects, the team collected assessments and reports prepared by partners operating in the Livelihoods sector. JST looked into the LHSP projects implementation process and the support provided to the host communities. Based on their findings and lessons learned, in addition to a joint consultation with the MoSA and the team agreed on the design approach for the sub-projects. The Livelihoods' needs of the communities were identified through focus group discussions (FGD) in targeted areas and training requirements and needs were fixed accordingly. In the same time, coordination with MoSA for the planning and implementation of the activities was done, and this helped the team to avoid duplication of training and to complete previous initiatives supported by other partners.

### 8.2.2 Challenges on the Design and Planning

At the beginning of the process, it was expected to use the MRR Municipal Action Plan for the technical cooperation and the implementation of the sub-project under the MAP, but the MAP was a list of suggested projects by the key community members without a detailed technical design for each project. (No implementation structure or, budget, etc.)

The Mapping of Risk and Resources take 5 working days including 1 or 2 days consultation workshop with communities and municipal action planning. In most cases, infrastructure improvement is listed as high priority comparing to other needs and projects. The suggested needs should be assessed from a technical and feasibility perspective after that 121 out of 251 vulnerable localities doesn't have project implemented and this due to the lack of donor fund.

Targeted vulnerable cadastres will be assessed soon since the 251 current localities are witnessing high mobility of Syrian displaced and ratio. The situation of 251 target localities is changing due to change in the context and more municipalities in need of support.

There are no municipalities /UoM with development plan in Mount Lebanon governorate. Some action plans funded by donors are there but not integrated to the development plan. Generally, UoMs have projects plans and/or sector strategies but don't have integrated plan for development for several sectors.

### **8.2.3 Situation Analysis on Livelihood Improvement**

More than 35,000 Lebanese, Syrian, and Palestinian benefited from a short-term market-oriented technical training in 2017. In addition, 21 thousands of them got the opportunity to join a career guidance, internships and other placement activities. However, the rate of getting employment and starting a business is extremely low; the rate of beneficiaries who got employment opportunities is 6 % and 7 % started home manufacturing. It was noticed that market-based technical training participants take long time to get employed or to improve their livelihoods.

There are few follow-up activities after the training, considering the current situation in host communities highly stressed and affected by the Syria crisis, training beneficiaries take time to foster business mind. Post training activities are quite necessary to ensure the achievement of the outputs of the Livelihoods projects.

Livelihoods interventions had a better impact when they were area based or focusing on “value chain” interventions, the latter was not implemented under LHSP. Based on partners experience in Lebanon, strategic projects planned with value-chain analysis and strong partnership with private sector are key for increasing livelihood opportunity. Currently, some donors started value chain analysis and supports to SMEs to enhance employment after building Livelihoods skills.

Numerous and different trainings (technical seminars, vocational trainings, etc.) are currently implemented by international and national NGOs. Despite that the training cover the refreshment, logistics and stationeries, participants are requesting to cover transportation expenses and provide food. Some partners have the resources to cover this, others are struggling with the situation since it affects the presence of the trainees. The dependency syndrome on trainings should be avoided.

### **8.2.4 Findings and Lessons Learned from the Sub-Project**

#### **(1) Prerequisite for the Implementation of the Sub-Project**

After the assessment, visits and analysis of the SDC activities in Lebanon, the main functions of MoSA/SDCs were to offer primary health service and social welfare interventions yet SDCs have limited economic development projects experiences. The sub-projects focusing on skills training and follow-up activities had limited budgets. The objective was to;

- Assess the feasibility of future livelihoods improvement projects through JICA technical cooperation scheme via the implementation of skill trainings aiming at improving incomes for vulnerable groups (women and youth). The contents of the Sub-projects were;
- Skill training and follow-up activities

The training didn't cover allowance and transportation fees for the participants and this led to their ownership and the sense of responsibility. The sub-projects encouraged existent resources findings and self-help efforts and it has affected the mind-set and behavior of the beneficiaries.

#### **(2) Lessons Learned through the Sub-Projects Implementation**

##### **1) Importance of the Follow-up Activities**

As of June 2018, the groups of participants didn't sustain livelihoods activities after the training. During and after the training, the SDC and the trainer (local NGO) enhanced participants to organize group activities via SMS and participants gathered several times, but gradually they started to meet less frequently.

With historical background of Lebanese society with individualism and home based business model, group activities are not the preferred way for training participants to sustain their activities.

Thus, it was found that SDC shall encourage participants to produce, sell their products designed with the acquired skills during the training and keep motivating the participants to sustain their livelihoods activities. This was not feasible with the limited budget and the lack of experience of the staff.

##### **2) Limited Impact**

Sub-projects tried to adopt “income opportunities creation approach by value adding to community resources”. The Survey showed its adequacy and the need for livelihoods skill training targeting value-adding to existing community resources, this approach brought smooth understanding of transferred technique for motivated trainees and change of behavior.

On the other hand, it was expected that private sector partners in the targeted communities such as cooperative, to be involved with the training participants or to ease linkages to other concerned actors to sustain their livelihood activities. This was not the case, cooperatives and engagement with private sector didn’t happen due to short term and limited budget of the project.

### **3) Implementation Structure**

It was verified through sub-projects implementation that SDCs are the best outreach channels to the vulnerable people. Yet, SDCs don’t have enough staff to implement and ensure all tasks, in addition to limited budgets. The main function of MoSA/SDCs is to provide the needed social protection (health and social welfare), as it was mentioned earlier, human resources are needed and social development officers with specific expertise should be recruited or mobilized for the design and implementation of livelihoods projects. But, such resources allocation is quite difficult given the fact that allocated budget is diminishing.

During the sub-projects implementation, the SDCs had contributed in the recruitment of trainees, provision of training space and logistic support. As for the monitoring and follow-up, which are important activity for concerned agencies to achieve their goal, JST supported the SDCs to monitor and follow-up on the training participants during and after the session. The SDCs recognized their role as coordinator between beneficiaries and development partners (such as JICA) but don’t consider monitoring and follow-up as their role unless they were integrated in the design of the project and allocated the needed resources. JICA technical cooperation scheme requires the inclusion of counterparts for capacity building, planning, monitoring and follow-up of the projects. However, It is obvious that SDCs don’t undertake and consider the monitoring and follow up as their task as it is outside of the purview of their mandate. Hence, JICA technical cooperation scheme cannot support the projects related to the SDC’s capacity development in such fields.

The survey verified the feasibility of livelihoods skill training and follow-up activities by SDC and the impact on targeted community but it was concluded that the project model cannot ensure sustainability because of the limited MoSA/SDCs budget resource, limited experience in livelihoods expertise, which means those roles are not SDC’s primary mandate.

Technical support from concerned ministries is essential for the impact and success of the interventions. Coordination between ministries (Ministry of Agriculture, Ministry of Economy and Trade, and Ministry of Industry), SDCs and agencies is a long process. Currently, more joint projects are being implemented but the SDCs still have to build trust and sustainable relationship with the rest of the ministries.

#### **8.2.5 Survey result related to Livelihoods interventions under Syria Crisis**

- i. It is difficult for the SDC to follow-up on the beneficiaries’ situation after the Livelihoods skills training and expand outcomes of the project within the community. The SDC has restricted resources and staff due to the limited budget, and SDC teams are more experienced in coordination and facilitations of projects than fully managing projects.
- ii. Livelihoods interventions could have better impact if they implement “value chain” activities but this has not been done so far. Provision of training only, without strategic input, will not create job opportunities. To achieve livelihoods outcomes, it is required to consider;
  - Follow-up activities, they are quite necessary for concerned agencies implementing Livelihoods projects to achieve their outputs.
  - Close partnership between SDCs and private sectors to be identified through value-chain analysis.

- iii. In order to make appropriate development plan and action plan benefiting host communities, JICA technical cooperation needs existing development plan at local level. As a result of MRR, action plan should be simple and designed for Quick Impact, and detailed plan for long-term impact.



## **APPENDICES**

Appendix 1    Assignment Schedule of Study Team

Appendix 2    List of Persons met by the Study

Appendix 3    List of Data collected by the Study



## ***APPENDIX 1 Assignment Schedule of Study Team***

## 1. Field Work

| Name              | Assignment                    | 項目   | Period    |   |   |   |   |   |   |    |    |    |   |   |   |           |   |   |   |   |   |    |  |  |  |  |  |  | Days | MM |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
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|                   |                               |      | Year 2017 |   |   |   |   |   |   |    |    |    |   |   |   | Year 2018 |   |   |   |   |   |    |  |  |  |  |  |  |      |    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|                   |                               |      | 3         | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4         | 5 | 6 | 7 | 8 | 9 | 10 |  |  |  |  |  |  |      |    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Kazumitsu Shukuya | Team Leader/<br>Social Survey | Plan |           |   |   |   |   |   |   |    |    |    |   |   |   |           |   |   |   |   |   |    |  |  |  |  |  |  |      |    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

## 2. Domestic Work

| 2. DOMESTIC WORK |                                                    | 項目     | Period    |   |   |   |   |   |             |             |               |    |   |   |           |   |   |   |   |   |   |    |  |  |  |  | Days   | MM     |       |      |
|------------------|----------------------------------------------------|--------|-----------|---|---|---|---|---|-------------|-------------|---------------|----|---|---|-----------|---|---|---|---|---|---|----|--|--|--|--|--------|--------|-------|------|
| 氏名               | 担当業務                                               |        | Year 2017 |   |   |   |   |   |             |             |               |    |   |   | Year 2018 |   |   |   |   |   |   |    |  |  |  |  |        |        |       |      |
|                  |                                                    |        | 3         | 4 | 5 | 6 | 7 | 8 | 9           | 10          | 11            | 12 | 1 | 2 | 3         | 4 | 5 | 6 | 7 | 8 | 9 | 10 |  |  |  |  |        |        |       |      |
|                  |                                                    |        |           |   |   |   |   |   |             |             |               |    |   |   |           |   |   |   |   |   |   |    |  |  |  |  |        |        |       |      |
| Teruki Murakami  | Water Supply Facility Rehabilitation/Maintenance 2 | Plan   |           |   |   |   |   |   |             |             |               |    |   |   |           |   |   |   |   |   |   |    |  |  |  |  |        |        | 10.00 | 0.50 |
|                  |                                                    | Actual |           |   |   |   |   |   | 10/23 (10日) | 10/27 (10日) | 11/27 (12/1日) |    |   |   |           |   |   |   |   |   |   |    |  |  |  |  |        |        | 10.00 | 0.50 |
| Tomoko Naramoto  | Livelihood Improvement                             | Plan   |           |   |   |   |   |   |             |             |               |    |   |   |           |   |   |   |   |   |   |    |  |  |  |  |        |        |       |      |
|                  |                                                    | Actual |           |   |   |   |   |   |             |             |               |    |   |   |           |   |   |   |   |   |   |    |  |  |  |  |        |        |       |      |
|                  |                                                    |        | Sub-total |   |   |   |   |   |             |             |               |    |   |   |           |   |   |   |   |   |   |    |  |  |  |  | Plan   | 1.60   | 0.08  |      |
|                  |                                                    |        | Actual    |   |   |   |   |   |             |             |               |    |   |   |           |   |   |   |   |   |   |    |  |  |  |  | Actual | 1.60   | 0.08  |      |
|                  |                                                    |        | Sub-total |   |   |   |   |   |             |             |               |    |   |   |           |   |   |   |   |   |   |    |  |  |  |  | Plan   | 10.00  | 0.50  |      |
|                  |                                                    |        | Actual    |   |   |   |   |   |             |             |               |    |   |   |           |   |   |   |   |   |   |    |  |  |  |  | Actual | 11.60  | 0.58  |      |
|                  |                                                    |        | Total     |   |   |   |   |   |             |             |               |    |   |   |           |   |   |   |   |   |   |    |  |  |  |  | Plan   | 677.00 | 22.73 |      |
|                  |                                                    |        | Actual    |   |   |   |   |   |             |             |               |    |   |   |           |   |   |   |   |   |   |    |  |  |  |  | Actual | 676.60 | 22.73 |      |

| Report | △ | IC/R | △ | W/P | △ | Pr/R | △ | Df/R1 | △ | Df/R2 | △ | FR |
|--------|---|------|---|-----|---|------|---|-------|---|-------|---|----|
|        |   |      |   |     |   |      |   |       |   |       |   |    |

IC/R: Inception Report, W/P: Work Plan, Pr/R: Progress Report, Df/R1: Draft Final Report 1, Df/R2: Draft Final Report 2, and F/R: Final Report

## ***APPENDIX 2 List of Persons met by the Study***

| Organisation                                              | Position/Title                                                                                             | Name                        |
|-----------------------------------------------------------|------------------------------------------------------------------------------------------------------------|-----------------------------|
| <b>1. Government of Lebanon</b>                           |                                                                                                            |                             |
| <b>1-1. Central Government</b>                            |                                                                                                            |                             |
| Ministry of Energy and Water                              | Minister                                                                                                   | Cesar R. Abi Khalil         |
| Ministry of Energy and Water                              | Directeur Général des Ressources Hydrauliques et Electrique                                                | Fadi Georges Comait         |
| Ministry of Energy and Water                              | Advisor to the Minister                                                                                    | Randa Nemer                 |
| Ministry of Energy and Water                              | Acting General Director of Exploitation/Director of Tutelage / Government Delegate at ED                   | Mahmoud I. Baroud           |
| Ministry of Energy and Water                              | Head of Wastewater Disposal Department                                                                     | Nathima Baydoun             |
| Ministry of Energy and Water                              | Coordinator for Water Quality Control                                                                      | Wissam Kanj                 |
| Ministry of Energy and Water                              | Water & Wastewater Expert                                                                                  | Mirvate Kereidieh           |
| Ministry of Energy and Water                              | IT Administrator, Head of Electric Planning Bureau                                                         | Sury Hoavek                 |
| Ministry of Social Affairs                                | Director General                                                                                           | Ali Hassan Ghayvet          |
| Ministry of Social Affairs                                | Director                                                                                                   | Judge Abdallah Ahmar        |
| Ministry of Social Affairs                                | Head of Social Development Centers Department                                                              | George Sayd                 |
| Ministry of Social Affairs                                | Head of NGOs Department                                                                                    | Huda Mohanna                |
| Ministry of Social Affairs                                | Senior Social Worker - SDC's Division                                                                      | Abeer Abdel Samad           |
| Ministry of Social Affairs                                | LHSP North Mount Lebanon Governorate Coordinator                                                           | Suheir el Ghali             |
| Ministry of Social Affairs                                | LHSP Beirut Governorate Coordinator                                                                        | Bahia Sleiman               |
| Ministry of Social Affairs                                | South Mount Lebanon Governorate Coordinator, The Lebanon Host Communities Support Project                  | Sana El Kuroh               |
| Ministry of Social Affairs                                | LHSP South Mount Lebanon /BSS Governorate Coordinator                                                      | Nistine Abdel Samad         |
| Ministry of Social Affairs                                | Focal Point of UNDP                                                                                        | Nazeha Dakroub              |
| Ministry of Social Affairs                                | Area coordinator                                                                                           | Sabine Farah                |
| Ministry of Social Affairs                                | President                                                                                                  | Bahia Sleiman               |
| Council for Development and Reconstruction                | President                                                                                                  | Ahmed Kasseem               |
| Council for Development and Reconstruction                | Senior Architect & Urban Planner                                                                           | Nabil A. El Jisr            |
| Council for Development and Reconstruction                | Manager of Irrigation, Water, Sewage and Infrastructure Department, Project Division                       | Jaoudat E. Abou-Jaoudé, Dr. |
| Council for Development and Reconstruction                | Sector Manager Water & Waste Water, Planning & Programming Division                                        | Youssef Karam               |
| Council for Development and Reconstruction                | Head of Social and Economic Planning Department, Planning and Programming Division                         | Assem Fedawi                |
| Economic & Social Fund for Development                    | Managing Director                                                                                          | Amal Warfa Karaki           |
| Economic & Social Fund for Development                    | CD & Infrastructure Manager, Community Development Unit                                                    | Haitham Omar                |
| Economic & Social Fund for Development                    | Chief Engineer                                                                                             | Dima Sader                  |
| Economic & Social Fund for Development                    | Senior Deputy Director: Job Creation Manager, Job Creation Unit                                            | Fadi Hamd                   |
| Economic & Social Fund for Development                    | Senior Community Development Office                                                                        | Racha Chabine Merhebi       |
| Economic & Social Fund for Development                    | Community Development Manager                                                                              | Soud Chalhouh               |
| Economic & Social Fund for Development                    | Senior Local Development Expert                                                                            | Dima Sader                  |
| Ministry of Interior and Municipalities                   | Présidente de la Municipalité de Kfarnabak                                                                 | Marwan Hussein, Dr.         |
| Ministry of Interior and Municipalities                   | Advisor to the Minister                                                                                    | Wissam Al Ghodbar           |
| Ministry of Interior and Municipalities                   | Head of Section at Interpol - NCB Beirut, Coordinator officer / Recherche                                  | Khalil Gebara, Ph.D.        |
| Ministry of Finance                                       | Head of Taxpayers Services Department, Revenues Directorate, Income Tax Office                             | Randa Hobeiche              |
| Ministry of Finance                                       | Public Debt Directorate - Back Office                                                                      | Mohamad El Wafai            |
| Ministry of Foreign Affairs and Emigrant                  | Head of Services of Treaties                                                                               | Bilal El Fi                 |
| Ministry of Foreign Affairs and Emigrant                  | Chief of studies and research documentation                                                                | Abbas Metrek                |
| Ministry of State for Displaced Affairs                   | Advisor to the Minister, Planning & Strategic                                                              | Saad Y. Zakhia              |
| Ministry of State for Displaced Affairs                   | Liaison Officer/ Advisor to the Minister, Strategic and Planning Advice                                    | Pierre Abi Aour             |
| Ministry of State for Displaced Affairs                   | Public Relations and Fund Raising Office                                                                   | Haia El Helou               |
| Ministry of Industry                                      | Director General                                                                                           | Joumana Habi                |
| Ministry of Industry                                      | Head of Industrial Services Department South Lebanon, Industrial Services Department                       | Dany Geddou                 |
| Ministry of Industry                                      | Civil Engineer, Permitting Department                                                                      | Hassan Nasser Eddine        |
| Ministry of Industry                                      | Control Engineer                                                                                           | Chantal Akl Karam           |
| Ministry of Environment                                   | Head of the Service of Regional Departments and Environment Policy                                         | Pierre Omran                |
| Ministry of Environment                                   | Senior Advisor                                                                                             | Geryes Berbari              |
| Ministry of Environment                                   | Environmental Advisor, UNDP / Ministry of Environment                                                      | Ghassan Savah               |
| Ministry of Environment                                   | Advisor, Ministry of Environment                                                                           | Manal Moussailem            |
| Ministry of Education and Higher Education                | Director General                                                                                           | Youssef Doughtan            |
| Ministry of Education and Higher Education                | Education Project Coordinator                                                                              | Fadi Yarak                  |
| Ministry of Education and Higher Education                | Education Senior Advisor                                                                                   | Iman Assi                   |
| Ministry of Education and Higher Education                | Planning, Monitoring & Evaluation                                                                          | Mark Todd                   |
| Ministry of Education and Higher Education                | Education Advisor                                                                                          | Maroun Hobeika              |
| Ministry of Agriculture                                   | Minister of Agriculture                                                                                    | Sonia El Khoury Youner      |
| Ministry of Economy and Trade                             | Senior Enterprise Policy Officer                                                                           | Souha Bou Chabke            |
| Ministry of Economy and Trade                             | Head of Enterprise Team - UNDP Project                                                                     | Akram Chahabeh              |
| Office of the Minister of State for Administrative Reform | General Manager                                                                                            | Johnny M. Matta             |
| Lebanese Cleaner Production Center (LCPC)                 | Regional Executive, Arab Region Representative                                                             | Zeina El Khoury             |
| Beirut and Mount Lebanon Water Establishment (BMLWE)      | Director General of BMLWE                                                                                  | Roula Doughtan Kabban       |
|                                                           |                                                                                                            | Talal M. Hijazi             |
|                                                           |                                                                                                            | Ali M. Yaacoub, Dr.         |
|                                                           |                                                                                                            | Joseph Mikhael Nseir        |
| <b>1-2. Jbel District</b>                                 |                                                                                                            |                             |
| Social Development Center of Jbel                         | Director of SDC Jbel                                                                                       | Dolly Chami Bashous         |
| Social Development Center of Aaqoura                      | Manager of SDC Aaqoura                                                                                     | Haifa Yaghi                 |
| Social Development Center of Qartab                       | Director of Qartaba and concurrently director of Aaqoura sub-SDC                                           | Salam Antour                |
| <b>1-3. Chouf District</b>                                |                                                                                                            |                             |
| Municipality of Baqline                                   | Mayor of Baqline Municipality                                                                              | Abdallah Ghossain           |
| République Libanaise, Caza du Chouf                       | Architecture Urbanisme, Paysage Président de la Fédération du CHOUF SOUAYANI, Marie de BAAKLIN             | Nouha Ghossein              |
| <b>1-4. Alley District</b>                                |                                                                                                            |                             |
| Municipality of Chana                                     | Municipality President                                                                                     | Hussein Y. Abi Almon        |
| <b>1-5. Metn District</b>                                 |                                                                                                            |                             |
| Metn District                                             | Governor (Kaemakam)                                                                                        | Marlene El Haddad           |
| <b>1-6. Beirut</b>                                        |                                                                                                            |                             |
| Municipal Council of Beirut                               | President                                                                                                  | Bilal S. Hamad, PhD         |
| Municipal Council of Beirut                               | Member of the City Council                                                                                 | Elie Hasbani                |
| Municipal Council of Beirut                               | Council Member                                                                                             | Rachid Achkar               |
| <b>1-7. Others</b>                                        |                                                                                                            |                             |
| North Lebanon Water Establishments                        | Engineer, Exploitation Manager                                                                             | Gaby Nasr                   |
| <b>2. International Organization</b>                      |                                                                                                            |                             |
| <b>2-1. UNDP</b>                                          |                                                                                                            |                             |
| UNDP                                                      | Area Manager, Mount Lebanon                                                                                | Abdallah Muhieddine         |
| UNDP                                                      | Assistant Resident Representative, ARR-programme                                                           | Edgard Fouad Chehad         |
| UNDP                                                      | Programme Officer, Local Economic Development, Social & Local Development Portfolio                        | Michelle Boel Krogh         |
| UNDP                                                      | Local Economic Development Officer, Social & Local Development Program                                     | Hana Hamadeh                |
| UNDP                                                      | Senior Livelihood and Local Economic Development Coordinator, LHSP, Social & Local Development Coordinator | Leon Chammah                |
| UNDP                                                      | Environment Recovery Coordinator, Energy and Environment Programme                                         | Nicolas Garib               |
| UNDP                                                      | Interagency Coordinator - Stabilization                                                                    | Noemie Lanternier           |
| UNDP                                                      | Programme Analyst, Junior Professional Officer, Energy and Environment                                     | Noritaka Hara               |
| UNDP                                                      | Socio-Economic Officer, LHSP, A joint MOSA & UNDP Project                                                  | Rachel Mallah               |
| <b>2-2. UNHCR</b>                                         |                                                                                                            |                             |
| UNHCR                                                     | Assistant Protection Officer                                                                               | Ali Noueheid                |
| UNHCR                                                     | Senior Inter-Agency Coordination Officer                                                                   | Carol Ann Sparks            |
| UNHCR                                                     | Mechanical Engineer                                                                                        | Hussein F. Shmaisany        |
| UNHCR                                                     | External Relations Officer                                                                                 | Ivano Bruno                 |
| UNHCR                                                     | Assistant Representative (Programme)                                                                       | Jean-Marie Garelli          |
| UNHCR                                                     | Wash Associate                                                                                             | Joseph Chlela               |
| UNHCR                                                     | Field Officer, Beirut & Mount Lebanon Field Office                                                         | Maguelone Arsac             |
| UNHCR                                                     | Liaison Officer, Beirut & Mount Lebanon Field Office                                                       | Melissa Bader               |
| UNHCR                                                     | Senior Wash Officer                                                                                        | Patrick Daoust              |
| UNHCR                                                     | Senior External Relations Assistant                                                                        | Riwa Shatila                |
| UNHCR                                                     | Assistant Protection Officer                                                                               | Sena Yun                    |
| UNHCR                                                     | Assistant Shelter Officer                                                                                  | Lea Kraitem                 |
| UNHCR                                                     | National Coordinator of Shelter                                                                            | Abd Abdulghani              |
| <b>2-3. UNICEF</b>                                        |                                                                                                            |                             |
| UNICEF                                                    | Wash Officer, Wash Beirut Mount Lebanon                                                                    | Houssein Nouredine          |
| UNICEF                                                    | Youth Programme Officer, Beirut & Mount Lebanon Office                                                     | Joelle Badran               |
| UNICEF                                                    | Programme Specialist Beirut & Mount Lebanon                                                                | Mubannat Rafiq              |
| UNICEF                                                    | Emergency Coordinator, Humanitarian Affairs                                                                | Nardo Akiyama               |
| UNICEF                                                    | Wash Officer (Energy and Water), Sector Field Coordination - South/BML, Humanitarian Coordination Unit     | Salam Eid                   |
| UNICEF                                                    | Child Protection Specialist                                                                                | Yuko Osawa                  |
| UNICEF                                                    | Education Officer                                                                                          | Zeina Dib Abou Zeid         |

|                                                                                           |                                                                                                         |                          |
|-------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|--------------------------|
| <b>2-4. Others</b>                                                                        |                                                                                                         |                          |
| International Labour Organization                                                         | Deputy Regional Director & Director - Decent Work Technical Support Team for the Arab States            | Frank Hagemann           |
| The World Bank                                                                            | Water Supply & Sanitation Specialist, Water Global Practice                                             | Sally Zghib, Ph.D.       |
| UN ESCWA                                                                                  | Chief, General Services Section                                                                         | Akiko Ikeda              |
| UN Habitat                                                                                | Wash Engineer                                                                                           | Elie Mansour             |
| UN Habitat                                                                                | Project Support Officer                                                                                 | Lady habchy              |
| UN Habitat                                                                                | Habitat Programme Officer                                                                               | Tarek Osseiran           |
| UNESCO                                                                                    | Programme Specialist Social & Human Sciences, Regional Bureau for Education in the Arab States - Beirut | Seiko Sugita Ph. D.      |
| UNIDO                                                                                     | Head of Regional Office in Jordan, Lebanon and Syria                                                    | Cristiano Pasini         |
| UNIDO                                                                                     | Programme Advisor                                                                                       | Ygor Scarcia             |
| UNIDO                                                                                     | National Project Coordinator                                                                            | Nivine Chahni            |
| UNOPS                                                                                     | National Project Coordinator                                                                            | Fadel Berro              |
| UNOPS                                                                                     | Project Development Officer                                                                             | Reema Masoud             |
| UNOPS                                                                                     | Programme Development Specialist, UNOPS Operational Hub in Amman                                        | Basim Al-Ali             |
| UNOPS                                                                                     | Project Support Analyst, Partnership Development Unit, UNOPS Operational Hub in Amman                   | Naomitsu Nakagawa        |
| UNOPS                                                                                     | Regional Infrastructure Advisor                                                                         | Muna Al-Banna            |
| UNRWA, Lebanon Field Office                                                               | Deputy Area Officer                                                                                     | Mohamed i. Abou Atie     |
| UN Women                                                                                  | Regional Director                                                                                       | Mohamad Naciri           |
| UN Women                                                                                  | Portfolio Manager-Arab States, UN Women Fund for Gender Equality                                        | Rana El-Houjeiri         |
| UN Women                                                                                  | Program Manager, Women & Youth Empowerment, Program in the Host Community                               | Faten Tibi               |
| UN Women                                                                                  | Project Officer, Women & Youth Empowerment, Project in the Host Communities                             | Jad Al Halabi            |
| UN Women                                                                                  | Project Coordinator                                                                                     | Jumanah Zabaneh          |
| WFP                                                                                       | Programme Officer                                                                                       | Brett Hanley             |
| WHO                                                                                       | Environmental Health Officer                                                                            | Nahal Al-Homs            |
| <b>3. Donor</b>                                                                           |                                                                                                         |                          |
| Carnegie, Middle East Center                                                              | Senior Associate                                                                                        | Yezid Savigh             |
| Delegation of the European Union to Lebanon                                               | Relief & Recovery Officer                                                                               | Elena Asciari            |
| Delegation of the European Union to Lebanon                                               | Attached, Programme Manager                                                                             | Nicolas Rizenhalter      |
| Delegation of the European Union to Lebanon                                               | Attached, Development Manager                                                                           | Silvia Naveira Campos    |
| GIZ Lebanon                                                                               | Head of Project                                                                                         | Jorg Yoder               |
| GIZ Lebanon                                                                               | Cluster Coordinator                                                                                     | Christiane Gaehgens, Dr  |
| GIZ Lebanon                                                                               | Project Coordinator                                                                                     | Adina Susa               |
| Italian Development Cooperation , Ministry of Foreign Affairs and International Cooperati | Senior expert, Regional Coordinator / Syrian Crisis                                                     | Flavio Lovisolo          |
| USAID Lebanon                                                                             | Director, Program Office                                                                                | Shawn E. A. Jones        |
| USAID Lebanon                                                                             | Senior Program Officer                                                                                  | Lena Jammal              |
| USAID                                                                                     | Mission Environment Office                                                                              | Sana Saliba              |
| DAI (USAID Contractor, Lebanon Water Project : LWP                                        | Chief of Party                                                                                          | Kirk Ellis               |
| DAI (USAID Contractor, Lebanon Water Project : LWP                                        | Deputy Chief of Party                                                                                   | Rana Maalouf             |
| DAI (USAID Contractor, Lebanon Water Project : LWP                                        | Deputy Chief of Party                                                                                   | George Akl               |
| DAI (Lebanon Industry Value Chain Development Project: LIVCI                              | Senior Value Chain Coordinator of South Lebanon, Chouf and Mount Lebanon                                | Issam Bou Rached         |
| Ministry of Foreign Affairs of Denmark                                                    | Programme Manager for the Regional Development and Protection Programm                                  | Sergio Garcia-Arco       |
| Swiss Agency for Development and Cooperation (SDC)                                        | Head of Cooperation                                                                                     | Heba Hage-Felder         |
| Swiss Agency for Development and Cooperation (SDC)                                        | Programme Officer/ Deputy Director of Cooperation                                                       | Corina Eggenberger       |
| European Civil Protection and Humanitarian Aid Operations (ECHO                           | Head of Office, Directorate General for Humanitarian Aid and Civil Protection                           | Massimiliano Mangi       |
| Department for International Development (DFID)                                           | Humanitarian Advisor of Conflict, Humanitarian and Security Development                                 | Phillida Strachan        |
| Italian Ministry of Foreign Affairs                                                       | Programme Coordinator of MoSA Initiative Child-Centered (MoSAIC)                                        | Luca Portacolone         |
| <b>4. NGO / NPO</b>                                                                       |                                                                                                         |                          |
| ACTED                                                                                     | Country Director                                                                                        | Robin Nataf              |
| ACTED                                                                                     | Project Development Officer                                                                             | Mathumitha Madhavan      |
| ACTED                                                                                     | Program Coordinator                                                                                     | Dani Dil                 |
| ACTED                                                                                     | Country Director                                                                                        | Hart Ford                |
| ADRA Lebanon                                                                              | Finance Director                                                                                        | John Mwanza              |
| ADRA Middle East and North Africa                                                         | Regional Director                                                                                       | Nagi Khalil              |
| ADRA Tunisia                                                                              | Language Program Coordinator & Management Assistant                                                     | Don Mughana              |
| ADRA UK                                                                                   | Chief Programmes officer                                                                                | Howa Avan-Nomayc         |
| AFED                                                                                      | Director of Development                                                                                 | Sadik Al-Assa'd          |
| Aktis Strategy                                                                            | Project Manager                                                                                         | Matilda Ohlin Knutsson   |
| Aktis Strategy                                                                            | Senior Manager - Levant                                                                                 | Simon Rynn               |
| Aktis Strategy                                                                            | Project Coordinator                                                                                     | William Schomburg        |
| Aktis Strategy                                                                            | PA                                                                                                      | Lina Sironi              |
| Al Majmoua                                                                                | HR Manager/ Business Department Manager                                                                 | Alia Farhat              |
| Amelassociator                                                                            | Project Coordinator                                                                                     | Lara Elhaji              |
| AMURT                                                                                     | President (Amurt Lebanon                                                                                | Talal El Halabi          |
| AMURT                                                                                     | International Disaster Liaison                                                                          | Karl Anderson            |
| T.E.R.R.E. Liban                                                                          | President                                                                                               | Paul Abi Rached          |
| AVSI                                                                                      | AVSI Regional Emergency Coordinator                                                                     | Guido Calvi              |
| AVSI                                                                                      | Education Project Manager                                                                               | Silvia Valentin          |
| AVSI                                                                                      | Deputy Representative Lebanon                                                                           | Martina Molino Love      |
| Global Communities formerly CHF International                                             | Country Director                                                                                        | Ayman Abdallah           |
| Global Communities formerly CHF International                                             | Chief of Party                                                                                          | Talal Haji Dil           |
| Global Communities formerly CHF International                                             | Humanitarian Assistance Program, Development Office                                                     | Lorea Russell            |
| Global Communities formerly CHF International                                             | Chief Finance Officer                                                                                   | Hassan A. Hamzeh         |
| Concern Worldwide                                                                         | Assistant Country Director Systems                                                                      | Tom Hedges               |
| Expand Your Horizons                                                                      | Project Director                                                                                        | Khadja Zahzah            |
| Expand Your Horizons                                                                      | Training Coordinator                                                                                    | Mima Shidrawi            |
| Fair Trade Lebanon                                                                        | Operation Manager                                                                                       | Joe Abi Harb             |
| Green Globe                                                                               | President                                                                                               | Samir Skaf               |
| The Lebanese Center for Policy Studies (LCPS)                                             | Executive Director                                                                                      | Sami Atallah             |
| LCRI                                                                                      | Logistics and Security Officer                                                                          | Anwar Abi Saal           |
| MABCO                                                                                     | Managing Partner                                                                                        | Khaled Al-Maasaran       |
| Medical Aid for Palestinian                                                               | Director of Programme                                                                                   | Maria Petagna            |
| MercyCorps                                                                                | Country Director & Regional Program Adviso                                                              | George Antoun            |
| MercyCorps                                                                                | Director of Programs                                                                                    | Victoria Stanski         |
| MercyCorps                                                                                | Sector Manager, Government and Social Stability Secto                                                   | Nancy Maroun, PhD        |
| MercyCorps                                                                                | Senior Field Coordinator                                                                                | Ziad Maalouf             |
| Near East Foundation                                                                      | Project Coordinator                                                                                     | Jinane Abou Zeki         |
| QITABI                                                                                    | Education in Emergencies Component Lead                                                                 | Roy Sab                  |
| SSCL                                                                                      | Capacity Building & Training                                                                            | Mathew Kirkwood          |
| World Vision                                                                              | Water, Sanitation & Hygiene Specialis                                                                   | John Stiefel             |
| Yalla! Pour les Enfants Syrien                                                            | Field Coordinator                                                                                       | Charlotte Bertal         |
| <b>5. Embassy</b>                                                                         |                                                                                                         |                          |
| <b>3-1. Japan</b>                                                                         |                                                                                                         |                          |
| Embassy of Japan in Lebanon                                                               | Ambassador of Japan in Lebanon                                                                          | Marahiro Yamaguchi       |
| Embassy of Japan in Lebanon                                                               | Counsellor                                                                                              | Keisuke Yamataka         |
| Embassy of Japan in Lebanon                                                               | Consul                                                                                                  | Hajime Takahashi         |
| Embassy of Japan in Lebanon                                                               | Consul                                                                                                  | Tetsu Tsujimoto          |
| Embassy of Japan in Lebanon                                                               | Defense Attache Colonel                                                                                 | Daisuke Horiguchi        |
| Embassy of Japan in Lebanon                                                               | Second Secretary                                                                                        | Kazunori Ishik           |
| Embassy of Japan in Lebanon                                                               | Second Secretary (Political Affairs)                                                                    | Kenia Suzuki             |
| Embassy of Japan in Lebanon                                                               | Second Secretary                                                                                        | Taku Osoegawa            |
| Embassy of Japan in Lebanon                                                               | Second Secretary                                                                                        | Saori Mizuno             |
| Embassy of Japan in Lebanon                                                               | Second Secretary                                                                                        | Mitsuhiro Wada           |
| Embassy of Japan in Lebanon                                                               | Third Secretary                                                                                         | Soichiro Shimizu         |
| Embassy of Japan in Lebanon                                                               | Administrative Attache                                                                                  | Kaori Sugama             |
| Embassy of Japan in Lebanon                                                               | Economic Cooperation Attache                                                                            | Ai Odoriba               |
| Embassy of Japan in Lebanon                                                               | Section for Grant Assistance for Grass-roots Human Security Program - GG                                | Haruka Sakai             |
| <b>3-2. Others</b>                                                                        |                                                                                                         |                          |
| Ambassade de France au Liban                                                              | Premier Secrétaire                                                                                      | Sabrina Auben            |
| Australian Embassy in Lebanon                                                             | Second Secretary - Consul                                                                               | Maggie Nunar             |
| Embassy of Canada in Lebanon                                                              | First Secretary and Consul                                                                              | Dominique Lombard        |
| Embassy of Canada in Lebanon                                                              | Senior Development officer, Principal Agent of Developmen                                               | Aicha Mouchref           |
| Embassy of Sweden in Lebanon                                                              | First Secretary & Deputy Head of Mission                                                                | Mikael Staaf             |
| Embassy of the Federal Republic of Germany in Bein                                        | First Secretary, Head of Development Cooperation                                                        | Torge Mathiesen          |
| Embassy of the Kingdom of the Netherlands in Lebanon                                      | Policy Officer Political & Humanitarian Affairs                                                         | Vida Hamd Daou, Dr.      |
| Royal Danish Embassy in Lebanon                                                           | Project & Cultural Advisor                                                                              | Khadja Nasser            |
| <b>6. JICA</b>                                                                            |                                                                                                         |                          |
| JICA Jordan                                                                               | Chief Representative                                                                                    | Tsutomu Kobayashi        |
| JICA Jordan                                                                               | Senior Representative                                                                                   | Ken Imai                 |
| JICA Jordan                                                                               | Deputy Chief Program Officer                                                                            | Hani H. Al-Kurd          |
| JICA Jordan                                                                               | Coordinator                                                                                             | Zeina Khalaf Khoury-Helo |
| JICA Syria                                                                                | Senior Programme Officer, Technical Cooperation Program - Public Relatio                                | Marah MORAD              |
| JICA                                                                                      | Team Leader, Educational Administration (Support for Host Community in Education Sector in Leban        | Tetsuo Isono             |

| 7. Academic Institution                                                            |                                                                                                 |                          |
|------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|--------------------------|
| Tokyo University of Foreign Studies, Graduate School of Global Studies             | Doctoral Program                                                                                | Emi Kodama               |
| Tokyo University of Foreign Studies                                                | The Research Institute for Languages and Cultures of Asia and Africa                            | Yohel Kondo              |
| University of Tokyo Graduate School of Arts and Sciences · College of Liberal Arts | Doctoral Program                                                                                | Hideaki Hayakawa         |
| University of Balamand                                                             | Environment Sciences - Environment Health Instructor                                            | Bashayer Madi            |
| University of Balamand, Faculty of Health Sciences, The Co-Academic Programs       | Director                                                                                        | Habbouba Aoun            |
| American University of Beirut                                                      | Director                                                                                        | Farouk Merhebi           |
| JACMES / ILCAA / Tokyo University of Foreign Studie                                | Associate Professor                                                                             | Nishikida Aiko           |
| Industrial Research Institute                                                      | Financial & Administrative Directo                                                              | Selim Kfoury             |
| Industrial Research Institut                                                       | Technology & Development Directo                                                                | Imad Hage Chehage, ph.D. |
| Industrial Research Institut                                                       | Laboratories Division Head, Profess                                                             | Joseph Matta             |
| 8. Private Company                                                                 |                                                                                                 |                          |
| Electronic Business Equipment Co. S.A.R.L. (EBE)                                   | Product Manager of Corporate Division                                                           | Ali Al Akkawi            |
| Fujifilm                                                                           | Clinical Application Specialist, Medical Division - Modalities & Sonosite, Middle east & Africa | Rafca El Khoury          |
| Genius MAP                                                                         | International Consultant                                                                        | Kazuko Ishida            |
| HR Works                                                                           | Consultant                                                                                      | Sally Skaff              |
| Knowledge Dev. Co. (KDC)                                                           | Partner                                                                                         | Antoine Mansour          |
| PETROLAS                                                                           | CEO                                                                                             | Raymond Mitri            |
| T2P Architects Office                                                              | Junior Partner                                                                                  | Shikwan Yang             |
| Architecture & Engineerins                                                         | Civil Engineer                                                                                  | Jean Bejani              |
| The Daily Star - Lebanon                                                           | Subscription Executive                                                                          | Christelle Obeid         |
| The HR Group Holding                                                               | CEO                                                                                             | Charles Saliba           |
| WET Consultant Engineer                                                            | Managing Partner                                                                                | Naji S. Corban           |
| WET Consultant Engineer                                                            | Senior Project Engineer                                                                         | Fadi F. Hatoum           |
| WET Consultant Engineer                                                            | Water Consultan                                                                                 | Samir N. Corban          |
| Yatsu Chahal Architects Co.,Ltd.                                                   | Director                                                                                        | Karim Chahal             |
| 10. Other                                                                          |                                                                                                 |                          |
| IIDE-JETRO                                                                         | Research Fellow, Middle Eastern Studies Group, Area Studies Cente                               | Shoko Watanabe, PhD.     |
| IEE JAPAN                                                                          | Visiting Fellow                                                                                 | Ryoji Tateyama           |
| ILCAA                                                                              | Professor, Research Institute for Language and Cultures of Asia and Afric                       | Nobuyuki Kondc           |
| JETRO Istanbul                                                                     | Director of Economic Affairs                                                                    | Satoshi Hashimoto        |

### ***APPENDIX 3 List of Data collected by the Study***

# The Pilot Project on Host Community Support and Capacity Development for the Empowerment of Local Authorities in the Republic of Lebanon

## List of Data/Document Collected

| No   | Name                                                                                                      | Year | Publisher/Editor/Writer                      | Data Collection Method                                                                                                                                                                                                                                                                                                                                                                                        | Type | Language | Original or Copy | Area    | Category                           |           |                                 |                          |                    |                         |                               |                              |                     |
|------|-----------------------------------------------------------------------------------------------------------|------|----------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|----------|------------------|---------|------------------------------------|-----------|---------------------------------|--------------------------|--------------------|-------------------------|-------------------------------|------------------------------|---------------------|
|      |                                                                                                           |      |                                              |                                                                                                                                                                                                                                                                                                                                                                                                               |      |          |                  |         | 01.Host Community<br>01. ホストコミュニティ | 02. Water | 03.Social Stability<br>03.社会安定性 | 04.Livelihood<br>04.生計向上 | 05.MRR<br>05.ニーズ分析 | 06.Procurement<br>06.調達 | 07.Law, Reg. Std.<br>07.法規、基準 | 08. Cross-Cutting<br>08.分野横断 | 09.Others<br>09.その他 |
| 資料番号 | 資料名                                                                                                       | 発行年  | 発行/編集/執筆機関                                   | 収集方法（WEBの場合はURLを備考欄に記入）                                                                                                                                                                                                                                                                                                                                                                                       | 形態   | 言語       | ソフト・ハード          | 対象地域    |                                    |           |                                 |                          |                    |                         |                               |                              |                     |
| 001  | UN Procurement Practitioner's Handbook                                                                    | 2006 | IAPWG                                        | <a href="https://www.ungm.org/Shared/KnowledgeCenter/Pages/PPH">https://www.ungm.org/Shared/KnowledgeCenter/Pages/PPH</a>                                                                                                                                                                                                                                                                                     | PDF  | EN       | Soft copy        | World   |                                    |           |                                 |                          |                    | XX                      |                               |                              |                     |
| 002  | UNOPS Procurement Manual (Rev.5)                                                                          | 2014 | UNOPS                                        | <a href="https://content.unops.org/service-line-documents/Procurement/UNOPS-Procurement-manual-2017_EN.pdf">https://content.unops.org/service-line-documents/Procurement/UNOPS-Procurement-manual-2017_EN.pdf</a>                                                                                                                                                                                             | PDF  | EN       | Soft copy        | World   |                                    |           |                                 |                          |                    | XX                      |                               |                              |                     |
| 003  | Concerning the implementation of new fees and tariffs (in English)                                        | 2014 | Beirut and Mount Lebanon Water Establishment | <a href="http://www.ebml.gov.lb/english/adminmemorandum4">http://www.ebml.gov.lb/english/adminmemorandum4</a>                                                                                                                                                                                                                                                                                                 | PDF  | EN       | Soft copy        | Lebanon |                                    | XX        |                                 |                          |                    |                         | X                             |                              |                     |
| 004  | Concerning the implementation of new fees and tariffs (in Arabic)                                         | 2014 | Beirut and Mount Lebanon Water Establishment | <a href="http://www.ebml.gov.lb/Library/Assets/Ta3rifa_Jadida.pdf">http://www.ebml.gov.lb/Library/Assets/Ta3rifa_Jadida.pdf</a>                                                                                                                                                                                                                                                                               | PDF  | AR       | Soft copy        | Lebanon |                                    | XX        |                                 |                          |                    |                         | X                             |                              |                     |
| 005  | UNOPS Quick Guides                                                                                        | 2014 | UNOPS                                        | Received directly                                                                                                                                                                                                                                                                                                                                                                                             | PDF  | EN       | Soft copy        | World   |                                    |           |                                 |                          |                    | XX                      | X                             |                              |                     |
| 006  | Greater Beirut Water Supply Project Additional Finance: Addendum to the Resettlement Action Plan          | 2018 | World Bank                                   | <a href="http://documents.worldbank.org/curated/en/175341524586257240/pdf/Greater-Beirut-Water-Supply-Resettlement-Action-Plan-Addendum-AE.pdf">http://documents.worldbank.org/curated/en/175341524586257240/pdf/Greater-Beirut-Water-Supply-Resettlement-Action-Plan-Addendum-AE.pdf</a>                                                                                                                     | PDF  | EN       | Soft copy        | Lebanon |                                    |           |                                 |                          |                    |                         |                               |                              |                     |
| 007  | Lebanon sceptical of 'save water' effort                                                                  | 2014 | Aljazeera                                    | <a href="https://www.aljazeera.com/news/middleeast/2014/08/lebanon-beirut-water-scarcity-201482272937832167.html">https://www.aljazeera.com/news/middleeast/2014/08/lebanon-beirut-water-scarcity-201482272937832167.html</a>                                                                                                                                                                                 | PDF  | EN       |                  | Lebanon |                                    | XX        |                                 |                          |                    |                         |                               |                              |                     |
| 008  | Assesment of Gorundwater Resources of Lebanon                                                             | 2014 | MoEW & UNDP                                  | <a href="http://www.lb.undp.org/content/dam/lebanon/docs/Energy/%20and%20Environment/Publications/Assessment%20of%20Groundwater%20Resources%20of%20Lebanon.pdf">http://www.lb.undp.org/content/dam/lebanon/docs/Energy/%20and%20Environment/Publications/Assessment%20of%20Groundwater%20Resources%20of%20Lebanon.pdf</a>                                                                                     | PDF  | EN       | Soft copy        | Lebanon |                                    | XX        |                                 |                          |                    |                         |                               |                              |                     |
| 009  | Audit of USAID/Lebanon's Water and Wastewater Sector Support Program                                      | 2013 | USAID                                        | <a href="https://oig.usaid.gov/sites/default/files/audit-reports/6-268-13-014-p.pdf">https://oig.usaid.gov/sites/default/files/audit-reports/6-268-13-014-p.pdf</a>                                                                                                                                                                                                                                           | PDF  | EN       |                  | Lebanon |                                    | XX        |                                 |                          |                    |                         |                               |                              |                     |
| 010  | Comprehensive Sector Analysis Report: Final Report                                                        | 2011 | USAID                                        | <a href="https://www.pseau.org/outils/ouvrages/usaidd_lebanon_comprehensive_analysis_report_water_and_wastewater_sector_lebanon_2011.pdf">https://www.pseau.org/outils/ouvrages/usaidd_lebanon_comprehensive_analysis_report_water_and_wastewater_sector_lebanon_2011.pdf</a>                                                                                                                                 | PDF  | EN       |                  | Lebanon |                                    | XX        |                                 |                          |                    |                         |                               |                              |                     |
| 011  | Dialogue and Local Response Mechanisms to Conflict between Host Communities and Syrian Refugee in Lebanon | 2014 | Search for Common Ground                     | <a href="http://www.paidatabase.org/files/documents/dialogue_and_local_response_mechanisms_to_conflict_between_host_communities_and_syrian_refugees_in_lebanon.pdf">http://www.paidatabase.org/files/documents/dialogue_and_local_response_mechanisms_to_conflict_between_host_communities_and_syrian_refugees_in_lebanon.pdf</a>                                                                             | PDF  | EN       | Soft copy        | Lebanon | XX                                 |           |                                 |                          |                    |                         |                               |                              |                     |
| 012  | Labour Market Assessment in Beirut and Mount Lebanon                                                      | 2014 | ACTED                                        | <a href="https://reliefweb.int/sites/reliefweb.int/files/resources/LabourMarketAssessmentReportFinal_tosubmit.pdf">https://reliefweb.int/sites/reliefweb.int/files/resources/LabourMarketAssessmentReportFinal_tosubmit.pdf</a>                                                                                                                                                                               | PDF  | EN       | Soft copy        | Lebanon |                                    |           |                                 |                          | X                  |                         |                               |                              | X                   |
| 013  | Lebanon Country Water Sector Assistance Strategy (2012-2016)                                              | 2012 | World Bank                                   | <a href="http://documents.worldbank.org/curated/en/401211468088175955/pdf/683130ESWOP1220C0disclosed07030">http://documents.worldbank.org/curated/en/401211468088175955/pdf/683130ESWOP1220C0disclosed07030</a>                                                                                                                                                                                               | PDF  | EN       | Soft Copy        | Lebanon |                                    | XX        |                                 |                          |                    |                         |                               |                              |                     |
| 014  | Doing Business in Lebanon: A tax and legal guide                                                          | 2015 | PwC                                          | <a href="https://www.pwc.com/m1/en/tax/docs/guides/doing-business-guides/doing-business-guide-http://documents.worldbank.org/curated/en/925271468089385165/pdf/8109801B0box379831B00P14754500PUBLIC0.pdf">https://www.pwc.com/m1/en/tax/docs/guides/doing-business-guides/doing-business-guide-http://documents.worldbank.org/curated/en/925271468089385165/pdf/8109801B0box379831B00P14754500PUBLIC0.pdf</a> | PDF  | EN       | Soft Copy        | Lebanon |                                    | X         |                                 | X                        |                    |                         | XX                            |                              |                     |
| 015  | Lebanon Economic and Social Impact Assessment of the Syrian Conflict                                      | 2013 | World Bank                                   | <a href="http://documents.worldbank.org/curated/en/925271468089385165/pdf/8109801B0box379831B00P14754500PUBLIC0.pdf">http://documents.worldbank.org/curated/en/925271468089385165/pdf/8109801B0box379831B00P14754500PUBLIC0.pdf</a>                                                                                                                                                                           | PDF  | EN       | Soft copy        | Lebanon |                                    |           |                                 |                          |                    | XX                      |                               |                              |                     |

| No   | Name                                                                                                                                  | Year          | Publisher/Editor/Writer                                | Data Collection Method                                                                                                                                                                                                                                                                                                  | Type    | Language | Original or Copy | Area                               | Category                           |           |                                 |                          |                    |                         |                               |                              |                     |
|------|---------------------------------------------------------------------------------------------------------------------------------------|---------------|--------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|----------|------------------|------------------------------------|------------------------------------|-----------|---------------------------------|--------------------------|--------------------|-------------------------|-------------------------------|------------------------------|---------------------|
|      |                                                                                                                                       |               |                                                        |                                                                                                                                                                                                                                                                                                                         |         |          |                  |                                    | 01.Host Community<br>01. ホストコミュニティ | 02. Water | 03.Social Stability<br>03.社会安定性 | 04.Livelihood<br>04.生計向上 | 05.MRR<br>05.ニーズ分析 | 06.Procurement<br>06.調達 | 07.Law, Reg. Std.<br>07.法規、基準 | 08. Cross-Cutting<br>08.分野横断 | 09.Others<br>09.その他 |
| 資料番号 | 資料名                                                                                                                                   | 発行年           | 発行/編集/執筆機関                                             | 収集方法（WEBの場合はURLを備考欄に記入）                                                                                                                                                                                                                                                                                                 | 形態      | 言語       | ソフト・ハード          | 対象地域                               | 01. ホストコミュニティ                      | 02. 水     | 03.社会安定性                        | 04.生計向上                  | 05.ニーズ分析           | 06.調達                   | 07.法規、基準                      | 08.分野横断                      | 09.その他              |
| 016  | Lebanon Water and Wastewater Sector Support Year-Four Work Plan                                                                       | 2012          | USAID                                                  | <a href="https://www.pseau.org/outils/outrages/Bekaa_Water_Establishment_Master_Plan_2015.pdf">https://www.pseau.org/outils/outrages/Bekaa_Water_Establishment_Master_Plan_2015.pdf</a>                                                                                                                                 | PDF     | EN       | Soft Copy        | Lebanon                            |                                    | XX        |                                 |                          |                    |                         |                               |                              |                     |
| 017  | Decrees and Laws on Litani River Authority                                                                                            | various years | Litani River Authority                                 | <a href="http://www.litani.gov.lb/en/?page_id=49">http://www.litani.gov.lb/en/?page_id=49</a>                                                                                                                                                                                                                           | Webpage | AR       | Soft Copy        | Lebanon                            |                                    | XX        |                                 |                          |                    |                         |                               |                              |                     |
| 018  | Project Appraisal Document on a proposed loan Greater Beirut Water Supply                                                             | 2013          | World Bank                                             | <a href="http://documents.worldbank.org/curated/en/75387146805512769/pdf/759250IPROP103000Disclosed0308020">http://documents.worldbank.org/curated/en/75387146805512769/pdf/759250IPROP103000Disclosed0308020</a>                                                                                                       | PDF     | EN       |                  | Beirut                             |                                    | XX        |                                 |                          |                    |                         |                               |                              |                     |
| 019  | Food Security and Livelihoods Assessment of the Lebanese Host Communities                                                             | 2015          | FAO                                                    | <a href="http://www.fao.org/3/a-az720e.pdf">http://www.fao.org/3/a-az720e.pdf</a>                                                                                                                                                                                                                                       | PDF     | EN       | Soft copy        | Lebanon                            |                                    |           |                                 | XX                       |                    |                         |                               |                              | XX                  |
| 020  | Restructuring water sector in Lebanon_Litani river authority facing the challenges of good water governance                           | 2005          | Catafago, Salim                                        | <a href="http://ressources.cileam.org/om/pdf/a65/05002197.pdf">http://ressources.cileam.org/om/pdf/a65/05002197.pdf</a>                                                                                                                                                                                                 | PDF     | EN       | Soft copy        |                                    |                                    | X         |                                 |                          |                    |                         |                               |                              |                     |
| 021  | Assessment of Groundwater Resources of Lebanon                                                                                        | 2014          | MoEW & UNDP                                            | <a href="http://www.lb.undp.org/content/dam/lebanon/docs/Energy%20and%20Environment/Publications/Assessment%20of%20Groundwater%20Resources%20of%20Lebanon.pdf">http://www.lb.undp.org/content/dam/lebanon/docs/Energy%20and%20Environment/Publications/Assessment%20of%20Groundwater%20Resources%20of%20Lebanon.pdf</a> | PDF     | EN       | Soft copy        | Lebanon                            |                                    | XX        |                                 |                          |                    |                         |                               |                              |                     |
| 022  | Staggering the reimbursement of the water fees in areas at the Water Authority of Beirut and Mount Lebanon from 1996 until 31/12/2013 | 2013          | Establishment of The Water of Beirut and Mount Lebanon | <a href="http://www.ebml.gov.lb/english/adminmemorandum3">http://www.ebml.gov.lb/english/adminmemorandum3</a>                                                                                                                                                                                                           | Webpage | EN       |                  |                                    |                                    | XX        |                                 |                          |                    |                         |                               |                              |                     |
| 023  | Staggering the reimbursement of the water fees in areas at the Water Authority of Beirut and Mount Lebanon from 1996 until 31/12/2013 | 2013          | Establishment of The Water of Beirut and Mount Lebanon | <a href="http://www.ebml.gov.lb/Library/Assets/Taksit_before2013.pdf">http://www.ebml.gov.lb/Library/Assets/Taksit_before2013.pdf</a>                                                                                                                                                                                   | PDF     | AR       |                  |                                    |                                    | XX        |                                 |                          |                    |                         |                               |                              |                     |
| 024  | Drinkable Water Increases for Lebanon City                                                                                            | 2014          | USAID                                                  | <a href="https://2012-2017.usaid.gov/results-data/success-stories/drinkable-water-increases-lebanon-city">https://2012-2017.usaid.gov/results-data/success-stories/drinkable-water-increases-lebanon-city</a>                                                                                                           | PDF     | EN       |                  |                                    |                                    | XX        |                                 |                          |                    |                         |                               |                              |                     |
| 025  | THRIVE Lebanon: A National Action Plan for Healthy Children and Mothers 2017-2020                                                     | 2017          | NA                                                     | Received directly                                                                                                                                                                                                                                                                                                       | PDF     | EN       |                  | Lebanon                            |                                    | XX        |                                 |                          |                    |                         |                               | XX                           |                     |
| 026  | Regular Perception Surveys on Social Tensions throughout Lebanon: Wave I                                                              | 2017          | ARK                                                    | <a href="https://data2.unhcr.org/en/document/s/download/60272">https://data2.unhcr.org/en/document/s/download/60272</a>                                                                                                                                                                                                 | PDF     | EN       | Soft copy        | Lebanon                            |                                    |           | XX                              |                          |                    |                         |                               |                              |                     |
| 027  | Regular Perception Surveys on Social Tensions throughout Lebanon: Wave II                                                             | 2017          | ARK                                                    | <a href="https://reliefweb.int/sites/reliefweb.int/files/resources/document_41.pdf">https://reliefweb.int/sites/reliefweb.int/files/resources/document_41.pdf</a>                                                                                                                                                       | PDF     | EN       | Soft copy        | Lebanon                            |                                    |           | XX                              |                          |                    |                         |                               |                              |                     |
| 028  | Regular Surveys on Social Tensions throughout Lebanon: Wave III                                                                       | 2018          | ARK                                                    | <a href="https://data2.unhcr.org/en/document/s/download/64953">https://data2.unhcr.org/en/document/s/download/64953</a>                                                                                                                                                                                                 | PDF     | EN       | Soft copy        | Lebanon                            |                                    |           | XX                              |                          |                    |                         |                               |                              |                     |
| 029  | Strategic Environmental Assessment for the New Water Sector Strategy for Lebanon                                                      | 2015          | Ministry of Energy and Water                           | <a href="http://www.databank.com.lb/docs/Strategic%20Environmental%20Assessment%20report%20of%20the%20water%20strategy%20for%20Lebanon">http://www.databank.com.lb/docs/Strategic%20Environmental%20Assessment%20report%20of%20the%20water%20strategy%20for%20Lebanon</a>                                               | PDF     | EN       | Soft copy        | Lebanon                            |                                    | XX        |                                 |                          |                    |                         |                               |                              |                     |
| 030  | 中東・北アフリカ諸国の貿易・投資関連法制度（レバノン）                                                                                                           | 2012          | JETRO                                                  | <a href="https://www.jetro.go.jp/ext_images/jfile/report/07001435/lebanon_trade_investment_201203.pdf">https://www.jetro.go.jp/ext_images/jfile/report/07001435/lebanon_trade_investment_201203.pdf</a>                                                                                                                 | PDF     | JP       | Soft copy        | Lebanon                            |                                    |           | XX                              |                          |                    |                         | XX                            |                              | X                   |
| 031  | Livelihoods Sector: Assessments Reports                                                                                               | 2017          | UNHCR                                                  | <a href="https://reliefweb.int/map/lebanon/livelihoods-sector-assessments-reports">https://reliefweb.int/map/lebanon/livelihoods-sector-assessments-reports</a>                                                                                                                                                         | PDF     | EN       | Soft copy        | Lebanon                            | X                                  |           |                                 | XX                       |                    |                         |                               |                              |                     |
| 032  | UNDP Project Document Substantive Revision for LHSP                                                                                   | 2015          | UNDP                                                   | <a href="http://www.lb.undp.org/content/dam/lebanon/docs/Poverty/Publications/DPD%20English.pdf">http://www.lb.undp.org/content/dam/lebanon/docs/Poverty/Publications/DPD%20English.pdf</a>                                                                                                                             | PDF     | EN       | Soft copy        | Lebanon                            | XX                                 |           | X                               | X                        |                    |                         |                               | X                            |                     |
| 033  | Overview: 2016 Syria Humanitarian Response Plan & 2016-2017 Regional Refugee and Resilience Plan                                      | 2016          | UNOCHA                                                 | <a href="https://reliefweb.int/sites/reliefweb.int/files/resources/2016_hrp_3rp_chapeau_syria_final_hi_res.pdf">https://reliefweb.int/sites/reliefweb.int/files/resources/2016_hrp_3rp_chapeau_syria_final_hi_res.pdf</a>                                                                                               | PDF     | EN       | Soft copy        | Lebanon, Turkey, Jordan, Iraq, and | X                                  |           | X                               |                          |                    |                         |                               | XX                           |                     |
| 034  | Strengthening Youth Interactions in Communities                                                                                       | 2017          | Save the Children and Japan Platform                   | Received directly                                                                                                                                                                                                                                                                                                       | PPT     | EN       | Soft copy        | Lebanon                            | XX                                 |           | X                               | X                        | X                  |                         |                               |                              |                     |
| 035  | Gaining Opportunities & Access to Livelihoods (GOAL)                                                                                  | NA            | Right to Play International and Bureau fir             | Received directly                                                                                                                                                                                                                                                                                                       | PPT     | EN       | Soft copy        | Lebanon                            |                                    |           | X                               | X                        | XX                 |                         |                               | X                            | X                   |
| 036  | Support to MSMEs Beirut & Mt Lebanon                                                                                                  | 2017          | NA                                                     | Received directly                                                                                                                                                                                                                                                                                                       | PPT     | EN       | Soft copy        | Beirut & Mt                        |                                    |           |                                 | X                        | X                  |                         |                               |                              | XX                  |

| No   | Name                                                                                                               | Year | Publisher/Editor/Writer           | Data Collection Method                                                                                                                                                                                 | Type | Language | Original or Copy | Area    | 01.Host Community<br>01. ホストコミュニティ | 02. Water<br>02. 水 | 03.Social Stability<br>03.社会安定性 | 04.Livelihood<br>04. 生計向上 | 05.MRR<br>05.ニーズ分析 | 06.Procurement<br>06.調達 | 07.Law, Reg. Std.<br>07.法規、基準 | 08. Cross-Cutting<br>08.分野横断 | 09.Others<br>09.その他 |
|------|--------------------------------------------------------------------------------------------------------------------|------|-----------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|----------|------------------|---------|------------------------------------|--------------------|---------------------------------|---------------------------|--------------------|-------------------------|-------------------------------|------------------------------|---------------------|
| 資料番号 | 資料名                                                                                                                | 発行年  | 発行/編集/執筆機関                        | 収集方法（WEBの場合はURLを備考欄に記入）                                                                                                                                                                                | 形態   | 言語       | ソフト・ハード          | 対象地域    |                                    |                    |                                 |                           |                    |                         |                               |                              |                     |
| 037  | レバノン国観光開発計画調査：ファイナル・レポート要約編                                                                                        | 2004 | JICA                              | http://open_jicareport.jica.go.jp/pdf/11755022_01.pdf                                                                                                                                                  | PDF  | JP       | Soft copy        | Lebanon |                                    |                    |                                 |                           |                    |                         |                               | X                            | XX                  |
| 038  | Role of the Social Development Centers in Community Development                                                    | NA   | Ministry of Social Affairs        | NA                                                                                                                                                                                                     | PDF  | EN       | Soft copy        | Lebanon | X                                  |                    |                                 |                           |                    |                         | X                             |                              | XX                  |
| 039  | Source of Tension Beirut & Mount Lebanon (may 2017)                                                                | 2017 | UNDP                              | Received directly                                                                                                                                                                                      | PDF  | EN       | Soft Copy        | Lebanon | X                                  |                    | XX                              |                           |                    |                         |                               |                              |                     |
| 040  | UNDP General Information and Project Details for LHSP Project                                                      | 2012 | UNDP                              | http://www.lb.undp.org/content/dam/lebanon/docs/Poverty/Publications/Fact%20Sheet_%20LHSP.pdf                                                                                                          | PDF  | EN       | Soft copy        | Lebanon | XX                                 |                    |                                 |                           |                    |                         |                               |                              |                     |
| 041  | Country Operations Plan: Lebanon                                                                                   | 2004 | UNHCR                             | http://www.unhcr.org/3fd96a14.pdf                                                                                                                                                                      | PDF  | EN       | Soft Copy        | Lebanon |                                    |                    |                                 |                           |                    |                         |                               | X                            | XX                  |
| 042  | Lebanon Crisis Response Plan 2017-2020 (2018 update)                                                               | 2017 | GoL and UN                        | http://www.3rpsyriacrisis.org/wp-content/uploads/2017/01/Lebanon-Crisis-Response-Plan-2017-2020.pdf                                                                                                    | PDF  | EN       | Soft Copy        | Lebanon | X                                  | X                  | X                               | X                         | X                  |                         |                               | X                            | XX                  |
| 043  | Access to Healthcare for Syrian Refugees: The Impact of Fragmented Service Provision on Syrians' Daily Lives       | 2016 | Lebanon Support                   | http://civilsociety-centre.org/sites/default/files/resource/s/accesshealthcaresyrianrefugees-https://www.lcps-lebanon.org/publications/1447330715-1cps-decentralization_booklet-english-2015-11-12.pdf | PDF  | EN       | Soft Copy        | Lebanon |                                    |                    |                                 |                           | X                  |                         |                               |                              | XX                  |
| 044  | Lebanon Updates: Special Issue                                                                                     | 2015 | UN-HABITAT                        | http://extwprpts1.fao.org/docs/pdf/english/2015-11-12.pdf                                                                                                                                              | PDF  | EN       | Soft Copy        | Lebanon |                                    |                    |                                 |                           |                    |                         |                               |                              | XX                  |
| 045  | National Water Sector Strategy: A right for every citizen, a resource for the whole country                        | 2012 | MoEW                              | http://extwprpts1.fao.org/docs/pdf/eb166572E.pdf                                                                                                                                                       | PDF  | EN       | Soft Copy        | Lebanon |                                    | XX                 |                                 |                           |                    |                         |                               |                              |                     |
| 046  | Livelihoods Sector: Market Based Skills Training in 2014, 2015, 2016 & 2017                                        | 2017 | Inter-Agency Coordination Lebanon | https://data2.unhcr.org/en/document/s/download/59191                                                                                                                                                   | PDF  | EN       | Soft copy        | Lebanon |                                    |                    |                                 | XX                        |                    |                         |                               |                              |                     |
| 047  | Sample Procurement Plan of Greater Beirut Water Supply Project (IBRD 7010)                                         | 2011 | World Bank                        | http://documents.worldbank.org/curated/en/426521496396219859/pdf/PRO-P103063-PUBLIC-1-6-2017-23-21-14                                                                                                  | PDF  | EN       | Soft Copy        | Lebanon |                                    | X                  |                                 |                           |                    | XX                      |                               |                              |                     |
| 048  | Project Appraisal Document on a Proposed Loan                                                                      | 2010 | World Bank                        | http://documents.worldbank.org/curated/en/89733146826980391/pdf/563410PADOP1031eonly1910BOX353791B.pdf                                                                                                 | PDF  | EN       | Soft Copy        | Lebanon |                                    | XX                 |                                 |                           |                    |                         |                               |                              |                     |
| 049  | About Administrative Decentralization in Lebanon                                                                   | 2015 | LCPS                              | https://www.lcps-lebanon.org/publications/1447330715-1cps-decentralization_booklet-english-2015-11-12.pdf                                                                                              | PDF  | EN       | Soft Copy        | Lebanon |                                    |                    |                                 |                           |                    |                         |                               |                              | XX                  |
| 050  | Impact Evaluation Report: Lebanon Host Communities Support Project                                                 | 2016 | Aktis Strategy                    | centre.org/sites/default/files/resource/s/impact_evaluation_report_aktis_strategy_-_2016.pdf                                                                                                           | PDF  | EN       | Soft Copy        | Lebanon | XX                                 |                    | X                               | X                         |                    |                         |                               |                              |                     |
| 051  | Support to Lebanese Host Communities and Public Institutions_ Under the Sixth Regional Response Plan [RRP6 - 2014] | 2014 | UNDP                              | https://reliefweb.int/sites/reliefweb.int/files/resources/Inter-agencyHostCommunityTrackingSheet_full2014_final.pdf                                                                                    | PDF  | EN       | Soft Copy        | Lebanon | XX                                 | X                  | X                               | X                         |                    |                         |                               | X                            | X                   |
| 052  | Minutes of National Livelihood Working Group Meeting on 29 August 2017                                             | 2017 | Inter-Agency Coordination Lebanon | https://data2.unhcr.org/en/document/s/details/59105                                                                                                                                                    | DOC  | EN       | Soft Copy        | Lebanon |                                    |                    |                                 | XX                        |                    |                         |                               |                              |                     |
| 053  | Vulnerability Assessment of Syrian Refugees in Lebanon 2017                                                        | 2017 | UNICEF, UNHCR, and WFP            | https://reliefweb.int/sites/reliefweb.int/files/resources/VASyR%202017.compressed.pdf                                                                                                                  | PDF  | EN       | Soft Copy        | Lebanon | XX                                 | X                  | X                               | X                         | X                  |                         |                               | X                            |                     |
| 054  | Towards coordinated efforts for effective labour market information and employment services in Lebanon             | 2017 | ILO                               | https://data2.unhcr.org/en/document/s/details/60256                                                                                                                                                    | PDF  | EN       | Soft Copy        | Lebanon |                                    |                    |                                 | X                         |                    |                         |                               |                              | XX                  |
| 055  | 見捨てられたシリア難民                                                                                                        | 2014 | アムネスティ・インターナショナル                  | http://www.amnesty.or.jp/library/report/pdf/syria_report_201412.pdf                                                                                                                                    | PDF  | JP       | Soft Copy        | 中東      | X                                  |                    | X                               |                           |                    |                         |                               |                              | XX                  |
| 056  | レバノン国シリア危機の影響及び支援に係る情報収集・確認調査（情報収集、案件形成、ドナー間調整）                                                                    | 2016 | JICA                              | http://open_jicareport.jica.go.jp/pdf/12269353.pdf                                                                                                                                                     | PDF  | JP       | Soft Copy        | Lebanon | XX                                 | X                  | X                               | X                         | X                  | X                       |                               | X                            |                     |
| 057  | Minutes of National Social Stability Working Group Meeting on 26 September 2017                                    | 2017 | UNDP                              | https://data2.unhcr.org/en/document/s/details/51465                                                                                                                                                    | DOC  | EN       | Soft Copy        | Lebanon |                                    |                    | XX                              |                           |                    |                         |                               |                              |                     |

| No   | Name                                                                                                                                              | Year | Publisher/Editor/Writer                   | Data Collection Method                                                                                                                                                                                                                              | Type | Language | Original or Copy | Area    | Category          |           |                     |               |           |                |                   |                   |           |
|------|---------------------------------------------------------------------------------------------------------------------------------------------------|------|-------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|----------|------------------|---------|-------------------|-----------|---------------------|---------------|-----------|----------------|-------------------|-------------------|-----------|
|      |                                                                                                                                                   |      |                                           |                                                                                                                                                                                                                                                     |      |          |                  |         | 01.Host Community | 02. Water | 03.Social Stability | 04.Livelihood | 05.MRR    | 06.Procurement | 07.Law, Reg. Std. | 08. Cross-Cutting | 09.Others |
| 資料番号 | 資料名                                                                                                                                               | 発行年  | 発行/編集/執筆機関                                | 収集方法（WEBの場合はURLを備考欄に記入）                                                                                                                                                                                                                             | 形態   | 言語       | ソフト・ハード          | 対象地域    | 01. ホストコミュニティ     | 02. 水     | 03. 社会安定性           | 04. 生計向上      | 05. ニーズ分析 | 06. 調達         | 07. 法規、基準         | 08. 分野横断          | 09. その他   |
| 058  | A Mail from MoEW to MoFAE on Request from OHCHR                                                                                                   | 2007 | MoEW                                      | Received directly                                                                                                                                                                                                                                   | PDF  | EN       | Soft Copy        | Lebanon |                   | XX        |                     |               |           |                |                   |                   | X         |
| 059  | Labour Market and Employment Policy in Lebanon                                                                                                    | 2015 | European Training Foundation              | <a href="https://www.etf.europa.eu/sites/default/files/m/33A1850E6A358308C1257DFF005942FE_Employment%20policies_Lebanon.pdf">https://www.etf.europa.eu/sites/default/files/m/33A1850E6A358308C1257DFF005942FE_Employment%20policies_Lebanon.pdf</a> | PDF  | EN       | Soft Copy        | Lebanon |                   |           |                     | X             |           |                |                   |                   | XX        |
| 060  | The Projects Targeting the Juveniles                                                                                                              | NA   | Ministry of Social Affairs                | NA                                                                                                                                                                                                                                                  | PDF  | EN       | Soft Copy        | Lebanon |                   |           | X                   |               |           |                |                   | X                 |           |
| 061  | Questions & Answers for LCRP Partners: Recent Demonstrations and Municipal Restrictions against Syrian Refugees Labour Competition and Businesses | 2017 | Inter-Agency Coordination Lebanon         | <a href="https://www.alnap.org/system/files/content/resource/files/main/sosq-aomrecentlabourprotests-final.pdf">https://www.alnap.org/system/files/content/resource/files/main/sosq-aomrecentlabourprotests-final.pdf</a>                           | PDF  | EN       | Soft Copy        | Lebanon |                   |           | XX                  | X             |           |                |                   | X                 |           |
| 062  | The Law on the Organization of the Water Sector (Arabic)                                                                                          | 2001 | The Republic of Lebanon<br>The Parliament | <a href="https://www.pseau.org/outils/ouvrages/mwe_law_no_221_date_29_05_2000_and_its_amendments_2000.pdf">https://www.pseau.org/outils/ouvrages/mwe_law_no_221_date_29_05_2000_and_its_amendments_2000.pdf</a>                                     | PDF  | EN       | Soft Copy        | Lebanon |                   | X         |                     |               |           |                | XX                |                   |           |
| 063  | The Law on the Organization of the Water Sector (English)                                                                                         | 2001 | The Republic of Lebanon<br>The Parliament | <a href="https://www.pseau.org/outils/ouvrages/mwe_law_no_221_date_29_05_2000_and_its_amendments_2000.pdf">https://www.pseau.org/outils/ouvrages/mwe_law_no_221_date_29_05_2000_and_its_amendments_2000.pdf</a>                                     | PDF  | EN       | Soft Copy        | Lebanon |                   | X         |                     |               |           |                | XX                |                   |           |
|      |                                                                                                                                                   |      |                                           |                                                                                                                                                                                                                                                     |      |          |                  |         |                   |           |                     |               |           |                |                   |                   |           |

