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MERCY CORPS INTERNATIONAL

**Lebanon Humanitarian Assistance  
&  
Redevelopment Project**

USAID GRANT NO. HNE-0360-G-00-3067-00

**FINAL EVALUATION REPORT**

Evaluation By:

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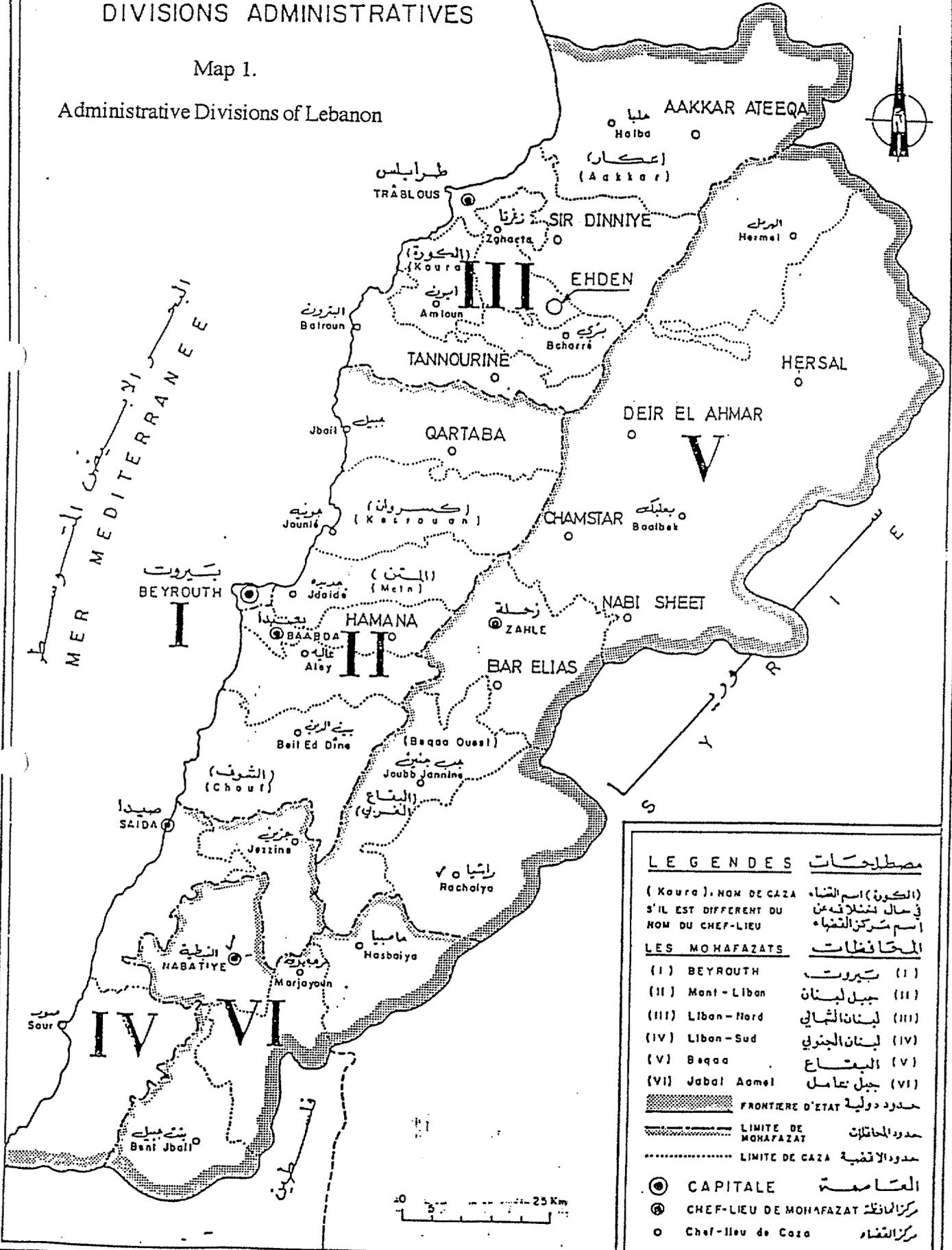
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# تقسيمات الاداري

## DIVISIONS ADMINISTRATIVES

Map 1.

Administrative Divisions of Lebanon



| LEGENDES  | مصطلحات   |
|---|---|
| (Koura), NOM DE CAZA S'IL EST DIFFERENT DU NOM DU CHEF-LIEU | (الكورة) اسم القضاء في حال اختلافه عن اسم مركز القضاء |
| LES MOHAFAZATS  | المحافظات   |
| (I) BEYROUTH  | (I) بيروت   |
| (II) Mont - Liban   | (II) جبل لبنان  |
| (III) Liban - Nord  | (III) لبنان الشمالي                                   |
| (IV) Liban - Sud  | (IV) لبنان الجنوبي                                    |
| (V) Beqaa   | (V) البقاع  |
| (VI) Jabal Aamel  | (VI) جبل عامل   |
| FRONTIERE D'ETAT  | حدود دولية  |
| LIMITE DE MOHAFAZAT   | حدود المحافظات  |
| LIMITE DE CAZA  | حدود الاقضية  |
| CAPITALE  | العاصمة   |
| CHEF-LIEU DE MOHAFAZAT                                      | مركز المحافظة   |
| Chef-lieu de Caza   | مركز القضاء   |

East of Sidon Project Area

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## A. EXECUTIVE SUMMARY

On August 26, 1993, the United States Agency for International Development (USAID) issued a two-year, \$1,000,000 grant contract No. HNE-0360-G-00-3067-00, in response to a proposal submitted by Mercy Corps International (MCI). Under this grant, MCI undertook to implement reconstruction and redevelopment projects in the area East of Sidon and in Beirut. An extension to this grant was later approved increasing the grant total to \$1,725,000 and extending the completion date to August 31, 1996.

The goal of these projects is the repair of 1,230 homes in the area East of Sidon, Aley, Souk el-Gharb and surrounding area; completion of ten infrastructure repair projects to complement the housing repair work; and training of 400 women in income-generating skills to improve their economic condition.

In addition, as part of the program, but not funded by USAID, Mercy Corps was to sponsor two training workshops for 60 NGO representatives from the local NGO community to improve and strengthen their performance.

For the implementation of the project components, MCI partnered with the Middle East Council for Churches (MECC) for the housing repair project; and the Institute for Women's Studies in the Arab World (IWSAW) for the income-generation training.

The purpose of this evaluation is to assess the implementation process of the various components of this program, and the impact that the projects had on the beneficiaries, their families, and communities.

The procedure followed in carrying out this evaluation was to conduct discussions with MCI, MECC, and IWSAW project personnel; review all relevant project documentation; visit project sites; conduct interviews with beneficiaries using rapid rural appraisal techniques and focus group meetings.

*1. Housing Reconstruction:* MCI's partner for the housing repair project, MECC, was responsible for the organization and implementation of this project. Work commenced in the East of Sidon area in 1994 and ended in 1995, whereupon the project target area shifted to the Aley and Souk el-Gharb area in accordance with the grant extension. MECC helped establish local committees in each target village, developed reconstruction policies, solicited applications for housing repair, approved applicants, awarded reconstruction contracts to local contractors, and evaluated project progress. By August 31, 1996, the housing project will have completed the repair and rehabilitation of 1,684 house in the target areas.

Implementation of the project was timely, relevant, efficient and effective in meeting the program objectives of assisting in the reconstruction of the destroyed villages and encouraging the displaced villagers to return to their homes.

The project beneficiaries acknowledged that the project played an important role in helping them return to their villages. However, additional assistance will be needed in making their return permanent. It is apparent that much work remains to be done in providing basic conditions that would allow long-term settlement in the villages, besides the repair of houses. These include employment opportunities, health care facilities, schooling, and community living. The government's efforts at meeting these needs fall far short of the people's expectations, which increases the urgency of the situation.

*2. Income-Generation Training:* For the implementation of this project, MCI joined with IWSAW, which is affiliated with the Lebanese American University (LAU). IWSAW was responsible for developing the training program, employing the social workers, selecting the training centers, hiring the trainers, evaluating training candidates, selecting trainees,

following-up on their training, and assisting in job placement. All trainees were also given lessons in IWSAW's Basic Living Skills program (BLSP) along with their training. BLSP is a comprehensive program which provides trainees with lessons in personal health and hygiene, nutrition, child care, family planning, as well as social and legal literacy; and environmental issues.

The overall effect that this program has had on the trainees has been remarkable. After the completion of the training sessions the women felt more confident, could think in a more decisive and independent manner, were more empowered, and had a better outlook on their future.

The vast majority of the women trained were able to find gainful employment and were now earning income on their own. All the women expressed that the project had significantly affected their lives. They stated that they were applying their new skills not only at work, but also in their communities by teaching their neighbors and relatives some of what they had been exposed to under BLSP.

*3. Infrastructure Repair Project:* By encouraging the local population to reinvest in their communities and resume work in the agricultural production of their lands, the inhabitants' income would increase and they would be more likely to settle permanently in their villages. The community infrastructure and repair project started in the village of Leba'a east of Sidon, by MECC, where an irrigation pipeline was installed. Subsequent projects were completed by MECC as well as MCI, in the Aley and Chouf Cazas under the extended grant. These micro-projects focused on agricultural development through the repair and rehabilitation of irrigation networks, agricultural roads, and terracing of land for cultivation.

As of July 31, 1996, a total of 13 infrastructure micro-projects have been successfully implemented in ten villages in the East of Sidon, as well as Aley and Chouf areas. An additional nine projects in six villages are expected to be completed by the grant termination date.

The returned villagers who have benefited from the MCI/USAID assistance have credited the assistance they received with their resettlement in their villages, and their resumption of land cultivation.

The projects were implemented in a timely, efficient and effective manner. The assistance provided was relevant and appropriate to the needs of the returned villagers and were in direct response to their requirements. The sustainability of these projects appears to have been properly addressed through extensive community participation.

*4. NGO Training Workshops:* Three NGO training workshops were held to upgrade the skills of over 130 participants representing more than 40 local NGOs. The workshops focused on the role of NGOs in emergency and development situations; strategies of community development at the local level; identifying priorities and determining strategies to accomplish NGO goals; and principles of organizational leadership, decision-making and internal management.

These workshops were met with a great demand from the local NGO community. The participants found them to be informative, beneficial, and important; and expressed their need for additional training workshops to be held.

Thus, the original targets in each of the program components were exceeded. More importantly, the various components had a direct bearing on displaced villagers through the encouragement to return and settle in their villages, and assisted in alleviating some of their economic hardships, which satisfies the intent of the project.

The impact that the program components had was seen to be very positive with numerous direct and indirect benefits resulting therefrom. Thus, the projects were found to have met their intent of assisting beneficiaries in repairing their homes, encouraging their return, and alleviating the economic hardships. Moreover, the impact that the program had on the project beneficiaries was more far-reaching than the direct benefit that was gained, and in a proportion much greater than the initial monetary investment that was expended. This finding was confirmed in all the projects, particularly the income-generation training component.

In addition, both of MCI's partners in this program, MECC and IWSAW, have benefited through their enhanced monitoring capabilities and their incorporation of record-keeping and reporting standards required for grant compliance.

As part of MCI's preparation for their implementation of the project in general, and the infrastructure rehabilitation component, in particular, an office in Beirut was established, headed by a Regional Director for the Middle East and Caucasus. Extensive contacts with various governmental ministries, institutions, and NGOs have resulted in very good working relationships with many of them. In addition, the experience and credibility gained by MCI/Lebanon in executing and implementing infrastructure repair and rehabilitation micro-projects can be used as a foundation on which to base MCI's future work efforts in the region.

Such efforts may be directed towards urgent needs for sustainable and integrated development projects, particularly those aimed at rural and impoverished regions. Areas of concern center around viable economic conditions, civic education, and the rebuilding of the social infrastructure.

Specific recommendations can be made for:

- 1) Introducing income-generating activities for rural women;
- 2) Promoting school-based programs for the young;
- 3) Establishing vocational training programs that meet the needs of rural dwellers and urban poor;
- 4) Promoting cross-community activities such as cooperatives, clubs, libraries, youth camps, etc.; and
- 5) Developing social awareness through legal literacy & human rights education campaigns in rural areas.

\* \* \* \* \*

## **B. PURPOSE AND PROCEDURE**

### 1. Purpose

The purpose of this evaluation is to assess the implementation of the Lebanon Humanitarian Assistance & Redevelopment Project funded under USAID Grant No. HNE-03690-G-00-3067-00 and the impact this project had on the beneficiaries from its various components.

Specifically, the evaluation assessed the process of implementation as carried out by Mercy Corps International (MCI) through its implementing partners, the Middle East Council of Churches (MECC) and the Institute for Women's Studies in the Arab World (IWSAW), as well as the impact that the project's components had on the beneficiaries, their families, and communities.

### 2. Procedure

The evaluation took place during the period of June 24, 1996 through July 31, 1996.

The procedure followed in carrying out this evaluation was to:

1. Conduct discussions with MCI, MECC, IWSAW personnel currently or previously associated with the project, and other professionals in the field familiar with the project;
2. Review all relevant project documentation relating to MCI, MECC and IWSAW activity such as project proposals, grant agreements, quarterly and annual reports, previous evaluations conducted, and other relevant materials; and
3. Visit project sites and centers where project-related activities were conducted.

Key informant interviews were carried out with project implementing staff, government officials at the local and national levels, as well as project beneficiaries. A List of Persons Interviewed is included in Annex 1, and a List of Documents Consulted is shown in Annex 2.

The evaluation team visited the project target areas East of Sidon and the Aley and Chouf Cazas, as well as the four training centers in Beirut and its suburbs. Five representative villages east of Sidon, and 10 villages in the Aley & Chouf areas, were selected for in-depth investigation. The villages were selected on the basis of their size and the number of project beneficiaries.

In the housing and infrastructure repair and rehabilitation components, rapid rural appraisal (RRA) techniques were used involving semi-structured interviews with beneficiaries over an extended period of time. Beneficiaries from different socio-economic backgrounds were interviewed. Members of their families were included in the interviews in order to get feed-back across several age groups and covering both genders.

For the income-generation training component, focus group meetings with several trainees, as well as one-on-one interviews were conducted.

Project beneficiaries, as well as project sites, were photographed during the evaluation team's visits. A record of these photographs is available at MCI/Lebanon's office.

These methods provided ample information for developing a set of reliable facts, sound conclusions, and appropriate recommendations to ensure an accurate evaluation of the project.

## C. OVERVIEW

After the years of civil strife in Lebanon from 1975-1990, the country has been slowly trying to resurrect itself from amongst the ashes of its destroyed infrastructure, institutions, and social fabric.

This task has been made all the more difficult by the global recession in the wake of the Gulf War, and the regional tug-of-war that is taking place between Lebanon's two powerful neighbors, Syria and Israel.

The economic recession has reflected on the already weakened Lebanese economy by hindering the attempts being made by the post-war government to revive a once-thriving economy. The worsening economic situation has begun to increase social tensions regarding the government and its priorities.

The unstable political situation has also placed additional constraints by discouraging potential capital investment in the country, and adding a major feeling of uncertainty on the country's inhabitants. The sense of vulnerability felt by the Lebanese stems from the fact that the ongoing tensions between these regional powers are reflected on the country's population and its reconstruction efforts. The events surrounding Israel's recent 'Operation Grapes of Wrath' are but one example of the effect that such external forces have on the daily lives of all the Lebanese.

The efforts of MCI in their execution of the USAID-funded grant must be viewed against this backdrop of political uncertainty and economic impoverishment prevalent in the country.

While it is generally acknowledged that the role played by donor agencies and NGOs in providing emergency care and assistance during the war was essential, it remains to be seen whether such involvement can be successfully transformed from emergency relief to developmental assistance on a longer time-scale period.

Given the government's current inability to provide adequate development programs to the country's population, there is a continuing need for NGOs and their involvement. This is particularly true for work related to sustainable integrated development, increasing local government and institutional capacity, and enhancing social awareness and reintegration. Some ministerial programs of the Lebanese Government have recognized the importance of NGOs and has made efforts to collaborate with them with the aim of benefiting from their knowledge, expertise and credibility. The existence of parallel and complementary inputs by the government and the NGOs reduces the disparity between the needs of the people and the limited available resources.

The process of reconstructing Lebanon is a long and difficult one. For this process to be successful, efforts should be directed not only at rebuilding the country's destroyed infrastructure, but also at addressing the social-economic dimension of the problems which the Lebanese face. These issues are linked, and therefore, their solutions must also be linked. In recognizing the importance for an integrated approach towards the provision of assistance and the need for sustainable development programs, efforts made by organizations such as MCI will start making a fundamental difference to the Lebanese.

# I. HOUSING REPAIR & RECONSTRUCTION PROJECT

## 1. Project Targets

USAID's Lebanon Humanitarian Assistance & Redevelopment Project (Grant No. HNE-0360-G-00-3067-00) calls for the repair and rehabilitation of approximately 1,000 houses in the area east of Sidon, and the grant extension calls for a further 255 houses to be repaired in the Aley and area. The project completion date for the extended grant is August 31, 1996.

By the project completion date, a total of 1,684 houses will have been repaired in 18 villages East of Sidon and eight villages in the Aley area. A detailed listing of the villages and the number of houses appears in Table 1 on page 35.

## 2. Implementation Process

### a- Background

The housing repair and rehabilitation project in the east of Sidon area was begun in 1987 by the Middle East Council of Churches (MECC) which had established an Emergency Relief, Rehabilitation, and Reconstruction Program (ERR) to deal with the provision of such humanitarian aid during the Lebanese civil war. MECC/ERR first commenced this project in the village of Maghdouche in 1987/88. Other NGOs also started similar programs in the region after the Lebanese Army had restored peace in the area in July of 1991, and the Government of Lebanon issued a call for the areas' inhabitants, who had fled in 1985, to return to their villages. The Government's Council for the South started a program to disburse funds to the returnees for the repair of their houses, and several NGO's, including MECC/ERR also became involved in assistance for the returnees.

As a result, the need for this program became a high priority, and MECC/ERR partnered with MCI in order to implement the housing repair project in the area.

The MCI/USAID funded portion of the project formally commenced in January of 1994 in the East of Sidon region, and ended there in 1995. The project shifted to the Aley and Chouf areas under the grant extension.

Progress of the project was followed up by USAID/Lebanon who conducted site visits to the target villages at various intervals, together with MECC/ERR and MCI personnel.

### b. East of Sidon

MECC/ERR's input included staffing through its existing Sidon office. This comprised four staff members supervised by the Regional Coordinator, Mr. Robert Nicola, a civil engineer, who is also from the area. The ERR Director, Ms. Suad el-Hajj, provided overall project supervision and management responsibility in Beirut.

MECC staff visited target villages and invited returnees to submit their applications for assistance to the MECC Sidon Office. The applications were screened by MECC/ERR staff in consultation with local committees from each of the villages. These committees usually consisted of the head of the municipality, the village leader (known locally as the "mukhtar"), the village cleric, and some prominent residents of the village. The focus of the MECC/ERR assistance has been to provide closing in of at least one room with windows and doors, as well as minimally upgrading a house (kitchen, sanitary facilities, internal doors), if necessary to provide a habitable base of operations from which the homeowner can commence the repair of the remainder of his house.

The priority for approving applications were in accordance with the following criteria:

1. The needy;
2. The returnees intend to reside in the village permanently;
3. The family must assist by working themselves (e.g. remove rubble & debris, etc.);
4. The destructed house lends itself to the limited assistance amount to make a habitable space for the family (i.e. one room, kitchen, bathroom)

MECC/ERR technical staff comprising an architect and civil engineer conducted site visits to assess the damage to the applicant's house and documented their visits with written reports and photographs.

Bids for carrying out the repair work were then solicited from local craftsmen or contractors, and a selection was made out of at least 3 received bids. Selection was based on quality, price, and delivery time. A particular effort was made to assist displaced and returning craftsmen, whenever possible.

MECC/ERR paid the selected contractor a downpayment for the work to be performed. Inspection of material quality and workmanship was performed in the shop as well as on site. Final payment was not released until their technical staff approved of the quality of the final product and installation. Beneficiaries were also eager to assist in the quality control of the products they were to receive. The amount of assistance provided was set at a maximum ceiling of US\$1,000 per beneficiary.

#### c- Aley Area

For the implementation of the housing repair project in the Aley area, MECC/ERR established a Field Office in Bhamdoun manned by a Regional Coordinator, Mr. Elie Ajouz, and assisted by two technical staff members. One member was previously part of the implementation team in the Sidon area, and the second is originally from Bhamdoun, and thus, brings valuable local knowledge & experience to the team.

Applications were first received in November 1995, although actual construction work could not commence until after the winter months. Additional delays to the commencement of the implementation were reported due to the delay on the part of the Ministry of Displaced in issuing payments to the villagers. This payment forms the main assistance for each returnee to start the reconstruction of his house (Refer to Figure 1 - Flowchart of Reconstruction Process).

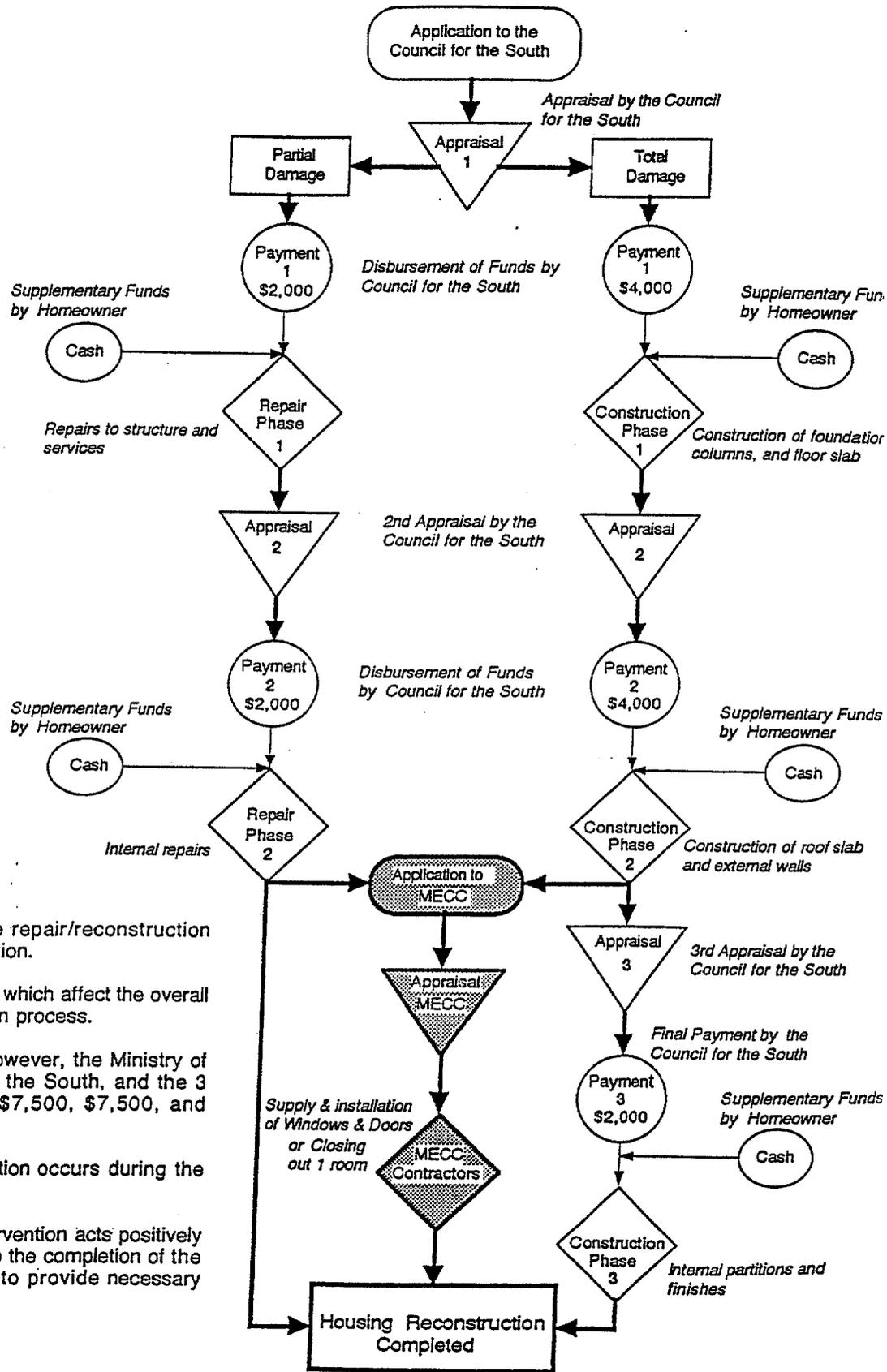
In addition, the implementation process was further affected by the events in South Lebanon during April 1996, whereupon the nation mobilized to provide emergency relief for the inhabitants of the South. As a result, the disbursement of funds allocated for the displaced in the Aley and Chouf Cazas was significantly slowed by the Ministry of Displaced. This affected the returnees' ability to continue with the reconstruction of their houses, and disrupted the project's implementation schedule.

Priority in selection of beneficiaries by MCC/ERR was given to:

- 1) Applicants who did not have a house (e.g. occupying a house, or living with relatives);
- 2) Applicants who had been occupying a house previously and had received a payment to evacuate the occupied premises but do not have a house;
- 3) Applicants who had received payment for evacuation and were living in rented accommodation

Figure 1.

Flowchart of Repair/Reconstruction Process in East of Sidon



• This flowchart represents the repair/reconstruction procedure for the East of Sidon region.

• Thin arrows represent bottlenecks which affect the overall progress of the repair/reconstruction process.

• The process is similar for Aley. However, the Ministry of Displaced replaces the Council for the South, and the 3 payments are in the amounts of \$7,500, \$7,500, and \$5,000, respectively.

• Note that the MECC/MCI intervention occurs during the last stages of the process.

• Note also that the MECC/MCI intervention acts positively by shunting the process to speed up the completion of the housing repair/reconstruction, or to provide necessary improvements to the house.

The methodology of management and supervision for the implementation process was the same as that used successfully in the Sidon region: Local committees assisted MECC/ERR staff in beneficiary screening, site visits to the beneficiaries' houses were conducted and documented, the use of local contractors was highly encouraged, and regular quality control inspection visits were made at the contractor's shop as well as on site. The maximum assistance amount for each beneficiary was increased to \$1,200 due to the higher level of damage to houses in this area

The Bhamdoun Office of MECC/ERR has been closely coordinating with the Ministry of Displaced's Bhamdoun technical field office in the implementation of the project.

### **3. Relationship with Beneficiaries**

In practically all the interviews conducted by this evaluation team, the relationship with the beneficiaries was seen to be a positive and constructive one. The program was very well appreciated and well received.

Beneficiaries are currently looking towards additional assistance to strengthen their attempts at long-term settlement in their villages. There is a great need to provide development programs in agriculture, women's training, youth and community issues. This need was also evoked by senior government officials and religious leaders, who emphasized the importance and urgency of providing developmental programs targeted specifically at retaining the younger generation in their villages, through the creation of suitable job opportunities.

The recent events in South Lebanon, specifically the Israeli military action in April of 1996, and the subsequent general mobilization whereby all resources were prioritized to provide emergency relief, have reopened the very sensitive issue of assistance to internal refugees. Many beneficiaries and village residents quietly expressed their feelings of receiving inferior treatment in the distribution of assistance. This disproportionality is seen as taking a larger political/religious dimension, and the need for providing further assistance to the region in which the housing reconstruction program was implemented becomes particularly important in order to build on the sense of goodwill that exists for the work already completed, and to reinforce the notion in the beneficiaries' minds that they are entitled to rebuilding their communities and livelihoods just as all other citizens of the country are.

### **4. Relationship Between Partners**

#### a- Background

In partnering with MECC/ERR for the implementation of this project, MCI relied on MECC/ERR's strength with over 17 years' experience in providing emergency relief assistance in Lebanon, as well as the solid credibility and respect that they had earned with the population at large, particularly in the project area. The decision for partnership between the two organizations seemed a natural one, as a symbiotic relationship was very appropriate to implement the project at the time. The program was originally an ongoing MECC project and MCI was in need of a well-respected implementing NGO with which to partner in order to execute the program as MCI had no official presence in Lebanon. MECC could then continue the program with the additional funding from USAID brought in by MCI.

#### b- Project Management and Implementation

Under the grant agreement, MCI has supervisory control of the project, whereas MECC/ERR assumed responsibility for the implementation and project reporting to MCI. Operating out of office space within MECC, Mr. George Geha, MCI's Project Director, provided hands-on

oversight for the project. He reviewed procedures and policies used to govern the implementation of the project, visited project sites, monitored project activities, assisted MECC/ERR in understanding grant implementation requirements, provided regular reports to MCI/HQ and coordinated with USAID/Lebanon. This relationship was considered a very satisfactory one from both sides, and served the program well during the implementation of the housing repair project in the Sidon region, as indicated in interviews conducted by the evaluation team, and from previous evaluations and reports.

In October of 1995, MECC/ERR opened an office in Bhamdoun to serve the Mount Lebanon region. This encompassed the Aley and Chouf areas where the grant extension program was to be implemented, comprising both housing repair and infrastructure rehabilitation. This same period also saw the establishment of MCI's Regional Program covering the Middle East and Caucasus, with Lebanon as its regional base. This was a strategic decision taken by MCI's Board of Directors to enlarge their role in the area. MCI subsequently moved out of their temporary offices within MECC and rented separate office space in Beirut close to MECC, and commenced the procedures for their legal registration in Lebanon. In spring of 1996, and due to the time constraint imposed by the grant's termination date and to compensate for the delays caused by the slow disbursement of funds to the returnees by the Ministry of Displaced, MECC and MCI agreed to split the implementation of the remaining work whereby MECC/ERR would concentrate on the housing repair component, and MCI will implement the infrastructure rehabilitation micro-projects.

#### c- Future Outlook & Direction

MCI and MECC/ERR proposed to be partners for the implementation of another USAID-funded project under Grant Agreement No. HNE-0360-G-00-5072-00. This project is for the rehabilitation of rural infrastructure, encouragement for the redevelopment of the agricultural sector, and the development of local capacity in public administration.

MECC/ERR has many other ongoing projects in which MCI has no involvement. Among them, expansion of its housing rehabilitation and reconstruction project in the Mount Lebanon area for another 3 years, after having received funding from European donors.

MCI/Lebanon has become more involved in the implementation of the infrastructure micro-projects, and has gained significant visibility as an implementing agency through media coverage of these projects.

During discussions with various MECC personnel as well as MCI's current Regional Director based in Beirut, Nora Bazy, it has become apparent to the evaluation team that the future outlook for both MECC and MCI/Lebanon is one of divergent paths, although there will continue to be an ongoing collaboration in the immediate future.

#### **5. Observations & Analysis**

The evaluation team conducted site visits to all the villages which had received assistance under the USAID grant in the area East of Sidon. Five villages were selected by the team for conducting extensive interviews with project beneficiaries. These were chosen because of the number of beneficiaries and the size of the village. These villages were Leba'a, Abra, Mieh Mieh, Ain el Meer, and Darb el Seem.

Based on the site visits of the villages included in the project, as well as numerous interviews with beneficiaries, government officials, and local leaders, it is clear that the housing repair project was successful, particularly in the East of Sidon region.

## a- East of Sidon

All the villages in which the project was implemented showed strong signs of a permanent return: Many houses are inhabited year-round, several commercial establishments (including grocery stores, restaurants, gasoline stations, etc.) can be seen, and the return of agriculture to the countryside surrounding the villages has been made possible with the rehabilitation of the related infrastructure, particularly the repair of irrigation pipelines and networks.

The village of Mieh Mieh, which had been bulldozed during the war, currently has 255 permanently inhabited houses, compared to its pre-war population of 550 houses. The village appears to be almost totally rebuilt, with a few remaining houses not repaired due to the emigration of the owners.

Similarly in the village of Abra, which had also been razed to the ground, 60 houses out of its original 200 houses are permanently inhabited.

It was reported by the village leaders in all the villages that of the original inhabitants who are currently living elsewhere, most people return to the village during week-ends and holidays. This has been made possible with the repair of houses and infrastructure, in which the MCI/USAID grant played a positive role.

The success of the program both in terms of implementation and in terms of product provided can be attributed to the following factors:

### *1. Timeliness*

The intervention occurred at the time when the government's policy was actively in support of the displaced to return to their homes and villages. The assistance provided was, in the majority of cases, timely and provided additional reinforcement to the returnees of the sense of security and stability that they were desperately seeking. The reassurance that this program provided was another factor that helped allay one of the returnees' greatest barrier towards returning, their sense of fear of an uncertain future.

### *2. Relevance*

The type of assistance provided was relevant to the returning villagers as it addressed an immediate need for adequate shelter which they required. The villagers lacked proper accommodation, and thus, the intervention was appropriate for the beneficiaries.

### *2. Effectiveness*

The assistance provided to each beneficiary was effective in encouraging the return as it was able to provide them with a safe and sheltered room in which they can start the long process of reconstruction of their houses and rehabilitation of their lands. Some of the beneficiaries interviewed by the evaluation team recounted their stories of how they were living in bad conditions (living in unfinished buildings lacking any windows, sleeping in open tents with stray dogs & other wild animals on the loose....). The policy of providing enough assistance to the homeowner to allow minimal upgrading of the house, or to enclose one room made it possible for many of the beneficiaries to return to their villages quicker.

### *3. Efficiency*

The intervention being limited in scope necessitated its sequential order after the beneficiary had received payment from the Lebanese Government's Council for the South. This process, with its myriad problems of bureaucracy and organizational weakness in coping with the number of applications, resulted in overall slowness in getting the disbursement of funds necessary for reconstruction from the government. By comparison, the MECC/MCI program exhibited efficiency in operation, and all beneficiaries were satisfied that the procedure involved in receiving the MECC/MCI assistance was not a hindrance to their overall reconstruction effort.

#### *4. Quality*

Quality of the work performed was deemed to be good and there were no complaints by any of the beneficiaries interviewed, even though up to two years had passed since the installation of the doors and windows provided under the program. The good quality standards were achieved through continuous quality control checks by MECC/ERR staff, as well as by the beneficiaries themselves.

#### *5. Flexibility*

The flexibility in allowing upgrades in the design, quality and/or materials of some of the doors and windows provided was very positively viewed by the beneficiaries. These changes were carried out at the beneficiaries own expense and resulted in a higher appreciation for the assistance received, as it complied with the beneficiaries' stated needs or personal tastes.

#### *6. Fairness*

The program was deemed to be fair in its distribution of assistance, and this sense of fairness contributed greatly to its success and to its acceptance by the local communities. This fairness was exhibited in the program's provision of assistance in kind through the supply and installation of the items included in the assistance. Had the assistance been in the form of cash payment, many problems would have been created, especially accountability with regards to the recipient's actual expenditure of funds going towards the housing reconstruction. However, this problem, as well as the potentially harmful perception of impropriety in cash disbursements in the eyes of recipients, was avoided by this program. Instead, the program's fair distribution of similar products to all beneficiaries ensured the program's acceptance by the communities.

#### *7. Community Involvement*

Another important factor contributing to the program's success was the involvement of the local communities in the assistance program. This involvement was in the formation of local committees to assist MECC/MCI in the selection of beneficiaries, and in determining the priorities of distribution. By participating in the process, the communities were more receptive to the assistance provided, even in its limited scope, because it was not perceived as being an assistance that was "imposed" on them, rather it was one in which they felt they had a say in. Even though the program was implemented in a low-key manner consistent with MECC's approach in providing assistance, the involvement of the communities caused them to become knowledgeable of the program's limitations on assistance that could be provided, thus, they did not suffer any disillusionment regarding the promise of assistance which was not forthcoming. The goodwill generated by the MECC/MCI program was not lost and the program was seen by the beneficiaries to be a fair, equitable, and effective.

#### *8. Sensitivity*

Another positive factor cited by many of the beneficiaries was the approach taken by the implementing partner, MECC, in dealing with the local communities. This approach was seen as being down-to-earth and sensitive to the beneficiaries' sense of self respect.

#### b- Aley Area

As for the Aley area, the performance of the project there is very much affected by the conditions of return, which are different from the conditions that prevailed in the Sidon region:

- **Political Decision Regarding the Return**

The political decision regarding the return of displaced persons to their villages has not been all-encompassing. Only certain villages have been declared by the Ministry of Displaced as "villages of return". This designation is for villages to which the displaced may return and where rehabilitation work is permitted. Other villages are still awaiting such decisions, the subsequent evacuation of the current inhabitants, and the entry of the government's security forces. Until these steps are completed by the government, the return of the villagers is not encouraged.

- Psychological Factor

The reasons for displacement of villagers from these areas during the Lebanese conflict were as a result of direct military actions taking place, including massacres of innocent civilians on both sides, vicious reprisals, and a systematic war-time policy aimed at destruction and displacement. This has created a huge psychological factor which must be overcome if the displaced are to consider returning to their villages.

- Confessional Coexistence

Because of the points mentioned above, the issue of confessional coexistence is a very sensitive one. Many of the affected villages were previously of mixed confessional populations, and others were in close proximity to villages of a different religion. It is thus necessary for both the returnees and the inhabitants who remained to feel comfortable living with each other. The general climate at all government, religious, and community levels is strongly for the reestablishment of confessional coexistence. The results of this climate can be seen in many of the villages where the displaced have returned: workers and craftsmen from both religions are working together in the reconstruction and repair of destroyed houses.

Additional effort is needed to strengthen this climate, because unless both sides at the village level agree to peaceful coexistence, the chances for the long-term success of a return policy would be greatly reduced.

- Degree of Destruction

The destruction of villages in the region was systematic, total, and comprehensive. It included houses and places of worship, agricultural property (trees, livestock) and infrastructure. The degree of destruction thus requires a major reconstruction and development effort, mainly on the part of the government.

Due to these external factors which influence the encouragement of the displaced to return, the housing repair & rehabilitation project was not as effective as in the Sidon region.

However, implementation of the program by MECC/ERR was nevertheless successful due to their capable management of the factors that were within their control. These included the effectiveness of the assistance provided, the efficiency in which MECC/ERR operated, the high quality of the products due to close supervision and control by MECC/ERR's technical staff, the flexibility in allowing for the beneficiaries' individual tastes, fairness in the provision of assistance, sensitivity in dealing with the beneficiaries, and community involvement in the program.

For the purposes of this evaluation, beneficiaries were visited at home in Bhamdoun, Btalloun and Mansourieh, all of which had returned to their villages permanently. From the site visits conducted by this evaluation team, it could be seen that life has begun to return to the villages in the area which, until very recently, had been void of any human presence.

## 6. Project Impact

The positive impact that this project had on the encouragement of the displaced to return to their villages was expressed by senior government officials during interviews conducted with the evaluation team:

H.E. Mr. Halim Fayyad, Governor of South Lebanon at the time, stated: *"This project was very important on the national and social levels. It succeeded in the return of the displaced to their villages by a large percentage."*

H.E. Dr. Michael Musa, Member of Parliament from East of Sidon, credits the MCI/USAID project as having a "snowball effect" for the encouragement of return: The assistance provided to beneficiaries under the program 1) allowed them to return and live in their homes; 2) provided some partial savings to the homeowner in the cost of repair; and 3) provided moral encouragement which strengthened their will to return. All of these benefits had a much greater effect than the small amount of material assistance which was provided.

A senior officer in the Lebanese Army said that the issue of the return of refugees is a race with time, the faster the implementation of programs aimed at the return, the better the chances for their success. In his view, the three fundamental requirements for effective intervention are 1) the existence of the political will for the return; 2) the security cover; and 3) the mechanism for return. The first two conditions were provided by the Government of Lebanon and the Lebanese Army. As for the third condition, the role that MECC/ERR and other NGOs played was essential because they took advantage of the prevalent opportunity at the right time.

The impact which resulted from this project can be briefly stated as:

#### Direct Benefits

- Closing out houses enabled the returned villagers to live in sheltered conditions. This had a direct contribution towards the encouragement of the beneficiaries to return to their villages and settle permanently there.
- The limited assistance provided to the beneficiaries spurred them to contribute and improve their own homes or properties, either by borrowing funds, or by economizing on their own expenses in order to save a little more money to put into their houses or their properties. This strengthened their commitment to long-term settlement in their villages.
- The project's use of local craftsmen played a strong role in enhancing the local economy by encouraging the return and permanent settlement, as the following account illustrates:

*Ziad Costantine, from the village of Abra in East of Sidon, is a carpenter in his late thirties. Like all the residents of his village and the area, he was forced to leave in 1985 because of the fighting in the area. In the late 1980s he went to work in the Arabian Gulf emirate of Dubai. After the Lebanese Army pacified the area in 1991, he visited his village, but found the economic situation still very bad, and felt obliged to go back to Dubai. When the housing repair project started, he decided to leave his job in the Gulf, and returned to re-open his carpentry workshop in his village. He credits the USAID/MCI project with giving him enough business to "stand on his feet" economically, particularly when he first returned. The project provided him with the necessary incentive to expand the workshop in order to keep up with the demand for internal wooden doors that he was contracted to provide for the project.*

*Mr. Costantine has since gotten married, and is raising his family in his village. His business is doing well and he has bought additional machinery and hired several workers at his workshop. He is now providing finish joinery works and furniture for many of the houses in which he took part in repairing.*

- This being the first USAID-funded project undertaken by MECC/ERR, the project exposed them to the management and reporting systems which are consistent for all USAID projects. This exposure has improved MECC/ERR's overall project management and enhanced their monitoring capabilities, enabling them to successfully meet USAID standards and requirements for future projects.

### Indirect Benefits

- The program assisted in the reintegration and coexistence of communities that is an essential component of national reconciliation in the wake of the end of the war in the country;
- The program provided partial economic benefit to villagers who returned to their fields and gained additional income from their agricultural produce;
- The program facilitated involvement of the local committees and their assistance to other villagers.
- The project assisted village leaders and elected officials in the resumption of their civic roles. This is an important step for the return of government institutions, that were mostly absent due to the war, and the reestablishment of a civil society;
- The project provided benefit to the environment due to improved conditions resulting from increased awareness regarding environmental impact by the returnees. With villages being re-established, and as part of the Lebanese Government's policy at promoting the return of displaced people to their homes, basic sanitary and water networks were restored, thus benefiting the local environment positively.

### Unanticipated Benefit

An unanticipated benefit of the program regarding encouraging villagers' return & settlement was the provision of psychological reassurance: The mere existence of the program, and the fact that USAID was funding the program gave the returnees a stronger sense of security, reassuring them that their plight was not forgotten, and that the US Government was concerned with their return and well-being.

### Program Shortcomings

The program's objectives and implementation did not exhibit any negative impact neither on the beneficiaries nor on their communities. However, the methodology of the MECC/MCI intervention (i.e. to provide the beneficiaries with windows, doors, sanitary fittings necessary to close out one room or minimally upgrade a house), meant that the beneficiary must have already progressed in the reconstruction of the house to the stage where the finishing items remained, before the involvement by MECC/MCI was possible. Most returnees relied mainly on the limited funds paid by the Lebanese Government ( The Council for the South in the area east of Sidon, and Ministry of Displaced in the Chouf and Aley areas) to cover the major costs of the civil works involved in the reconstruction. But it appears that the MECC/MCI assistance possibly failed to help those returnees whose payments by the Government were late and could not benefit from the program because by the time their houses were at a stage to receive such doors and windows, the program had already been terminated. Thus, they were effectively penalized for this lateness through no fault of their own.

## **7. Conclusions & Recommendations**

In the opinion of the evaluation team, the housing repair and rehabilitation project was successfully implemented by MECC/ERR, and achieved its target of repaired houses in the East of Sidon and Aley areas.

The project's impact was seen to be very positive from its many direct and indirect benefits. The overall result has been the encouragement of displaced villagers to return to their homes.

However, the current urgent needs of those who have returned to their villages are still unaddressed. The inhabitants of these villages require job opportunities, schooling for their children, adequate health care services, and a sense of community life if their return is to be permanent.

Moreover, the conditions of return in the mountain regions (Aley & Chouf Cazas) are not as favorable for the replication of the housing repair project as in the Sidon area.

Accordingly, it is strongly recommended that future efforts be aimed at strengthening the return of these villagers through the implementation of integrated development projects that provide infrastructure and services, social and human development, and economic revitalization of these regions.

Specific recommendations can be made for:

- 1) Providing programs aimed at promoting agriculture as a viable economic activity, especially through the use of modern techniques and appropriate technologies;
- 2) Promoting school-based programs for the young; and
- 3) Promoting cross-community activities such as cooperatives, clubs, libraries, youth camps, sports and cultural events, etc.

Msgr. George Kuaiter, Bishop of Sidon, best summed up this situation: *“The return should not be the return of the elderly only. Unless steps are taken to encourage the younger generation to return and the conditions are available for them to live productive, healthy, and meaningful lives, then all the efforts that have been expended to return the displaced to their villages will be for nothing. We fear that these same villages will become ruins again after one generation.”*

\* \* \* \* \*

## II. INCOME GENERATION TRAINING PROJECT

### 1. Project Targets

USAID's grant agreement calls for MCI to initiate 10 job training workshops for 400 displaced women and provide job placement to help alleviate the economic hardship on families.

At the completion of this component of the grant, 404 women were trained in four income-generating skills during 21 workshop training sessions, at a total cost of \$115,955. Table 2 on page 36 provides a breakdown and details of these sessions.

### 2. Implementation Process

The implementation of this project was through the Institute of Women's Studies in the Arab World (IWSAW). This institute was established by the Lebanese American University (formerly Beirut University College) in 1973 with a grant from the Ford Foundation. Among the goals of IWSAW are: a) to expand research on Arab women in order to marshall cooperation and interplay of a wider range of social and scientific disciplines; b) evaluate existing training and action programs - leading to refinement, follow-up, and consolidation of gains achieved through such programs; and c) development of action programs, information exchange and targeting of research efforts by undertaking conferences, seminars, and training workshops. IWSAW operates a documentation center with materials about Arab women, their background, life and influences that affect them directly. It sponsors research on women and women's issues in the Arab World in cooperation with international organizations such as UNICEF, ILO, FAO, ESCWA.

The Director of IWSAW, Dr. Julinda Abu Nasr, managed the implementation of the MCI/USAID income generation training project. Two social workers hired by IWSAW assisted in the project's implementation. Part-time secretarial help, as well as an accountant to ensure USAID financial reporting procedure compliance, were also used.

The training workshops took place mainly at four centers in Beirut and its suburbs (a fifth center was dropped from the program after the completion of one workshop for logistical reasons). These centers are:

1. The Social Services Center in the southern suburb of Ghobairy;
2. The Social Services Center in the southern suburb of Bourj al Barajneh;
3. The Franciscan Order in Beirut's Museum area (at the former "Green Line"); and
4. The Libanel Center in the eastern suburb of Sin el-Fil

The first two centers are under the jurisdiction of the Ministry of Social Affairs, the third is a religious convent, and the fourth is a commercial vocational school.

The two Social Service Centers and the Franciscan Center provided space within their premises free of charge for the training workshops, and Libanel offered to train the IWSAW-referred trainees at greatly reduced tuition fees.

In total, 21 workshops were completed offering the following skills: 1) sewing and tailoring; 2) sequin embroidery; 3) hairdressing; and 4) secretarial training. The duration of the workshop training sessions varied between four months and one year, depending on the skill being offered.

The MCI/USAID funds for this component of the grant went towards the purchase of training materials and equipment (scissors, pattern tracing paper, cloth, embroidery beads, hairdryers, brushes, etc.), and for paying the trainers' salaries. Purchasing of materials for the various workshops was done by IWSAW staff using a system of comparative shopping and bulk

purchasing in an attempt to keep expenses as low as possible. In the case of Libanel, the trainees' reduced tuition fees were paid for by the MCI/USAID funds.

The project officially started in January 1994, after initial preparations for the project launch were made by IWSAW in coordination with MCI/Lebanon.

IWSAW's two social workers visited potential candidates at home, and after screening their applications with the Director, selected trainees in accordance with defined criteria. These criteria included: 1) the trainee was a displaced person; 2) the trainee was willing to work after receiving training; 3) the trainee was from a poor socio-economic background.

The selected trainees chose the skill they wished to acquire. Throughout the duration of the training workshops, IWSAW's social workers provided active supervision and support, both to the trainees and the training centers. They assisted in the preparation and adaptation of the curricula, provided follow-up for the program and its progress on a continuous basis, and most importantly, introduced and administered the Basic Living Skills Program (BLSP) into the workshops. A detailed discussion regarding BLSP and its impact will be provided in another section of this report.

All the graduates who successfully completed the training workshops received nationally recognized certificates. The hairdressing graduate trainees from Libanel became automatic members of their trade syndicate.

Upon graduation, trainees were assisted in job placement by IWSAW or the training centers through the extensive contacts that they had, or were approached by employers who were in need of qualified workers and had known of the program through word of mouth or through experience with previous trainees

### **3. Relationship Between Partners**

The relationship between IWSAW and MCI/Lebanon was seen to be a very cooperative and collaborative one. All narrative and financial reports relating to the project were prepared in accordance with USAID requirements by IWSAW and reviewed by Mr. Geha of MCI/Lebanon. Mr. Geha of MCI and Mr. Jamous of USAID/Lebanon also visited the training centers with IWSAW's social workers, or alone at different intervals. Both partners expressed their desire and readiness to continue this project given the availability of funds.

### **4. Observations & Analysis**

The evaluation team visited the four training centers and conducted detailed interviews with the centers' directors, administrative staff, trainers and available trainees that were called in for this purpose. It was difficult to reach a larger number due to several reasons: 1) full-time jobs; 2) could not be reached; 3) permanent return to their villages.

All centers reported a very positive impression of the program, as implemented by IWSAW. There was particular emphasis on the enrichment to the curriculum by the addition of IWSAW's Basic Living Skills Program (BSLP).

The directors of the centers reported that their programs also benefited from the innovative ideas introduced by IWSAW and the emphasis on the total development of the beneficiary.

IWSAW also influenced the centers' evaluation techniques by introducing regular, systematic appraisal of the trainees' performance, as well as monthly and final evaluation of the whole program which resulted in modifications of any shortcomings to improve the training curriculum.

## Basic Living Skills Program

This comprehensive program was developed at IWSAW by Dr. Julinda Abu Nasr in 1985. As its name indicates, it provides trainees with the fundamental skills for life. Lessons in personal health and hygiene, child rearing, management of household budgets, effective housekeeping, as well as social and legal literacy, environmental issues, women's rights under the law, the importance of civil society, and others are offered. The program includes 140 lessons along with audio-visual materials and teaching aids. The trainers selected the topic that was in accordance with the interests and needs of the trainees. The sequence of topics presented was congruent with the immediate concern of the trainees.

*For the lesson about the principles of democratic elections, and by way of explaining the process of election and the importance of the right to vote, Ms. Lydia Daher, IWSAW social worker, asked the women to arrange for the election of their Class Representatives in the same manner as the parliamentary elections are held in the country. She helped them prepare registration lists of eligible voters (the trainees), requested candidates for the positions to prepare their agendas and discuss them with their electorate, prepared a voting station complete with check-in desk for confirmation of voter registration and identity, and ballot boxes for the trainees to cast their votes. A couple of trainees even printed their pictures and hung them in the classroom to promote their candidacies. The voters' choice was for the candidates who had presented clear agendas to their colleagues dealing with issues of common concern. For the duration of the workshop, the elected Class Representatives were required to deal with all classroom issues as part of their responsibilities, before referring them to the trainer or social worker for resolution.*

*By involving the trainees in an actual election, the democratic process became a living experience which they will always remember.*

The overall effect that the program has on the trainees has been remarkable. Both trainees and training center staff admit that the women undergo virtually a complete transformation by the time the workshop is completed. The women reported that they now feel more confident, think in a decisive and independent manner, are more empowered, and have a better outlook on their future and the future of their families.

Of the 36 trainees who were interviewed, 30 (82%) were involved in gainful employment. The trainees all reported that the program had changed their lives by providing them with the skills necessary to be employed and thus generate additional income for their families. They expressed their gratitude for the assistance provided by the MCI/USAID program.

They also credit BLSP with affecting their lives very positively and cite numerous examples of how their awareness regarding daily issues such as health care, sex education, nutrition, etc. has helped them make informed decisions.

The success which the income generation training project has achieved is due to many factors. These include:

### *1. Project Implementation*

- Clear project concept by IWSAW and proper focus on teaching practical skills within a comprehensive approach to training;
- Strong project management by IWSAW and constant supervision of the project on a daily basis;
- Very close coordination and collaboration with the training centers particularly in the modification of curricula and in raising the standards of training provided;
- Commitment and dedication of IWSAW's social workers and very effective inter-personal relationships with the training center staff, as well as with the trainees;

## *2. Trainees' Receptivity*

- Strong desire on the trainees' part to improve their economic situation;
- Deep appreciation for the "added value" of the living skills they acquired;
- Establishment of strong bonds with the trainers and with their colleagues;

## *3. Applicability of Training*

- Teaching of skills which are applicable on the current job market;
- Teaching of skills which can be applied out of a home setting;
- Job placement assistance by the training centers and IWSA W's social workers;
- The award of proper certification for successful graduates of the training program;

## **5. Project Impact**

The success of the project's implementation has resulted in significant positive impact to the beneficiaries, their families, and their communities on several levels. In addition, the project positively affected the overall performance of the social centers, as stated by the centers' directors. The evaluation team observed that the income generating program was the main factor in the changes reported. The project's impact can be seen by the effect it has had on various levels in the beneficiaries' lives:

### 1. Economic

- Increased family income (from 0 to about \$200/month on average per trainee)
- Improved living conditions for family members
- Economic independence of the beneficiary
- Enhanced skill in budgeting personal and family income
- Have become part of the labor force

### 2. Psychological

- Sense of empowerment by the beneficiary
- Better self-concept and higher self-esteem
- Better decision-making concerning personal life (e.g. marriage, work....)
- Positive attitude and increased optimism regarding the future
- Removed barriers and misconceptions regarding persons of other religions

### 3. Educational

- Acquisition of skills for a profession
- Acquisition of a nationally-recognized certificate
- Enhanced awareness and social literacy
- Enhanced legal literacy and human rights education

### 4. Social

- Improved social behavior
- Transfer of learning to family members, friends, and neighbors (Ripple Effect)
- Ability to vocalize individual rights
- Ability to challenge personal status laws (divorce, marriage....)
- Awareness of their responsibilities as citizens
- Improvement of personal health & nutrition, as well as that of their family members

In general, the trainees interviewed showed a wholesome, positive outlook and credited the program with changing their way of thinking, and being in a much better position to cope with life's continuous challenges.

## **6. Conclusions & Recommendations**

The evaluation team observed a significantly positive output from the income generating project, particularly since it operated on a very limited budget.

The apparent changes reported by the women interviewed emphasize the impact of the program on the empowerment and awareness they have acquired, along with the income generating skills.

Although questions were addressed in a variety of ways during our interviews, to test comprehension and attitude change they have claimed, the answers were consistent and revealing of real understanding and knowledge.

Now that more families are returning to their villages and towns, it is important to design and introduce programs that would encourage their permanent resettlement by addressing the needs and requirements of women in rural areas.

We recommend that income-generation training workshops, coupled with awareness campaigns, be developed for rural women. Training in skills applicable to the rural setting such as food-processing, cottage industries, traditional crafts, etc, are greatly needed, and NGOs are uniquely positioned to be able to offer this crucial assistance.

Specific recommendations can be made for:

- 1) Developing social awareness through legal literacy and human rights education campaigns, particularly in rural areas and in villages of return;
- 2) Introducing income-generating activities for rural women e.g. food-processing and preservation, crafts and cottage industries;
- 3) Introducing new skills for training to move beyond the traditional gender role of women;
- 4) Encouraging private entrepreneurship and economic independence by providing loans for small businesses from which the trained women can benefit.

\* \* \* \* \*

### **III. INFRASTRUCTURE REPAIR & REHABILITATION PROJECT**

#### **1. Project Targets**

Under the extension to the Lebanon Humanitarian Assistance & Redevelopment Project funded under USAID Grant No. HNE-0360-G-00-3067-00, MCI undertook to repair and refurbish infrastructure projects to complement the housing work, with repair to agricultural roads, schools, clinics, water or sanitation systems. The purpose of these efforts is to encourage the residents of target villages to return and invest in their communities.

As of July 31, 1996, 13 infrastructure micro-projects in ten villages have been implemented and completed. A further nine projects in six villages are under implementation and will be completed by the grant's termination date of August 31, 1996, bringing the total to 22 micro-projects in 18 villages in the East of Sidon area, as well as the Aley and Chouf Cazas.

#### **2. Implementation Process**

##### a- Background

Under the original proposal prepared by MCI and submitted to USAID, the infrastructure repair component of the grant was to have been implemented by MECC/ERR in conjunction with their housing repair project.

Accordingly, MECC/ERR began to evaluate and study some potential projects while the housing repair project was ongoing in the East of Sidon region.

Of four projects that were under serious consideration there, two were implemented and completed. These were an irrigation pipeline in the village of Leba'a, and a subsequent extension to this irrigation network.

Under the extended grant, the project target area was moved to the Aley and Chouf regions. In the spring of 1996, MCI and MECC agreed to a split whereby MECC/ERR would concentrate on the implementation of the housing repair component and MCI would be responsible for the infrastructure rehabilitation projects. As a result, MCI became an implementing agency.

Due to the limited amount of the assistance which was to be provided for each project, MCI/Lebanon sought to maximize the cost-effectiveness of this assistance. This could best be achieved through the concentration of the intervention effort on small agricultural development micro-projects. It was thus determined that by focusing on the repair of water systems and the building/rehabilitation of agricultural roads, the modest investment would have the greatest impact at the community level. Rebuilding of schools, clinics, sanitation systems etc., would require a greater investment due to the level of destruction, and therefore, was deemed to be beyond the means of the project.

During this time MCI/Lebanon commenced with the preparation for the implementation of this project, as well as a second USAID funded project (Grant No. HNE-0360-G-00-5072-00). Under this second grant, MCI is to repair additional infrastructure in five cazas in northern and southern Lebanon, as well as the Aley and Chouf. In addition, the second grant contains components aimed at the restoration of agricultural production and civic education activities. MCI's Regional Director, Ms. Nora Bazzy, initiated contact with concerned governmental ministries (e.g. Ministry of Displaced, Ministry of Agriculture, Ministry of Social Affairs), institutional bodies (Educational Center for Research & Development under the Ministry of Education), international organizations (UNDP, ESCWA), as well as locally-operating NGOs (Red Cross, Pontifical Mission and others). These contacts were important in providing the necessary background information and feedback regarding both projects, their approaches, and strategies for their implementation.

#### b- East of Sidon

In the village of Leba'a, the local committee proposed the irrigation pipeline project to MECC/ERR which was involved in the housing repair project in the area at the time. The proposed pipeline was in the center of the village, which would benefit all of the returnees. This was not only because it brought water for the irrigation of previously abandoned lands, but it lessened the necessity to use precious potable water for irrigation. MECC/ERR studied this request and approved it for implementation after being reviewed by Mr. George Geha of MCI/Lebanon. The project included community participation in the form of manual labor assistance by the village youth club.

The project was visited by USAID/Lebanon personnel in the company of Mr. Geha, and its benefits were readily visible to them. The local committee subsequently proposed an extension to this pipeline in order to provide irrigation water to a large orchard in a nearby valley. MECC/ERR reviewed the proposal, and after evaluation, the project was approved and successfully implemented thereafter.

Together, the two irrigation projects completed in Leba'a (referred to as Leba'a 1 and Leba'a 2 in previous reports), consisted of a total of 1,300 meters of 2-inch pipe, with accessories and installation, at a cost of \$7,500.

#### c- Aley

Nine micro-projects were implemented in the Aley Caza in seven villages (Bserrine, Bhamdoun, Ain el-Halazoun, Btalloun, Mazra'at el Nahr, Sibe'el, and Koumatieh).

Three of these projects were proposed by MECC during their ongoing housing repair project in the area, and after evaluation and approval by MCI/Lebanon, MECC/ERR proceeded with their implementation. These were in the Bhamdoun region and involved laying of irrigation pipe (450 meters of 4.5-inch pipe) in Bserrine, rehabilitation of a spring in Bhamdoun, and an agricultural road in Ain el-Halazoun. The cost of the pipelaying project was \$7,500, and the remaining two projects were completed at around \$3,000 each.

These projects included community participation in the implementation: In Bserrine and Ain el-Halazoun, USAID funds paid for the pipes, whereas manual labor for the pipelaying was provided by the community. In Bhamdoun, the villagers invested in the water-purifying filter for the rehabilitated spring.

MCI was responsible for the management and implementation of the other six projects in Aley, as well as the work in the Chouf. Details relating to these projects are shown in Table 3.

Potential projects were identified for assessment by MCI in one of the following manners:

1. The "Aïdoun Program" under the Ministry of Displaced recommended possible projects which they identified based on their detailed surveys of the villages;
2. Local informal committees from the villages proposed projects and applied for assistance;

MCI staff consultants conducted their own field surveys of the villages and projects that were identified, in order to assess the need, feasibility and appropriateness of the proposed projects.

These field surveys were done in close coordination with the Aïdoun Program, and relied on the involvement of the village committees for valuable input regarding local conditions and needs.

MCI implemented agricultural roads in Btalloun (300 meters long), Mansourieh (1,200 meters long), Rajmeh (2,000 meters long), Sibe'el (500 meters long), including culverts and retaining walls where necessary (13 culverts in total). In addition, water reservoirs in Sibe'el and Mansourieh were completed, as well as irrigation and drainage canals built in Mansourieh, Btalloun and Mazra'at el Nahr. Terracing of land in Mazra'at el Nahr totalling 1,575 sq.m. was also completed.

#### d- Chouf

Work in the Chouf Caza was in five villages (Wadi Sit, Majdel Meoush, Benwayteh, Wadi Benehlay, and Serjbal), totalling nine micro-projects. Once again, the focus was on agricultural development involving agricultural roads and irrigation canals. In addition, the local agricultural cooperative from the village of Majdel Meoush requested assistance in resuming their bee-keeping industry. MCI's assistance was through the supply of 100 beehive boxes at a cost of \$9,000.

Implemented projects included irrigation canals in Wadi Sit (1,300 meters total length), Wadi Benehlay (400 meters long), and Serjbal (500 meters long); agricultural roads in Wadi Benehlay (1000 meters long), and Benwayteh (800 meters long with culverts and retaining walls); and 700 meters of irrigation pipeline in Serjbal .

Table 3 on page 37 shows details of the infrastructure micro-projects implemented under the current USAID grant, as well as MCI's ongoing work in similar projects being funded under USAID Grant No. HNE-0360-G-00-5072-00, in the Aley and Chouf Cazas.

### **3. Observations & Analysis**

The evaluation team visited five villages in the Aley region (Btalloun, Mazraat al-Nahr, Mansourieh, Sibe'el, Rajmeh), four villages in the Chouf (Wadi Sit, Wadi Benehlay, Benwayta, Serjbal), in addition to the village of Leba'a in the Sidon area.

The projects seen during these site visits were in villages which had been abandoned because of the war, and had subsequently suffered extensive damage not only to the houses, but also the infrastructure and agricultural land, either due to the war, or because of the decade-long neglect caused by the displacement of the villagers. The evaluation team observed new terracing, irrigation, and the cultivation of land in areas which had previously been abandoned ruins.

These scenes constitute living proof that the intent of the project, i.e. assisting the displaced by encouraging them to reinvest in their communities, is being realized, but the true measure of its success lies in whether these results can be sustained after the termination of the USAID program.

MCI relied on the Aidoun Reports for the identification of the direct and indirect beneficiaries from the micro-projects. The information contained in these reports was checked by MCI during field visits to the target villages. Due to the small scale of the proposed micro-projects and the short duration for implementation, a detailed investigation of each project's scope of impact was not warranted. In addition, the objective of this project component was the encouragement of the resumption of village life in previously abandoned and destroyed village communities, and therefore, in-depth economic feasibility studies for the micro-projects were not deemed necessary. The evaluation team was unable to verify the number of project beneficiaries (both direct and indirect) nor the extent of the impact that these projects had on their communities due to insufficient time within the evaluation period which would allow such detailed investigation. Nevertheless the interviews conducted with some of the project beneficiaries, contractors, and village leaders provided sufficient feedback for an informed opinion.

The evaluation team views two issues which underlie the sustainability, and hence, the success of the project, as being the degree of community participation and the community's ability to implement and maintain such projects. It was evident that the implementation of the project addressed these issues by ensuring the participation of the local informal committees, local contractors, and the village inhabitants, to varying degrees. This policy, together with the reliance on appropriate technologies involved in these projects, gives the community the sense of empowerment that they are able to implement similar projects on a similar scale by themselves.

Factors that were identified which lead to the success of the implementation of the program include the following:

*1. Timeliness*

The project provided timely intervention to the village inhabitants who had returned and rebuilt their houses, but needed to rehabilitate and reclaim their lands;

*2. Relevance and Appropriateness*

The intervention was relevant as it was specifically focused at assisting in alleviating conditions of hardship from which the returned villagers were suffering. Assessment of needs were conducted in conjunction with the Ministry of Displaced and informal local village committees, and verified for appropriateness by MCI from actual field visits by their consultants.

*4. Community Involvement*

Involvement of local informal committees in assessing actual need, determining project priority, identifying potential project benefit, maximizing the number of direct beneficiaries, and providing overall assistance to the implementing team, was a key factor in the project's success.

*5. Quality Standards & Technical Control*

As required by MCI staff and consultants, the work was to be of high quality: irrigation channels, large retaining walls, culverts were all of reinforced concrete construction; terracing and small retaining walls were of rip-rap rock construction using properly graded rock and stone sizes; agricultural roads were well-compacted and laid to functional gradients.

*6. Quality Performance*

The use of local contractors, actual residents of the beneficiary villages in many cases, not only enhanced the local economy, but added a sense of duty that the contractors had towards working for their own village. Thus, by offering to perform the work at extremely competitive rates and by exercising due diligence in the quality of the work, they were able to take pride in their workmanship and the results, especially in the ever-critical eyes of their fellow villagers.

*7. Efficiency*

The negotiating and inter-personal skills of the implementing staff resulted in the works being executed at highly competitive prices. In addition, the implementation process was short, mostly in the range of 1-2 months from the proposal stage until completion. This was due to the small scale of the projects and the motivation of the villagers in wanting to complete the work as quickly as possible.

*8. Effectiveness*

The positive results of these micro-projects are readily apparent, not just for the immediate beneficiaries, but for the community as a whole. The numerous benefits detailed below are a measure of the project's effectiveness.

*9. Proper Coordination*

Overall coordination with the Ministry of Displaced took place throughout the project. The Director of the Ministry's Aidoun Program, as well as the staff, explicitly stated to this evaluation team that the coordination and collaboration levels between the Program and MCI's

Country Director are extremely beneficial. They consider this relationship to be a model which they hoped other NGOs would emulate.

#### **4. Project Impact**

The infrastructure rehabilitation projects undertaken in Leba' a, as well as in the Aley and Chouf Cazas have had a positive impact on the local communities in which they were undertaken. The overall effect was the encouragement of displaced villagers to return, settle, and invest in their communities. This investment can take the form of time-, or monetary-investment, or both. Having largely achieved this, the project intent was, thus, met. The impact on the targeted communities can be seen by the numerous benefits that have resulted from these micro-projects:

##### a- Direct Benefit

- encouraged villagers to return by providing them with the possibility to work on their agricultural lands and thus, enhances permanent settlement in their villages;
- allowed the rehabilitation and reclamation of previously abandoned agricultural land;
- improved the economic situation of farmers who can increase their income by cultivating their lands more effectively with irrigated produce;
- increased the efficient utilization of water resources and reduced water loss;
- enhanced the local economy through the use of local contractors to perform the work .

##### b- Indirect Benefit

- revitalized the interest of the local inhabitants in agriculture due to the involvement of international organizations (MCI & USAID) in this sector. This involvement acted as a catalyst on the local community and restored their faith in agriculture as a cost-effective economic activity;
- improved the local environment by reducing the rate of soil erosion, and reducing the area of degraded land; and
- contributed positively to the national economy by enhancing agricultural production.

##### c- Unanticipated Benefit

- promoted a sense of community whereby local committees or organizations which had assisted in the projects became involved in other communal affairs. For example:
  - In the village of Rajmeh (Chouf Caza), the committee set up a local fund into which every family contributes \$10 per month. This community fund is used for projects which would benefit the entire village.
  - In Leba' a (East of Sidon), members of the local youth club volunteered to dig the trenches for the installation of the irrigation network in their village, and thus, were motivated to perform other community services.
- assisted in the reintegration of multi-confessional communities when local contractors (often from neighboring villages which are of different religions) performed the work in the target villages. Interaction between the inhabitants of the area was based on mutual benefit, and helped promote better understanding and coexistence.

## 5. Conclusions & Recommendations

The implementation of the infrastructure repair and rehabilitation project has been timely, efficient, effective, and economical in terms of cost benefit. This success is largely due to MCI's close coordination during the project assessment and implementation stages with the government's Aidoun Program, as well as the direct liaison between MCI's technical staff and the beneficiaries. The micro-projects involved substantial community participation and empowerment which are necessary for the projects' sustainability beyond the grant termination.

Based on this performance, it appears that MCI has successfully made the transition from an overseeing/managing NGO to becoming an implementing agency in Lebanon for such types of micro-projects.

Recommendations for future actions are aimed at building on the very positive relationships that have already been established between MCI/Lebanon and various governmental, institutional, and NGO bodies at the local, as well as regional, levels.

This should be in the form of additional sustainable development projects in rural and neglected areas, in addition to areas where the displaced have returned.

MCI appears to have laid a solid foundation in Lebanon from which future regional programs can be launched, which is in line with their recent strategic decision to seek expansion of their humanitarian and development role in the Middle East and the Caucasus.

However, it must be noted that current staffing levels at MCI/Lebanon do not appear to be sufficient should program expansion be sought, and this shortcoming must be adequately addressed if implementation of other projects is to be as effective and successful as this infrastructure repair project was.

\* \* \* \* \*

## **IV. NGO TRAINING WORKSHOPS**

### **1. Project Targets**

As part of the Lebanon Humanitarian Assistance and Redevelopment Project, MCI undertook to organize several training workshops aimed at strengthening 25-30 Lebanese NGOs, using its own funds.

### **2. Implementation Process**

As MCI's implementing partner, MECC was responsible for the organization and set-up of the training workshops. Ms. Gaby Mounayar, MECC Coordinator, was in charge of this component of the project. After discussions with various local NGOs, the subjects for the workshops were determined. These were selected in response to the needs expressed by the NGO community regarding the topics which they felt required to be addressed.

The first workshop was held from December 8-11, 1994 in the town of Bekfaya, and was attended by 41 participants from 22 local NGOs. The objectives of this workshop were:

- 1- To provide participants with new theoretical and practical information related to project development;
- 2- To introduce participants to new techniques for the assessment, selection, and establishment of development projects at NGO and Social Centers in remote areas;
- 3- To allow interaction between NGOs and the Church community in the field of social work.

The second workshop was held from May 19-20 at the Union of Armenian Social Workers of the Armenian Community in Lebanon, in the town of Bkennaya. 76 trainees from 36 local NGOs participated in this workshop.

The objectives of this workshop were:

- 1- Reevaluation of current programs and available resources; and
- 2- The introduction of new developmental plans for better community service.

The Union of Armenian Social Workers assisted MECC/MCI in this session by providing the location at no cost, and by covering many of the workshop expenses. These contributions helped keep direct costs down.

Due to the increased demand and upon the request of many of the workshop participants, a third training workshop was organized. This was made possible by the savings which had been achieved from the second workshop.

The third workshop was held between November 30 and December 3, 1995 in Beirut and covered the subject of: "Loans and Their Use In Small Development Projects". 30 trainees from 22 local NGOs participated in this workshop.

Evaluation questionnaires were filled out by the participants of each workshop. Comments were solicited on the topics covered, the performance of the lecturers, the location, the daily schedule, the workshop objectives, and the general organization and atmosphere of the workshop.

The direct expenses for the three workshops amounted to \$12,750.

### **3. Project Impact**

The NGO training workshops were seen as meeting a need expressed by the local NGO community for additional training in new techniques and approaches in the field of social development.

The positive impact that this component of the project had can be summarized as follows:

1. Highlighting the importance of upgrading the performance of local NGOs to meet their newly emerging developmental requirements;
2. Introducing new concepts, techniques and/or approaches in development which the local NGO community can utilize in their work;
3. Enhancing the capability of workshop participants through the training sessions and the sharing of information during the group discussion sessions;
4. Fostering national unity through the interaction of various ethnic groups

The methodology of training direct service providers, educators, and advocacy groups will have a strong and lasting effect on both direct and indirect beneficiaries.

### **4. Conclusions & Recommendation**

The high level of attendance and the very positive feedback received from the workshop participants is a good indicator of the level of success that these workshops have achieved. The need for additional training in various other subjects has been expressed by many members of the local NGO community.

This felt need is a result of the changing role of NGOs globally and their shift from emergency relief providers towards a larger role in development. With the NGOs' distinct advantages of having direct contact with the people, particularly at the grass-roots level, their ability to identify and assess the peoples' needs and priorities is crucial. Thus, they become a factor of change and a link between the grass-roots and their governments. This relationship paves the way for the people to become involved in their own developmental process, and increases their ability to take part effectively in the building of their own civil society.

For the NGOs to successfully meet the needs of their changing role, adequate training of NGO personnel is essential to upgrade their capabilities. Such training must be implemented as part of a comprehensive program with continuous follow-up, and not as discrete workshops.

It is recommended that such training programs be developed in order to upgrade and improve the performance of local NGOs in their important mission.

\* \* \* \* \*

## LIST OF PERSONS INTERVIEWED

### 1. MECC

- Mrs. Leila Ghareeb - Assistant ERR Director
- Mr. Robert Nicola - Regional Coordinator (South Lebanon)
- Mr. Elie Ajouz - Regional Coordinator (Aley & Chouf Cazas)
- Mr. Milad Seikaly - Accountant
- Ms. Gaby Mounayar - Coordinator
- Mr. Ghassan Hourani - Engineer
- Mr. Samir Khairallah - Engineer
- Mr. Joseph Fares - fmr. Assessor
- Mr. Sami Najem - Assessor

### 2. MCI/Lebanon

- Mr. George Geha - fmr. Country Program Director
- Ms. Nora Bazzy - Regional Director
- Ms. Hiam Shadid - Financial Director
- Mr. Said Zaher - Technical Consultant

### 3. IWSAW

- Dr. Julinda Abu Nasr - Director
- Ms. Lydia Daher - Social Worker

### 4. Government Officials & Employees

- H.E. Mr. Halim Fayyad - Governor of South Lebanon (ret.)
- Dr. Michael Musa - Member of Parliament from East Sidon
- Dr. Sema' an Abu Saba- Head of Mieh Mieh Municipality
- Mr. Fawzi Matta- Mukhtar of Mieh Mieh
- Mr. Wakim Wakim - Mukhtar of Leba' a
- Mr. Tanios Bou Rjeily - Mukhtar of Benwayteh
- Mr. Hatem Lahoud - Mukhtar of Wadi Benehlay
- Dr. Bachir Osmat - Director of Aidoun Program, Ministry of Displaced/UNDP
- Mr. Walid Atallah - Field Coordinator, Aidoun Program
- Ms. Dima Khatib - Health, Environ. & Educ. Coordinator, Aidoun Program
- Mr. Riad Komaish- Technical Coordinator, Ministry of Displaced
- Lebanese Army sources

### 5. Other Key Informants

- Msgr. George Kuaiteer - Bishop of Sidon
- Mrs. Nadia Tawtal - Director of Bourj al Barajneh Social Service Center
- Mrs. Samia Abul Hassan - Director of Ghobairy Social Service Center
- Mrs. Amina Hallak - Chief Instructor, Ghobairy Social Service Center
- Mr. Michael Maroun - Director of Libanel institute, Sin el Fil
- Mrs. Joumana Asmar - Head Administrator of Libanel Institute
- Sr. Aida - Director of Franciscan Order Training Center
- Mrs. Rene - Instructor at Franciscan Order Training Center
- Mr. Issam Bechara - Director, The Pontifical Mission in Lebanon

**LIST OF PERSONS INTERVIEWED**

(cont'd.)

**6. USAID/Lebanon**

- Mr. Ghassan Jamous
- Mr. Housam Saba

**7. Beneficiaries of Housing Project**

*- East of Sidon:*

- Mr. Jamil Youssef Matta & family (Mieh Mieh)
- Mr. Fuad Matta & Family (Mieh Mieh)
- Dr. Sema'an Abu Saba & family (Mieh Mieh)
- Mr. Fawzi Matta & family (Mieh Mieh)
- Mr. Wakim Wakim & family (Leba'a)
- Mr. Camille Hanna Bechara & family (Leba'a)
- Mr. Kamal Farhat & family (Leba'a)
- Mr. Shaker Saghbini (Kfar Jarra)
- Mr. Jiryas Touma & family (Ain el Meer)
- Mr. Assaad Arbid Mchantaf & Family (Abra)
- Mr. Anis Khoury & family (Abra)
- Mr. Ziad Costantine & family (Abra)
- Mr. Tanios Bou Aziz & family (Darb el Seem)

*- Aley:*

- Mr. Ziad Khairallah (Bhamdoun)
- Mrs. Leila Khaled Abou Khaled & family (Bhamdoun)
- Mr. Tanios Musa Matta (Bhamdoun)
- Mr. Elie Georgios & family (Bhamdoun)
- Mr. Jihad Fahd el Hashem (Btalloun)
- Mr. Jihad Habr (Mansourieh)
- Mr. Afif Fadlallah Habr & family (Mansourieh)

**8. Beneficiaries of Infrastructure Project**

- Mr. Elie Abdel Nour (Rajmeh)
- Mr. Kamil Ziadeh (Sibe'el)
- Mr. Fuad Bou Maroun & family (Mazra'at el Nahr)
- Mr. Elias Habr (Mansourieh)

**9. Non-Beneficiaries**

- Nicholas & Therese Kahwaji (Abra)
- Yousif Bou Mansour (Mansourieh)

**10. Local Contractors**

*- Housing Repair Project:*

- Mr. Shaker Saghbini - Blacksmith (Kfar Jarra)
- Mr. Ziad Costantine - Carpenter (Abra)
- Mr. Ziad Khairallah - Aluminum works & Glazing (Bhamdoun)
- Mr. Bahige Nasrallah - Blacksmith (Bhamdoun)
- Mr. Jihad Habr - Carpenter (Mansourieh)

**LIST OF PERSONS INTERVIEWED**

(cont' d.)

*- Infrastructure Project:*

- Mr. Taniou Bou Rjeily - Road works, retaining walls (Benwayteh)
- Mr. Elie Abdel Nour - Road works, retaining walls, culverts (Rajmeh)
- Mr. Hatem Lahoud - Water reservoir, culverts, canals (Wadi Benehlay)

**11. Beneficiaries of Income Generation Training Project**

*- Hairdressing Trainees:*

- Miss Nisrine Shibbo
- Miss Najla Ramadan
- Miss Fariza el-Mulla
- Miss Lina Sayyid
- Miss Mirvette Nada
- Miss Zeinab Salha
- Miss Therese Farha
- Mrs. Tamama Nahid
- Miss Fatin Qaraouni
- Miss Layal el-Mawla
- Mrs. Majida Salha
- Miss Zeinab Haidar

*- Sequin Embroidery Trainees:*

- Miss Nahida Barakat
- Miss Hiyam Hijazi
- Miss Leila Kahail
- Miss Rima Asseily
- Mrs. Najla Ramadan
- Mrs. Amira Ghandour

*- Secretarial Trainees:*

- Miss Fabienne Boutros
- Miss Georgette Zarzour

*- Sewing Trainees:*

- Miss Manal Fadel
- Mrs. Wafa Ello
- Miss Mirvette Hamade
- Miss Rola Hijazi
- Mrs. Ibtisam Ghayyad
- Mrs. Dalal Alawiyyeh
- Mrs. Antoinette Moawad
- Mrs. Fatima Sawli
- Mrs. Ultaf Sawli
- Miss Siham Darwish
- Miss Jana el-Habr
- Miss Batoul Mansour
- Mrs. Hana Mansour
- Mrs. Souheila Zeineddine
- Mrs. Hiyam el Qadri
- Miss Fatima Daqiq

\* \* \* \* \*

## LIST OF DOCUMENTS CONSULTED

### 1. MCI Documents

#### A. Grant Proposals submitted to USAID:

- FY 93-95 Grant Proposal "Lebanon Humanitarian Assistance & Redevelopment Project #268-0360", March 1993.
- Grant Proposal "Rebuilding Lebanon: An Integrated Rehabilitation and Reconstruction Program", June 1995.

#### B. Annual Progress Reports submitted to USAID:

- Oct 1 '93 - Sep 30 '94 Annual Progress Report, Lebanon Humanitarian Assistance & Redevelopment Project, October 31, 1994.
- Oct 1 '94 - Sep 30 '95 Annual Progress Report, Lebanon Humanitarian Assistance & Redevelopment Project, October 31, 1995.

#### C. Semi-Annual Progress Reports submitted to USAID:

- Oct 1 '93 - Mar 31 '94 Semi-Annual Progress Report, April 28, 1994
- Oct 1 '94 - Mar 31 '95 Semi-Annual Progress Report, April 28, 1995

#### D. Quarterly Progress Reports submitted to USAID:

- FY 94 Q1 Quarterly Progress Report, January 31, 1994
- FY 94 Q3 Quarterly Progress Report, August 16, 1994
- FY 95 Q1 Quarterly Progress Report, February 27, 1995
- FY 95 Q3 Quarterly Progress Report, July 31, 1995
- FY 96 Q2 Quarterly Progress Report, May 15, 1996
- FY 96 Q3 Quarterly Progress Report, July 26, 1996

#### E. Internal Quarterly Progress Reports:

- Jan - Mar '94 Quarterly Progress Report, April 14, 1994
- Apr - Jun '94 Quarterly Progress Report, July 1, 1994

#### F. Internal Monthly Progress Reports:

- Jan '94 Progress Report, January 31, 1994
- Feb '94 Progress Report, February 28, 1994
- Mar '94 Progress Report, April 1, 1994
- Apr '94 Progress Report, May 3, 1994
- Jul '94 Progress Report, August 1, 1994
- Aug '94 Progress Report, September 3, 1994
- Oct '94 Progress Report, November 1, 1994
- Nov '94 Progress Report, December 4, 1994
- Jan '95 Progress Report, February 1, 1995
- Apr '95 Progress Report, May 4, 1995
- May '95 Progress Report, June 2, 1995
- July '95 Progress Report, July 24, 1995
- Aug '95 Progress Report, August 28, 1995
- Oct '95 Progress Report, November 3, 1995

**LIST OF DOCUMENTS CONSULTED**

(cont'd.)

**2. USAID Grant Agreements**

- Grant No. HNE-0360-G-00-3067-00, "Lebanon Humanitarian Assistance & Redvelopment Project", August 24, 1993.
- Extension to Grant No. HNE-0360-G-00-3067-00, May 10, 1994.

**3. MECC Reports**

A. Internal Monthly Progress Reports

- Mar '94 Progress Report
- Apr '94 Progress Report
- Jun '94 Progress Report

B. Audit Reports

- Auditor's Report for Nov 23 '93 - Dec 31 '94
- Auditor's Report for Jan 1 '95 - Nov 20 '95

C. Other Project Documentation

**4. IWSAW Project Documentation and Reports**

**5. Evaluation Reports**

- Program Evaluation Report by Mr. Robert Burkholder, December 15, 1994.
- Program Evaluation Report by Mr. George Antoun, December 15, 1994.
- Middle East Program Evaluation, by MCI's Int'l Program Dep't, April, 1995.
- "MCI in Lebanon - Building a High Impact Role", Report by Mr. Nadim Matta, October 17, 1995.

\* \* \* \* \*

Table 1.

## List of Housing Reconstruction Villages

## A. East of Sidon using USAID/MCI Funds

| Village             | Phase 1<br>ended<br>4/12/94 | Phase 2<br>ended<br>7/25/94 | Phase 3<br>ended<br>8/31/94 | Phase 4<br>ended<br>9/30/94 | Phase 5<br>ended<br>12/31/94 | Phase 6<br>ended<br>3/15/95 | Phase 7<br>ended<br>7/31/95 | Total      |
|---------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|-----------------------------|-----------------------------|------------|
| 1. Mieh Mieh        | 19                          | 21                          | 18                          | 14                          | 22                           | 24                          | 20                          | 138        |
| 2. Abra             | 9                           | 11                          | 11                          | 12                          | 21                           | 22                          | 23                          | 109        |
| 3. Leba'a           | 13                          | 12                          | 8                           | 7                           | 14                           | 10                          | 0                           | 64         |
| 4. Darb el-Seem     | 2                           | 3                           | 5                           | 6                           | 22                           | 22                          | 17                          | 77         |
| 5. Kraiye           | 1                           | 8                           | 9                           | 11                          | 16                           | 14                          | 0                           | 59         |
| 6. Salhiye          |                             | 1                           | 2                           | 0                           | 0                            | 0                           | 1                           | 4          |
| 7. Kfar Jarra       |                             | 1                           | 3                           | 4                           | 0                            | 0                           | 2                           | 10         |
| 8. Ain el-Delb      |                             | 4                           | 4                           | 11                          | 12                           | 6                           | 3                           | 40         |
| 9. Wadi Ba'anqudain |                             |                             | 4                           | 3                           | 7                            | 4                           | 4                           | 22         |
| 10. Bcosta          |                             |                             |                             | 1                           | 0                            | 0                           | 0                           | 1          |
| 11. Majdelioun      |                             |                             |                             | 1                           | 0                            | 4                           | 5                           | 10         |
| 12. Ain el-Meer     |                             |                             |                             |                             | 6                            | 14                          | 7                           | 27         |
| 13. Mrah el-Hbas    |                             |                             |                             |                             | 5                            |                             | 0                           | 5          |
| 14. Jensnaya        |                             |                             |                             |                             |                              |                             | 7                           | 7          |
| 16. Kefraya         |                             |                             |                             |                             |                              |                             | 1                           | 1          |
| 17. Shualik         |                             |                             |                             |                             |                              |                             | 2                           | 2          |
| 18. Bayssour        |                             |                             |                             |                             |                              |                             | 1                           | 1          |
| <b>TOTAL</b>        | <b>44</b>                   | <b>61</b>                   | <b>64</b>                   | <b>70</b>                   | <b>125</b>                   | <b>120</b>                  | <b>93</b>                   | <b>577</b> |

## B. Aley Caza using USAID/MCI Funds

|                     |            |
|---------------------|------------|
| 1. Bhamdoun Village | 64         |
| 2. Btalloun         | 13         |
| 3. Te'zanieh        | 9          |
| 4. Mansourieh       | 46         |
| 5. Ain el-Marj      | 14         |
| 6. Bserrine         | 42         |
| 7. Ain el-Jdideh    | 14         |
| 8. Ain el-Halazoun  | 1          |
| <b>TOTAL</b>        | <b>203</b> |

|   |     |
|---|-----|
| Total Number of Houses Repaired using USAID/MCI Funds (A+B) | 780 |
|---|-----|

|   |     |
|---|-----|
| Number of Houses Repaired in East of Sidon using Matching Funds | 904 |
|---|-----|

|                    |              |
|--------------------|--------------|
| <b>GRAND TOTAL</b> | <b>1,684</b> |
|--------------------|--------------|

Table 2

**Income-Generation Training Project**

**Workshop Training Session Details**

| Skill                    | No. of Training Sessions | No. of Trainees in 93-94 | No. of Trainees in 94-95 | Total No. of Trainees |
|--------------------------|--------------------------|--------------------------|--------------------------|-----------------------|
| Sewing                   | 8                        | 44                       | 94                       | 138                   |
| Sequin Embroidery        | 8                        | 57                       | 118                      | 175                   |
| Secretarial              | 1                        | 0                        | 10                       | 10                    |
| Hair Dressing            | 4                        | 15                       | 46                       | 61                    |
| <i>Program Drop-Outs</i> |                          | 16                       | 4                        | 20                    |
| <b>TOTAL</b>             | <b>21</b>                | <b>132</b>               | <b>272</b>               | <b>404</b>            |

*Note: 20 Drop-Outs were Trainees who returned to their villages.*

Table 3.

**MCI's Infrastructure Repair & Rehabilitation Projects**  
**Aley & Chouf Cazas**  
**Project Details As At July 31, 1996**

| Caza      | Village             | Project  | Type   | Quantity            | Beneficiaries |          | Total Budget | MCI Share | Community Share | Type                    | Total Spent Under Grant |        | Completion Status |
|-----------|---------------------|--|--------|---------------------|---------------|----------|--------------|-----------|-----------------|-------------------------|-------------------------|--------|-------------------|
|           |                     |  |        |                     | Direct        | Indirect |              |           |                 |                         | 3067                    | 5072   |                   |
| Aley      | Btalloun            | Agr. Road + 5 Culverts   | Rehab  | 300 m               | 30            |          |              | 9,300     |                 |                         | 9,300                   |        | 100%              |
|           | Mazra'at el-Nahr    | Agr. Road  | Rehab  |                     | 6             | 20       |              | 1,450     |                 |                         | 1,450                   |        | 100%              |
|           |                     | Irrigation Canals/Pipes  | Rehab  | 140 m               | 60            |          | 9,349        | 7,349     | 2,000           | Labor & Mat'l Transport | 7,349                   |        | 100%              |
|           |                     | Agr. Land Terracing  | Rehab  | 1575 m <sup>2</sup> | 14            | 150      | 9,300        | 6,300     | 3,000           | Stones                  | 6,300                   |        | 100%              |
|           | Mansourieh          | Agr. Road (50% New) + 2 Culverts + water spring rehabilitation | Reh/nw | 2,400 m             | 1800          | 1800     | 9,800        | 6,600     | 3,200           | Labor & stones          | 4,400                   |        | 75%               |
|           | Rajmeh              | Agr. Road + Culverts + Retaining walls                         | Rehab  | 350 m <sup>2</sup>  | 150           | 450      | 11,275       | 8,275     | 3,000           | Labor & stones          | 6,207                   |        | 75%               |
|           | Sibe'el             | Agr. Road + Ret. walls   | New    |                     |               | 160      | 13,510       | 8,435     | 5,075           | Stones                  |                         | 6,000  | 75%               |
|           | Water Reservoir     | Rehab  |        | 160                 | 160           | 850      | 850          |           |                 | 850                     |                         | 100%   |                   |
|           | Koumatieh           | Water Network  | New    |                     | 1500          | 1500     | 20,699       | 10,699    | 10,000          | NGOs + Unicef           | 10,699                  |        | 100%              |
| Chouf     | Jleiliyeh           | Agr. Road  | New    | 3500 m              | 36            | 150      | 33,000       | 14,000    | 19,000          | Land value & labor      |                         | 14,000 | 100%              |
|           | Jmeiliyeh           | Agr. Road  | New    | 2000 m              |               |          |              | 8,000     |                 |                         |                         | 2,000  | 25%               |
|           | Joun                | Agr. Road  | New    |                     |               |          |              | 8,000     |                 |                         |                         | 8,000  | 100%              |
|           | Wadi Sit            | Irrigation Canals  | Rehab  | 300 m               | 30            | 35       | 5,250        | 3,850     | 1,400           | Labor & mat'l transport | 1,150                   |        | 30%               |
|           |                     | Irrigation Canals  | New    | 700 m               | 65            |          | 11,800       | 9,800     | 2,000           | Labor & mat'l transport | 9,800                   |        | 100%              |
|           |                     | Irrigation Canals  | New    | 300 m               |               |          |              | 4,900     |                 |                         |                         | 2,000  | 40%               |
|           | Majdel Meoush       | Beehives (Cooperative)   | New    | 100 boxes           |               | 1800     | 10,500       | 9,000     | 1,500           |                         | 6,750                   |        | 75%               |
|           | Wadi Benehlay       | Agr. Road  | New    | 1000 m              | 80            | 400      | 4,000        | 4,000     |                 |                         |                         | 4,000  | 100%              |
|           |                     | Retaining Wall   | New    | 3                   | 50            | 50       |              | 7,120     |                 |                         | 7,120                   |        | 100%              |
|           |                     | Irrigation Canals  | Rehab  | 400 m               | 50            | 400      | 6,536        | 5,536     | 1,000           | Labor & mat'l transport | 4,652                   |        | 85%               |
|           | Benwayteh           | Agr. Road + 2 Culverts   | Rehab  | 800 m               | 40            | 60       | 5,250        | 5,250     |                 |                         | 3,936                   |        | 75%               |
| Agr. Road |                     | New  | 600 m  | 7                   | 30            | 2,800    | 2,800        |           |                 |                         | 2,800                   | 100%   |                   |
| Serjbal   | Agr. Road + 3 Walls | Rehab  |        | 60                  | 135           | 4,065    | 4,065        |           |                 |                         | 2,500                   |        | 65%               |
|           | Irrigation Canal    | Rehab  | 500 m  |                     |               | 6,000    | 6,000        |           |                 |                         | 2,500                   |        | 40%               |
|           | Irrigation Pipes    | Rehab  | 700 m  |                     |               | 5,250    | 5,250        |           |                 |                         | 2,625                   |        | 50%               |

|                           |               |               |
|---------------------------|---------------|---------------|
| <b>Total Amount Spent</b> | <b>87,588</b> | <b>38,800</b> |
|---------------------------|---------------|---------------|