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EVALUATION

Empowering Municipalities Through Local Economic Development (EMLED) & Municipal Capacity Building And Service Delivery Program (TAMKIN)

Program Evaluation

December 2011

This publication was produced for review by the United States Agency for International Development. It was prepared by the Performance Management Plan for Lebanon (PMPL) project through Social Impact Inc. with Management Systems International.



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(TAMKIN)**

PROGRAM EVALUATION

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Preface

This report is an evaluation of the Empowering Municipalities through Local Economic Development (EMLED) program, implemented by Relief International (RI); and the Municipal Capacity Building and Service Delivery Program (TAMKIN) program, implemented by the Cooperative Housing Foundation (CHF) under two separate Cooperative Agreements (CAs) with USAID/Lebanon. The evaluation was undertaken at the end of EMLED and at the third year (out of four) for the TAMKIN program.

Both the EMLED and the TAMKIN programs were designed to (a) enhance capacities and empower municipalities in target communities to become agents of local economic development including planning and implementation; and (b) enhance citizen and private sector participation in local economic development actions in their respective communities.

Data for the evaluation was gathered from a desk review of program documents, key informant interviews, focus group discussions and a random sample opinion survey of citizens in target communities. The USAID/Lebanon Performance Management Plan for Lebanon (PMPL) project team, which is composed of Dr. Samuel Taddesse, Rodolph Gebrael, Najwa Andraos, Dr. Christelle Safi, Reem Mikdashi and Hiba Shatila, carried out the document desk review and key informant interviews¹. Social Impact's local partner, Information International, conducted the focus group discussions and executed the random sample opinion survey.

The evaluation conclusions and recommendations are based on triangulation of data and information from these four sources. The PMPL project team carried out the analysis and data interpretation and drafted the evaluation report².

The report provides a standalone executive summary outlining the team's findings, conclusions and recommendations. The main body of the report is organized in four sections. Section I is the introduction, which briefly states the purpose of the evaluation, the project description, the country context and a literature review. Section II discusses the data collection methodology and analysis approach. Section III provides the Team's conclusions and supporting findings. Section IV summarizes the team's recommendations. The report also includes a set of annexes referenced in the main body of the report.

The PMPL team would like to acknowledge the support and collaboration it received from the Beirut-based Relief International and the Cooperative Housing Foundation program teams. Both teams provided requested project documents, facilitated the arrangements for focus group discussions in target communities, including identification of meeting places and the sending of invitations to focus group participants. Our thanks also go to the key informants who made time to meet with us for the key informant interviews.

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Chief of Party and Managing Director

¹ Mr. Rodolph Gebrael left PMPL on June 30, 2011 before the completion of this evaluation report.

² PMPL's Summer Intern, Mr. Amr Moubarak from Georgetown University, Washington, DC, who arrived in Beirut on June 25, 2011, assisted in reviewing the draft document and preparing analytical tables and charts.

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ACRONYMS

Beladiye	Municipal level of Lebanon government
Caza	Sub-regional, or district, level of Lebanon government
CHF	Cooperative Housing Foundation
DR	Desk review
EMLED	Empowering Municipalities through Local Economic Development
FGD	Focus group discussion
ICT	Information communication technology
II	Information International
IP	Implementing Partner
KII	Key informant interview
LED	Local economic development
LEDC	Local Economic Development Committee
LEDP	Local Economic Development Plan
MDC	Municipal Development Committee
Muhafaza	Regional or governorate level of Lebanon government
NBC	Nahr El Bared Camp
PMP	Performance Management Plan
PPP	Public-private partnership
RI	Relief International
SOS	Sample opinion survey
SOW	Scope of work
SWOT	Strengths, Weaknesses, Opportunities and Threats analysis
TAMKIN	Municipal Capacity Building and Service Delivery Program
TOT	Training of trainers
USAID	United States Agency for International Development
USG	United States Government

DEFINITIONS

Gender	Gender is a social construct that refers to relations between and among the sexes, based on their relative roles. It encompasses the economic, political, and socio-cultural attributes, constraints, and opportunities associated with being male or female. As a social construct, gender varies across cultures. It is dynamic and open to change over time. Because of the variation in gender across cultures and over time, gender roles should not be assumed but investigated. Note that “gender” is not interchangeable with “women” or “sex.”
Gender Mainstreaming	Gender mainstreaming relates to the concept of assessing the different implications for women and men of any planned policy action, including legislation and socio-economic program activities. Mainstreaming essentially offers a pluralistic approach that values diversity among both women and men. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programs in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated.
Public–Private Partnership	Public Private Partnership describes a government service or private business venture that is funded and or provided by a partnership between government and one or more private sector companies. These schemes are sometimes referred to as PPP, P3 or P ³ . PPP usually involves a set of agreements and contracts between a public-sector authority and a private party, in which the private party provides a public service or project and assumes substantial financial, technical and operational risk in the project. Government contributions to a PPP may also be in kind (notably the transfer of existing assets).
Public-Public Partnership	Public-Public Partnership refers to a collaborative arrangement between one government body or public authority with another such body to provide services to citizens. Partners can include neighboring municipalities, provincial government entities or other public institutions that may overlap in administrative or functional jurisdiction in a given geography. The costs and benefits may be shared equally.

EXECUTIVE SUMMARY

Purpose of the Evaluation

This evaluation was undertaken at the end of EMLED and at the third year (out of four) of the TAMKIN program. The purpose of this evaluation is to assess the performance of the Empowering Municipalities through Local Economic Development (EMLED) program implemented by Relief International (RI), and the Municipal Capacity Building and Service Delivery (TAMKIN) program implemented by the Cooperative Housing Foundation (CHF) with respect to the achievement of their Cooperative Agreement objectives, outcomes and outputs. Specifically, the evaluation focused on assessing the degree to which:

- a. Target municipalities' capacities were built and strengthened to lead local economic development initiatives;
- b. These programs have created space for dialogue on local economic development issues between citizens and their municipality officials and promoted citizens, private sector and municipalities cooperation and collaborations; and
- c. Public-private partnerships (PPPs) were promoted and fostered with the objective of creating sustainable market-driven jobs and income opportunities.

The evaluation also seeks to understand the differential impact of the approaches adopted by the two programs.

Project Description

Both the EMLED and TAMKIN programs were designed to promote participatory planning and implementation of local economic development initiatives. EMLED and TAMKIN's economic growth agendas specifically look at supporting three key industry sectors – information communication technology (ICT), tourism, and agribusiness. The two programs aim at enabling municipalities to play fundamental and visible roles in supporting and implementing transparent and accountable municipal programs, while at the same time creating space for citizens to voice which economic growth projects they want implemented in their communities.

While there are similarities in scope, the municipalities and villages targeted by EMLED are different from those targeted by TAMKIN. Furthermore, the implementation approaches of each program were also different. For instance, EMLED followed a one-on-one approach in the Nahr El-Bared Camp 3rd Ring (NBC 3rd Ring) but it used a cluster approach elsewhere, where proximate municipalities and villages were put into eight clusters: Jezzine, Rihan, Jbeil, Dreyb Alaa, Dreyb Awsat, El Joume, Jered El Kayteh, and Sahel Akkar. EMLED used a community outreach approach in which the EMLED program team bypassed the municipality, directly reached out to the community, and identified program beneficiaries.

TAMKIN followed a participatory approach by which it worked directly with 44 villages and municipalities in Akkar, Dinnieh, and Zgharta areas and in Nahr El-Bared Camp 2nd Ring (NBC 2nd Ring). TAMKIN engaged citizens and the private sector with their respective municipalities in a three-phased process including the startup phase, a Local Economic Development Plan (LEDP) development phase and a project implementation phase. The municipality and the Municipal Development Committees (MDCs) identified projects and beneficiaries.

Evaluation Methodology

Data for the evaluation was gathered from (a) program document desk review; (b) focus group discussions with Local Economic Development Committees (LEDCs) and Municipal Development Committees (MDCs) created by EMLED and TAMKIN, respectively; a

representative group of citizens trained by the program; a sample of EMLED grantees and micro-finance and loan recipients; (c) key informant interviews with the USAID Assistance Objective Technical Representative (AOTR), EMLED and TAMKIN program teams, target community heads of municipalities; and (d) a random sample opinion survey of citizens in target communities. The data was triangulated and analyzed to draw findings and conclusions. In the subsequent section we present our conclusions and supporting findings and recommendations.

Conclusions and Supporting Findings

1. Both EMLED and TAMKIN are relevant programs. They directly contribute to USAID's objectives and country strategy. Both the EMLED & TAMKIN programs were initiated to contribute to USAID/Lebanon's 2007 Country Strategy. One key focus of USAID/Lebanon's 2007 Country Strategy was to enable municipalities to play fundamental and visible roles in supporting and implementing programs for enhancing citizen participation, increasing employment opportunity and incomes, and promoting investments by the private sector. In 2009, with the development and implementation of USAID's new five-year country strategy, the USAID Mission Director and Program Officer re-categorized the Cooperative Agreements of both programs from the Mission's Democracy and Governance (D&G) assistance objective to Economic Growth assistance objective activities.

2. The success of both EMLED and TAMKIN in meeting targets set for their respective performance management plan indicators is mixed. EMLED has met or exceeded targets set for employment and income generation indicators such as the number of women supported to develop new initiatives; number of jobs created because of new public-private partnerships (PPPs); and number of clients at United States' Government (USG) -assisted micro-finance institutions. Although there are positive results on the women's participation indicator, the program did not meet targets set for broadening stakeholder participation in local economic development planning and programming.

At the time of this evaluation, TAMKIN targets for employment and income generation indicators were not met yet; however, the program still had another year left. No relevant performance indicators were set for promoting and fostering public-private partnerships, but TAMKIN has met or exceeded targets set for the indicators related to municipal capacity building and broadening stakeholder participation.

3. The formation of local economic development committees (LEDCs) at the individual municipality level is more effective than their formation at the cluster level for creating space for citizens and private sector dialogue and collaboration for local economic development. Both EMLED and TAMKIN established local economic development committees as mechanisms for municipality, citizen and private sector cooperation and collaboration. The Municipal Development Committees (MDCs) established by TAMKIN and the LEDCs formed by EMLED provide a space and platform for community representatives and municipalities to engage in a dialogue regarding local economic development priorities. This dialogue includes discussions on the needs of the community, and the prioritization, identification and selection of projects for implementation.

These committees worked in parallel with municipal councils but their focus was on income and employment generation. However, under EMLED's cluster approach, the LEDCs cover more than one municipality/village represented by heads of municipalities and do not necessarily include community members from each village.. While focus group discussants and key informants frequently stated that the LEDCs/MDCs are beneficial for spurring local economic development, the key informant interviews and the random sample opinion survey indicated that many mayors and survey respondents in target communities did not recognize the LEDCs as means for boosting local economic development. For instance, 70% (n=898) and 48% (n=649)

of survey respondents in the EMLED and TAMKIN target communities, respectively, believed that boosting local economic development is the role of the Municipal Council. By contrast, in both the EMLED and TAMKIN areas, only one percent (1%) of survey respondents believed that the LEDCs and MDCs are responsible for the outcomes of local economic development plans (LEDPs). The low recognition of MDCs by survey respondents is partly due to municipal election turnover and re-acceptance of projects which led to TAMKIN's delayed completion of the LEDP and implementation of tangible projects.

As indicated above, EMLED worked in 137 municipalities/villages: 19 municipalities and villages in the NBC 2nd Ring and 64, 13 and 41 municipalities/villages in North, Jbeil and South Lebanon, respectively. It established one LEDC for each of the eight non-NBC clusters and 12 LEDCs in 12 municipalities in the NBC area. Smaller villages that do not have a municipality were combined with the nearest municipality. It should be noted that the eight cluster-level LEDCs represent 118 municipalities and villages. Thus, these LEDCs could not effectively involve citizens.

4. The EMLED and TAMKIN programs have built capacities and empowered heads of municipalities, and selected municipal council members to be leaders of local economic development in target communities as part of the MDCs and LEDCs³. However, some of this capacity was lost because of the handover to the newly elected municipal heads and council members after the 2010 local elections, and the fact that both EMLED and TAMKIN did not repeat the capacity building training activities for the new heads of municipalities and council members. In target communities under EMLED only 53% of 125 and under TAMKIN 50% of 44 heads of municipalities were reelected.

"After my election in 2010 as Head of municipality, I did not receive any document from the previous president regarding projects funded by RI. There was not any proper handover of documents. Thus, I have no proof that EMLED implemented projects in my community."

Statement from a Key Informant

5. Both EMLED and TAMKIN have promoted public-private partnerships (PPPs) for local economic development. However, while some PPPs provide benefits to a wider range of community members (e.g., a milk collection center provides service to the area dairy farmers), others are limited in scope and the benefits accrue mostly to the business owners (e.g., snack bars or restaurants for tourists directly benefit the restaurateurs only). According to the desk review of EMLED's program documents, a public-private partnership is a government service or business venture funded and operated through a partnership between the government and one or more private sector companies. EMLED has facilitated the formation of 79 PPPs. TAMKIN defines public-private partnership as a working relationship between a municipality and a member of the private sector, which could be a business owner, investor, farmer, etc. that aims to join efforts, resources and assets in order to implement and operate a local socio-economic project. TAMKIN has facilitated the formation of 23 PPPs to date.

6. Both EMLED and TAMKIN have increased income-generating opportunities and created a number of jobs, most of which are short-term in nature. Both EMLED and TAMKIN use the same definition for job categories including short-term and long term jobs.

³ According to the desk review of project documents, key informant interviews and focus group discussions, the main EMLED and TAMKIN tool for empowering municipalities as lead local economic development agents was through the provision of capacity-building and on-the-job training to MDCs/LEDCs, which included the heads of municipalities and selected council members. EMLED training included the basics of local economic development; strategic planning; project design; and public-private partnership. The TAMKIN training included SWOT analysis; project identification, prioritization and selection; tendering and bid opening; strategies for public-private partnerships; and development of local economic development plans. Focus group discussants and key informants frequently mentioned that the trainings were useful and practical.

Specifically, EMLED's project staff defines employment creation as all full-time, part-time and seasonal jobs created as a direct or indirect result of EMLED activities. Employment opportunities also include sustained livelihoods of grant beneficiaries. According to the desk review of EMLED project documents, EMLED has contributed to the creation of 308 jobs in the NBC area and 380 jobs in the non-NBC areas. EMLED job targets include restored/maintained jobs of grant beneficiaries themselves. Documents show that investment of \$2.7 million in private capital through PPPs in the form of cost-share. EMLED disbursed 213 grants. Furthermore, EMLED-facilitated loans had a total value of \$1.5 million in the target areas in addition to \$600,000 in direct loans.

TAMKIN defines sustainable jobs as "jobs that are long-term in nature; i.e., permanently available positions; for example: accountant and manager position, restaurant operator position, custodian position, etc." However, project documents indicate that the jobs created, to date, have been only short-term, lasting 6 to 75 days. Most of these jobs are construction jobs. Jobs created are counted based on the workers' schedule submitted by contractors. TAMKIN has facilitated the creation of 292 short-term jobs in the NBC 2nd Ring and 374 short-term jobs in the non-NBC clusters of Akkar, Zgharta and Dinnieh. Furthermore, TAMKIN disbursed 98 loans to clients in NBC targeted communities with a total value of \$144, 400.

7. Both EMLED and TAMKIN were effective in targeting and engaging women and vulnerable groups in local economic development planning, implementation and monitoring. According to a desk review of project documents, both EMLED and TAMKIN have encouraged and supported women and youth participation in program activities. Women are members of most municipal development committees (MDCs) and local economic development committees (LEDCs). EMLED and TAMKIN also provided targeted training to women to enable them to engage in local economic development activities. Focus group discussants frequently stated that the training was beneficial and addressed the needs of women and other vulnerable groups. One key informant stated, "the targeting and training of women and youth in Lebanon is important for stability, gender equality and for spurring local economic development."

8. The impact of both EMLED and TAMKIN may not be sustainable. Prior to the 2010 local election all heads of municipalities, their staff, and local development committees were exposed to the concept and practice of local economic development planning and implementation and public-private partnerships, but as indicated above, these capacities were lost within municipalities whose heads of municipalities and committees changed. Additionally, both projects have improved the economic life of some local people by creating jobs or sustaining current ones. For instance, TAMKIN created 542 jobs as of June 2011 and EMLED created 636 jobs. In addition, EMLED established 99 new businesses while TAMKIN provided business development services (BDS) to 1,346 micro-entrepreneurs. However, the short-term nature of the jobs created means job opportunities are not sustainable. Sustained support to micro-entrepreneurs also requires institutionalization of business support services.

9. About half of the citizens in EMLED and TAMKIN target communities are aware of projects implemented in their respective municipalities; and only one-third of citizens are aware that some of these projects are funded by USAID. When survey respondents in EMLED target communities were asked if they were aware of projects implemented in their municipality, 44% (n=898) indicated that they were aware but 22% (n=898) responded that there are no projects in their community. Of those that were aware of the existence of projects implemented in their municipality, overall 32% (n=394) indicated that those projects were funded by USAID and 25% (n=394) thought they were funded by the municipality.

Similarly, in the TAMKIN target communities, overall 52% (n=649) of survey respondents were aware of projects implemented in their municipality. Only 10% (n=649) indicated that there are

no projects implemented in their community. Of those that were aware of the existence of implemented projects, 22% (n=338) indicated that the funding source is USAID while 17% (n=338) believed that they are funded by the municipality. These findings should be viewed and understood within the parameter that, at the time of this evaluation, TAMKIN had one more year to run and the long-term physical village projects had yet to be initiated and completed in most villages.

10. Socio-political parameters have affected the performance of both EMLED and TAMKIN. The majority of key informants, whether from project staff or target municipalities, agreed that the municipal elections in 2010 that led to changes in Heads of municipalities tremendously affected the continuity and sustainability of EMLED and TAMKIN project activities. Some of the new municipal heads dismissed the existing MDCs/LEDCs and insisted on the formation of new ones. In addition, projects selected and approved by the out-going mayors and municipality heads were canceled. Competition over the ownership of project resources between municipalities and the private sector limited the formation of public-private partnerships and the participation of the local community. In many cases, heads of municipalities were reluctant to involve the private sector or a local business in the implementation of projects. They expressed their wishes to preserve municipality ownership of these projects. In addition, according to key informants in both EMLED and TAMKIN target communities, the highly centralized decision-making process within the municipalities did not allow for participatory project selection and implementation. Furthermore, in some EMLED and TAMKIN communities social standards prevented women and other vulnerable groups from participating in local economic development planning and programming.

Recommendations:

- 1. To enable communities to assume responsibility and create momentum for local economic development in partnership with their respective local government, USG-supported projects should focus more on empowering local communities as rights-based demanders of economic development initiatives.** The objective should be to inform, galvanize and provide tools to citizens to engage with their local government officials to spur local economic growth that benefits all community members. A three-stage process as follows is more applicable for such kinds of activities.

In the first stage, Implementing Partners (IPs) should reach out to the community and, with the help of community leaders, inform the community about their economic rights and how to achieve them based on the Lebanese Constitution. Individuals selected by the community as representatives should be trained on participatory community needs assessment, project identification and selection, and tools for dialoguing with local government leaders. The second stage is to build the capacities of municipal officials and staff to respond to community demands. Municipality officials and staff should be provided with appropriate training and tools that will enable them to respond and to enhance broad-based local economic growth.

The third phase is to bring together the two sides (i.e., citizens and municipal officials and staff) to dialogue, collaborate and develop a plan of action to address the local economic development needs of the community. The IPs should moderate the dialogue and discussions between citizens and municipal officials and staff to ensure that the municipality does not co-opt those citizens' demands and economic development needs. It is at this stage that MDCs and LEDCs are to be formed, representing both local government and local residents. The MDCs and LEDCs oversee the implementation of the agreed-on local economic development plans.

To sustain the momentum, USAID/IPs should provide sufficient funding for identified priority needs, ensuring that both the community and the municipality have contributed their own in-kind or monetary resources. This will guarantee community ownership of the projects jointly agreed on by the community and the municipal officials and staff.

EMLED and TAMKIN vary markedly regarding their participatory approaches. TAMKIN starts with a town hall meeting for each village to elect the MDC, then the MDC conducts the economic profile for their village, and through a participatory approach completes a Local Economic Development plan; this includes the list of projects for each village. The MDCs themselves choose which feasible project they intend the municipality to implement from the list. EMLED-targeted communities did not prepare their own lists of local economic development projects to be implemented by the municipality. Instead, LEDCs, whose members were both nominated by the project staff and approved by either the head of the municipality or other members nominated by the head of the municipality, identified the local economic development projects, with the head of the municipality chairing the committee.

2. **USG-supported projects intended for quick impact results such as job creation and income generation for a target group of beneficiaries should be unbundled and managed separately.** These quick impact activities require a different implementation strategy than those activities implemented through MDCs and LEDCs. EMLED was successful in generating jobs and income opportunities but faced difficulty in empowering communities and municipalities to spur local economic development because of lack of focus. TAMKIN, on the other hand, was successful in empowering municipalities to plan and implement longer-term projects with a wider community impact, such as a plastic box fabrication plant, sewing workshops and olive oil mills.
3. **USAID needs to speed up the review process for funding projects nominated by MDCs/LEDCs.** Long time lags result in disinterest by both citizens and their respective municipal officials and an overall loss of momentum. For EMLED, the change of heads of municipalities and committees as a result of the 2010 local elections and staff turnover and internal managerial problems delayed project implementation. TAMKIN was also affected by the turnover of heads of municipalities and committees as well as by the lengthy project implementation processes and procedures adopted by the program.
4. **Public-private partnership projects selected should ensure that they benefit the wider community through either employment generation or creation of income opportunities.** For instance, the PPP tourism project supported by EMLED in the Ehmij municipality of the Jbeil administration has a wide community benefit and support. The youth participate as tour guides, and artisans and food processors bring their products to the Tourism Information Center to sell to tourists and other visitors. The municipality and local community association jointly own and operate the project. Under TAMKIN the establishment of farmers markets, a plastic box fabrication plant, an olive oil mill, and sewing workshops display wider community benefit.
5. **The USG requirement for high US visibility should be waived in situations where it might breed resistance.** Some communities in the north as well as in the south and in the NBC areas could not participate because they were afraid of being targeted by groups opposed to US presence in the area.

Empowering Municipalities through Local Economic Development (EMLED) & Municipal Capacity Building and Service Delivery Program (TAMKIN) Program Evaluation

I. INTRODUCTION

Purpose of the Evaluation

This evaluation was undertaken at the end of EMLED and at the third year (out of four) for the TAMKIN program. As indicated in the attached Evaluation Scope of Work (Annex 1), the purpose of this evaluation is to assess – in parallel - the extent to which the EMLED and TAMKIN programs have achieved their respective objectives, as set out in their Cooperative Agreements per the Request for Application (see Annex 2); and to better inform USAID of their overall performance. The Request for Application (RFA) for both the EMLED and TAMKIN programs included the following expected program outputs and outcomes:

1. Enhanced, democratic, visible, effective and sustainable municipal-citizen-private sector cooperation mechanisms for designing and implementing socioeconomic development activities;
2. Enabled municipalities to take the lead in responding to community economic needs;
3. High level of civic responsibility and community confidence in the Lebanese government, and in particular their local government;
4. Effective and sustainable public-private partnerships;
5. Active collaboration and linkages between municipalities and civic societies, organizations, private sector, legitimate groups, and individuals;
6. Empowered men and women to become effective players (rather than passive observers) for socio-economic development in their communities who will promote social, economic, gender, and confessional diversity in local governance and economic growth activities;
7. Creation of sustainable sector/market driven jobs, increase income, provide sustainable social services and improve the livelihood and living conditions of deprived, low-income and middle-income Lebanese citizens;
8. Increased visibility of USG support to the government and the people of Lebanon.

Box 1: Lebanese Governance Structure

The governance structure of Lebanon has four administrative levels: i) central, ii) regional or governorate (Muhafazat), iii) sub-regional or district (Caza) and iv) local or municipal (Beladiye) government. Municipalities are small geographic areas mostly consisting of a single village or town. There are 945 municipalities in Lebanon.

Each of the six governorates is administered by a governor (Muhafez) appointed by the Council of Ministers. Each of 26 Cazas is headed by a district chief (Qaimaqam). Communities with at least 500 citizens elect their own Municipal Council, which in turn elect mayors and vice-mayors to serve six-year terms.

The evaluation assesses how the approaches used by the two programs differ. Further, it discusses which is most effective in terms of achieving the stated results and outcomes. The

evaluation also examines if the results achieved by the two programs are sustainable, relevant, and effective, and if the methodologies and approaches used are efficient and gender sensitive and produce results which have an impact on the livelihoods of the local communities. The evaluation will suggest to USAID if similar follow-on projects would produce robust results, given Lebanon's socio-political environment and taking into consideration the two varying program implementation approaches.

Program Description

Implementation of both the EMLED and the TAMKIN programs began in May 2008 and was scheduled to end on April 30, 2011. The completion dates of both programs were extended so that EMLED will now end on July 30, 2011 and TAMKIN on April 30, 2012. EMLED has gone through nine Cooperative Agreement modifications; while TAMKIN has been modified five times to date (see Exhibit 1).

Both programs were designed to empower and enhance the capacity of municipalities in targeted communities to become agents of local economic development including planning and implementation. For instance, the EMLED program was intended to create an enabling environment for vibrant local economic development in targeted rural areas of Lebanon by empowering municipalities. As shown in Exhibit 2, EMLED's expected program results are: (a) increased capacity of municipalities to support local economic development; (b) increased level of civic engagement and participation in local economic development; and (c) increased public-private partnerships (PPP) for local economic development. The EMLED program is implemented in the Casas of Akkar, Jbeil and Jezzine covering a total of 115 municipalities and villages; and in 19 villages in the Nahar el Bared Camp (NBC)- 3rd ring- in North Lebanon that were affected by the conflict in 2007.

Similarly, TAMKIN was expected to transform targeted peri-urban and rural municipalities in Lebanon into effective local economic development agents. As shown in Exhibit 2, TAMKIN's expected results are (a) improved capacity of municipalities to design and implement socio-economic development programming; (b) broadened stakeholder participation and cooperation in local socio-economic development; and (c) increased public-private partnerships for local socio-economic development. TAMKIN is implemented in the Casa of Akkar, Dinnieh, and Zghorta covering 34 municipalities, and in Naher El Bared Camp – 2nd ring- covering ten municipalities and villages.

Both the EMLED & the TAMKIN programs were designed to contribute to USAID/Lebanon's 2007 Country Strategy aimed at producing increases in real incomes and jobs, creating civil society and private sector pressures from the grass roots level for reforms needed in the political system, and mobilizing government and private sector resources to invigorate local economic development and growth. The EMLED and TAMKIN programs build on the previous successes of USAID and other donor programs in Lebanon focusing on enhancing administrative and financial capabilities, accountability, transparency, and effectiveness of municipalities. The two programs' areas of priority also include promoting citizen-centered local economic growth by creating a platform for citizens, local businesses and municipalities to collaborate and partner with local economic development initiatives. EMLED and TAMKIN's economic growth agendas specifically look at supporting three key industry sectors – information communication technology (ICT), tourism, and agribusiness based on value chain analysis of each sector.

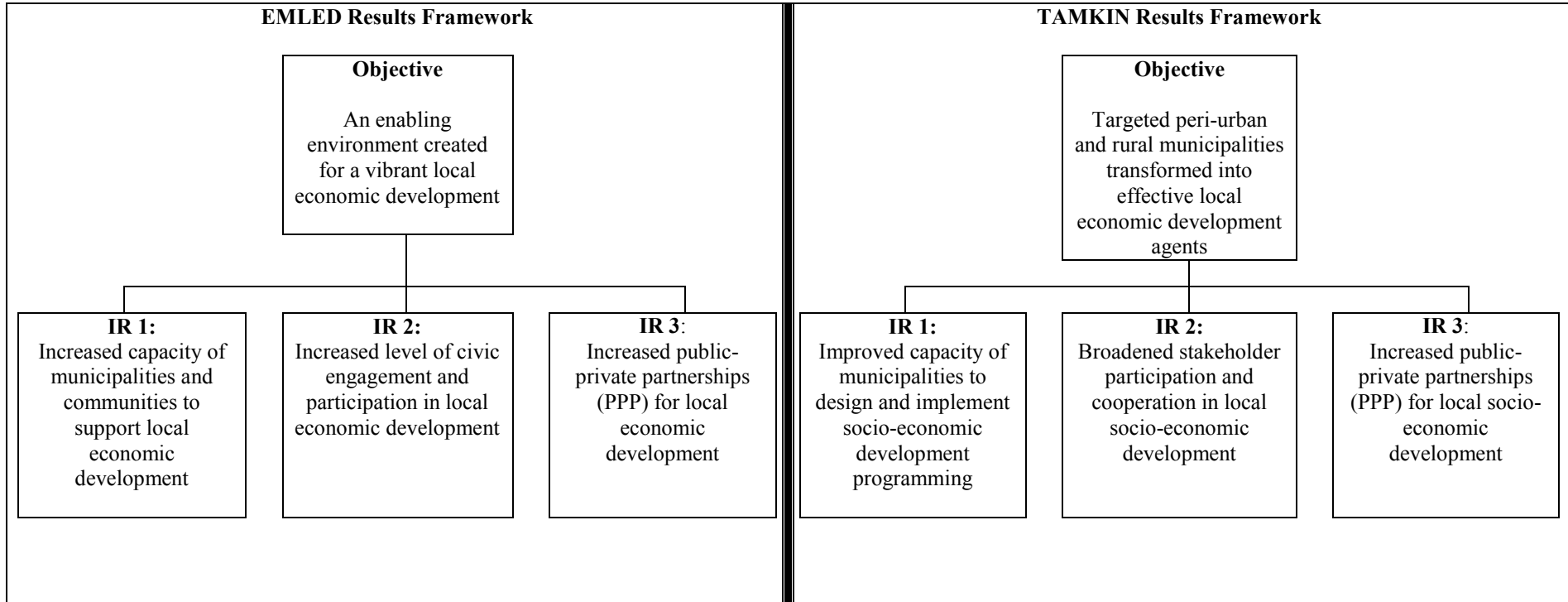
Exhibit 1: TAMKIN & EMLED Cooperative Agreement (CA) Modifications

TAMKIN				EMLED			
Mod. No.	Date of Mod.	Purpose & Objective of Amendment	Remarks	Mod. No.	Date of Mod.	Purpose & Objective of Amendment	Remarks
1	05-12-2008	The purpose of this modification is: 1. Replace, throughout the award document, the cover sheet and attachment A Sections A.1 and A.2, the words “grant” and “grantee” with “cooperative agreement” and “recipient” respectively 2. Add section A.12 entitled Substantial Involvement at the end of Section A		1	04-24-2008	The purpose of this modification is: 1. On page 4, Section A-6, delete overhead and replace with “Overhead rates: 15.71%” 2. Replace page 13, Section A.11, first paragraph with “Recipient of this award, Relief International, is responsible for carrying out the program in accordance with the terms and conditions of the award and all applicable laws and regulations.”	
2	09-28-2008	The purpose of this modification is: 1. Increase the total estimated amount by \$1,714,286 from \$6,999,924 to a revised amount of \$8,714,210 2. Increase the total obligated amount by \$995,390 from \$6,999,924 to a revised amount of \$7,995,314 3. Increase the cost sharing amount 4. Revise the program description to include Naher El Bared focus activities and expand in other areas	NBC 2 nd Ring was added to the program 5 month after CA award	2	05-12-2008	The purpose of this modification is: 1. Coversheet, “Subject: Grant # 268-G-00-08-00025-00” delete and replace with “Subject, Cooperative Agreement # 268-A-00-08-00025-00” 2. Attachment A, Section A.1 through A.4’s titles, replace the word grant with cooperative agreement 3. Section A.2, Period of Grant, revise to “A.2 Period of Cooperative Agreement: the effective date of this Cooperative Agreement is April 16, 2008. The estimated completion date of this Cooperative Agreement is April 30, 2011.” 4. Throughout the award document, replace the words “grant” and “grantee” with “Cooperative Agreement” and “recipient”, respectively 5. Add Section A.12 entitled, “Substantial	

						Involvement” at the end of Section A (Attachment 1 to this modification)	
3	06-07-2009	The purpose of the modification is: 1. Revise the program description 2. Revise the budget 3. Correct a typographical error in the obligated amount in Mod. 2		3	07-02-2008	The purpose of this modification is: 1. Section A.4, Grant Budget, delete and replace with the attached budget to reflect budget realignment 2. Section A.12, Substantial Involvement, change Chief Financial Officer to Ms. Hoda Itany replacing Ms. Sarah N. Refeh	
4	12-16-2009	The purpose of this modification is to add a Provision entitled Participant Training into the agreement	This Provision has also been incorporated into several USAID agreements	4	09-29-2008	The purpose of this modification is: 1. Increase the estimated amount by \$ 4,285,714 to a revised amount of \$11,285,714; 2. Increase the total obligated amount by \$2,400,000 to a revised amount of \$9,400,000; 3. Revise the budget; 4. Increase the cost sharing amount; and 5. Revise the program description to include Nahr El Bared focus activities and expand in other areas.	NBC 3 rd Ring was added 5 months after CA award
5	08-19-2010	The purpose of this modification is to: 1. Increase the total estimated amount by \$2,672,000 from \$8,714,210 to a total revised amount of \$11,386,210 2. Extend the end date from April 30, 2011 to April 30, 2012 3. Revise the program description to expand CHF activities to Naher El Bared Adjacent Area and the 2 nd Ring municipalities of Beddawi, Deir Ammar, Minnieh, Bhannine and in Mohammara and Bebnine; include new target numbers as a result of activity expansion		5	12-16-2009	This is a Blanket modification effective at the signature date (see block 15) to add Provisions entitled Participant Training. Full text attached (Attachment A). The Provision entitled Participant Training is hereby incorporated into the USAID agreements listed in Attachment B	
				6	05-24-2010	The purpose of this modification is: 1. Change program manager from Mohmoud Zein to Vrinda Dar	Change of Key Personnel (COP)

						2. Realign budget as attached, and 3. Revise the program description	The # of municipal councils is also adjusted upward
				7	08-04-2010	The purpose of this modification is: 1. fully fund the Cooperative Agreement by increasing the obligated amount by \$1,885,714 from \$9,400,000 to a revised amount of \$11,285,714; and 2. change in Key Personnel	
				8		The purpose of this modification is to extend the completion date from April 30, 2011 to July 30, 2011 at no additional cost to USAID.	
				9	7-11-2011	Realign the budget	

Exhibit 2: EMLED-TAMKIN Results Frameworks



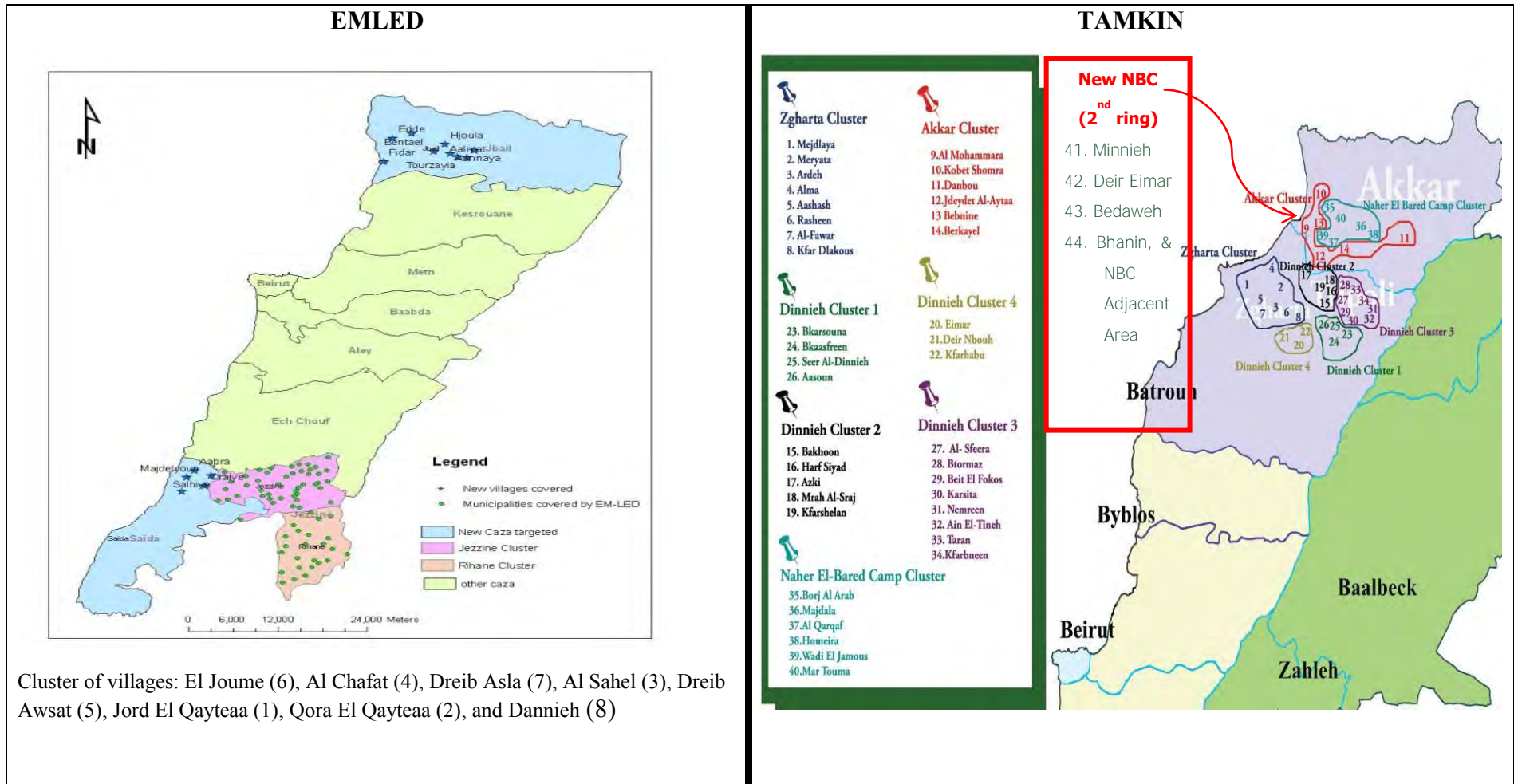
As stated earlier, these two programs both aim at enabling municipalities to play fundamental and visible roles in supporting and implementing municipal programs for enhancing citizen participation, increasing employment opportunities and incomes, and promoting investments by the private sector in target communities. However, as summarized in Exhibit 3, their respective program implementation approaches are different.

Exhibit 3: Program Implementation Approaches

EMLED	TAMKIN
<p>Cluster approach: Worked with 137 villages and municipalities in 9 clusters – Jezzine, Rihan, Jbeil, Dreyb Alaa, Dreyb Awsat, El Joume, Jered El Kayteh, Sahel Akkar and Nahr El-Bared Camp 3rd Ring (NBC).</p> <p>Municipality-led model of local economic development:</p> <ul style="list-style-type: none"> • Use community-based outreach • Group target municipalities & villages into geographic clusters • Elect a 15-member local economic development committee (LEDC) for each cluster • Conduct meetings with LEDCs, community members, youth and representatives to discuss and prioritize key developmental needs and means of addressing them • Conduct capacity-building training to different community groups including women, youth, heads of municipalities and municipal councils • Train LEDC members on strategic planning, SWOT analysis and project design • Identify community economic development needs and priorities and conduct stakeholder participated case studies in key economic activities, based on value chain approach • Develop the municipality Local Economic Development strategies • Support small businesses and public-private partnerships through targeted grant support and micro finance loans 	<p>Participatory approach: Worked with 44 villages and municipalities in Akkar, Dinnieh, Zgharta areas and Nahr El-Bared Camp 2nd Ring (NBC).</p> <p>Engage citizens and the private sector with their respective municipalities in a three-phased process:</p> <p>Phase 1: Startup</p> <ul style="list-style-type: none"> • Use heads of municipalities as entry points • Mobilize local communities with assistance of heads of municipalities • Elect 8 to 12 members for Municipality Development Committees (MDCs) in each village • Develop Municipal Economic Profile (MEP) <p>Phase 2: Develop LEDP</p> <ul style="list-style-type: none"> • Train MDC members on SWOT analysis, needs assessment & prioritization • Develop the LEDP • Identify and select projects that increase income & improve livelihoods • Develop project proposals <p>Phase 3: Project Implementation</p> <ul style="list-style-type: none"> • Tendering and bidding • Project implementation & management • Monitor progress of project

As shown in Exhibit 4 below, while there are similarities in scope, the municipalities and villages targeted by EMLED are different from those targeted by TAMKIN. In addition, the timing of the evaluation differs per each program life cycle. EMLED comes to a close on July 30, 2011 while TAMKIN has nine more months to be completed from the date of this evaluation.

Exhibit 4: EMLED and TAMKIN Target Communities



Literature Review

USAID programs around the world (e.g, Bulgaria, Uzbekistan, Jordan, Kazakhstan, Morocco, Indonesia, Iraq, Yemen, Ethiopia, etc.) aim at revitalizing, strengthening and sustaining local economic development (LED) in targeted communities. Generally, LED is defined as increases in economic activities that create income, employment, food security, and wealth for local residents. Under normal circumstances, LED is about local people working together to achieve sustainable economic growth that brings prolonged economic benefits and better quality of life to all in the community⁴. It is a process whereby public institutions, businesses and civil society groups work collectively and collaboratively to create better conditions for economic growth and employment generation⁵. All other things equal, the wealth and prosperity of local residents can increase when local resources, such as labor and land, are used more productively as a result of investment in high-potential economic sectors, as well as when the unemployed labor force and unused land are put to productive use⁶.

Local governments play a vital role in creating favorable environments for business success that can create wealth, jobs and improved living standards in the community. Currently, the cost of doing business in Lebanon remains relatively high due to government policies, administrative challenges, and expensive telecommunications and electricity services. According to the World Bank's 'Doing Business Report,' in 2011 Lebanon ranks 113 out of 183 economies, down from its 109th position in 2010⁷. Dealing with construction permits and property registration with sub-national and national authorities remain significant challenges for businesses.

The local community, which includes community leaders, technical and educational institutions, religious establishments, environmentalists and other community interest groups, also plays a critical role in the creation of a favorable business environment. It can serve as a source of labor and can provide security to protect business property.

Businesses that are successful and that exercise social accountability are also vital for the creation of employment and income opportunities. However, without economic freedom and property rights protections, businesses cannot thrive or invest in any community.

According to the World Bank's experience⁸, to be effective local economic development strategies must be developed around: (a) an in-depth assessment of local endowments and resources (SWOT analysis); (b) participatory consultation with the private sector and community-based organizations; (c) development of a comprehensive "master plan" for development; and (d) preparation of a multi-year capital investment plan based on assessment of each city/community's economic growth potential.

⁴ Davis, J. & Rylance, C. (2005, February). *Addressing poverty through local economic and enterprise development: A review of conceptual approaches and practice* (Natural Resources Institute Working Paper 3)

⁵ Swinburn, G., Goga, S., & Murphy, F. (2006, January). *Local economic development: A primer. Developing and implementing local economic development strategies and action plans*. Washington, DC: Bertelsmann Stiftung, World Bank.

⁶ Bartik, T. J. (2003). *Local economic development policies* (Upjohn Institute Staff Working Paper, No. 03-91)

⁷ The World Bank & International Finance Corporation, "Doing Business 2011: Making a Difference for Entrepreneurs". Washington, D.C. 2011.

⁸ Swinburn, Gwen and Fergus Murphy, *Local Economic Development Strategic Planning and Practice Casebook, Cities of Change*, The World Bank and IFC publication, 2005

Country Context

Poverty is a serious problem in Lebanon despite some apparent improvement in the last decade, with an estimated 8% of the Lebanese population living in extreme poverty in 2005⁹. This means that almost 300,000 individuals in Lebanon were unable to meet their food and non-food basic needs. 28.5 % of the population was below the upper poverty line (an income of US\$4 per capita per day) and there was a huge disparity in the distribution of poverty with a heavy concentration in certain regions. Hermel / Baalbeck and Akkar witnessed the highest poverty rates of 26% and 32% respectively¹⁰ compared to 0.7% in Beirut. Data also pointed to a rise in urban poverty especially in Lebanon's largest cities and suburbs such as Tripoli and Saida, as illustrated by an increase in poverty-driven symptoms such as prevalence of child labor, over-crowdedness and deteriorated environmental conditions. Furthermore, the July 2006 war in Lebanon resulted in severe damage to private and public infrastructure, and was a hindrance to pre-conflict economic growth trends. This exacerbated the economic decline, which occurred when the February 14, 2005 assassination of former Prime Minister Rafiq Hariri set in motion a sequence of events that adversely affected Lebanon's economic outlook.

Political gridlock in the democratic process prevented reform of macroeconomic policy. Following the July war in 2006 and the Nahr-El Bared conflict in 2007, Lebanon again showed reduced economic performance. Therefore, there was a need to secure stable economic growth especially in rural and peri-urban areas and to revive the stagnating economy. It was within this context that the EMLED and TAMKIN programs were initiated by USAID.

In subsequent sections, we present (a) the data collection methodology and analysis approach; and (b) the evaluation team's conclusions and supporting findings. In the final section, we summarize the team's recommendations and lessons learned. Annexes referenced in the main body of the report are attached at the end of the report.

II. EVALUATION METHODOLOGY

In addition to assessing whether or not the EMLED and TAMKIN programs have achieved their respective objectives and intermediate results based on achievement of indicator targets set in their performance management plans (PMPs), this evaluation endeavors to determine program relevance, effectiveness, efficiency, gender sensitivity and impact, as well as sustainability of program outputs and outcomes. The evaluation team applied a multi-dimensional approach to gather and analyze qualitative and quantitative data. As shown in Exhibit 5, data was gathered from a desk review (DR) of project documents, focus group discussions (FGDs), key informant interviews (KIIs), and a random sample opinion survey (RSOS) of citizens in target communities.

⁹ Adopted from United Nations Development Programme (UNDP) website: [http://www.undp.org.lb/what we do/poverty.cfm](http://www.undp.org.lb/what_we_do/poverty.cfm)

¹⁰ Adopted from UNEP's Plan Blue "LEBANON Environment and sustainable development issues and policies" website: http://www.planblue.org/publications/prof_lbn_a.pdf

Exhibit 5: Quantitative & Qualitative Data Sources

Data Source	TAMKIN	EMLED
Desk Review of Project Documents	<ul style="list-style-type: none"> ✓ Cooperative Agreement ✓ Agreement Amendments ✓ Project PMP ✓ Quarterly Reports ✓ Mid-term Evaluation 	<ul style="list-style-type: none"> ✓ Cooperative Agreement ✓ Agreement Amendments ✓ Project PMP ✓ Quarterly Reports ✓ Mid-term Evaluation ✓ Workshop material
Focus Group Discussions	N=12 - MDCs = 8 - Trainees = 4	N=21 - LEDCs = 7 - Trainees = 6 - Grantees & Loan beneficiaries = 8
Key Informant Interviews	N=28 - Head of municipalities = 22 - CHF Staff = 2 - CHF Partners = 3 - USAID COTR = 1	N=39 - Head of municipalities = 29 - RI Staff = 6 - RI Partners = 4
Random Sample Opinion Survey – Sample size	N=649 - NBC: 239 - Non-NBC: 410	N=898 - NBC: 133 - Non-NBC: ✓ North: 699 ✓ South: 66

The list of program documents reviewed is attached as Annex 3. Key informants included Implementing Partners’ (IPs) staff, heads of municipalities in target communities and the EMLED/TAMKIN Contract Officer Technical Representative (COTR). The list of key informants is attached as Annex 4.

Through our local partner Information International (II), a total of 33 focus group discussions (FGDs) were conducted. Of these, 12 were in TAMKIN target communities and 21 were in the EMLED target communities. Focus group discussants included Local Economic Development Committees (part of EMLED) and Municipal Development Committees (part of TAMKIN), trainees and grant and loan recipients. The list of focus groups is attached as Annex 5.

As shown in Exhibit 5, through Information International we conducted a random sample opinion survey in target communities to determine the degree to which program activities raised awareness and enabled citizens to engage with their municipality in local economic development planning and programming. Exhibit 6 provides profiles of survey respondents. Under EMLED, 44% of the survey respondents were female and under TAMKIN the corresponding percentage was 32%. In addition, 25% of EMLED survey respondents were under the age of 30 while for TAMKIN the corresponding number was 27%.

Exhibit 6: Profile of Survey Respondents

EMLED					TAMKIN						
Profile	Under 30 Years		Over 30 Years		Total	Profile	Under 30 Years		Over 30 Years		Total
	Male	Female	Male	Female			Male	Female	Male	Female	
Head of Household	12	0	393	0	405	Head of Household	24	0	320	0	344
Wife	0	32	0	223	255	Wife	0	10	0	118	128
Son/ Daughter	71	112	19	25	227	Son /Daughter	74	65	18	12	169
Other Family Members	1	1	4	5	11	Other Family Members	2	0	3	3	8
Total	84	145	416	253	898	Total	100	75	341	133	649

The qualitative and quantitative data gathered from these sources were triangulated, crosschecked and mapped against the evaluation questions stated in the scope of work. A two-stage data analysis was applied. In the first stage, program data for EMLED and TAMKIN were analyzed separately to ascertain the level of performance of each program with respect to achieving their expected outputs and outcomes as outlined in their amended Cooperative Agreement.

In the second stage, the performance of the two programs was compared in order to determine the differential impact of program implementation approaches. The comparative approach was also used to draw lessons learned for future programming.

The PMPL project staff conducted the evaluation, including the desk review of project documents and the key informant interviews. II conducted the focus group discussions and administered the random sample opinion survey.

Prior to the fieldwork, PMPL developed checklists and questionnaires for data collection based on the evaluation Scope of Work (SOW). The checklists for FGDs were translated into Arabic and provided to II. The random sample opinion survey was drafted in English, reviewed with II, and subsequently translated by PMPL into Arabic for II to field test and use. The sample of municipalities and villages for the administration of FGDs and for the sample opinion survey was identified by PMPL in collaboration with Relief International and the Cooperative Housing Foundation. The list of checklists and questionnaire used for gathering data is attached as Annex 6.

III. CONCLUSIONS & SUPPORTING FINDINGS

1. Both EMLED and TAMKIN are relevant programs. They directly contribute to USAID's objectives and country strategy. Both the EMLED & TAMKIN programs were initiated to contribute to USAID/Lebanon's 2007 Country Strategy. One key focus of USAID/Lebanon's 2007 Country Strategy was enabling municipalities to play fundamental and visible roles in supporting and implementing programs for enhancing citizen participation, increasing employment opportunity and incomes, and promoting investments by the private sector. In 2009, with the development and implementation of USAID's new five-year country strategy, the USAID Mission Director and Program Officer re-categorized the Cooperative Agreements of both programs from the Mission's Democracy and Governance (D&G) assistance objective to Economic Growth assistance objective activities.

The EMLED and TAMKIN programs were designed to contribute to:

- a. USAID's Democracy and Governance objective by promoting and supporting dialogue and cooperation between local government (municipal officials) and citizens, e.g., in the formulation and implementation of Local Economic Development Plans; and
- b. USAID's Economic Growth objective by supporting local economic growth initiatives.

Additionally, according to a key informant, the design of both programs was perceived as a good approach for helping municipalities to embrace a new role as the key agents for local economic development. As shown in Box 2, the current role of municipalities (stated in Decree-Law No. 118/1977) does not include responsibility for local economic development.

Box 2: Current Responsibilities of Municipalities

The Lebanese Municipal Code (Decree-Law No. 118/1977) entrusts a large scope of authority for municipalities on local affairs since municipalities are the link between local communities and the central government. According to Article 49, municipalities enjoy the following prerogatives related to local economic development:

- The municipal budget, determining the rates of the municipal taxes, approval and rejection of donations and ordered funds;
- Planning, improving and expanding the streets;
- Establishing gardens and public places;
- Establishing shops, parks, toilets, playgrounds, museums, hospitals, libraries, sewers, waste drainage and others;
- Contributing to the fees of projects of public interest;
- Regulating transportation of all types and determining its fee & tariffs.

To maximize coverage, each program targeted different municipalities and villages. As shown in Exhibit 7, the EMLED program covered 19 villages in NBC area, 76 villages in North-Lebanon and 41 in South-Lebanon. TAMKIN covered 10 villages in NBC area and 34 villages in Non-NBC area in the North.

Exhibit 7: Municipalities & Villages Covered by EMLED & TAMKIN

	EMLED				TAMKIN	
NBC	1. Halba 2. Minyara 3. Zwarib 4. Jdidet El Joumeh 5. Qantra	6. Zouk El Hossniyeh 7. Zouk Haddara 8. Der Dalloom 9. Zouk El Moukashrin 10. Hakour	11. Sheikh Taba 12. Karm Asfour 13. Mazraat Ghattas 14. Bkarzla 15. Zouk Habalsa	16. Masheha 17. Nefaysseh 18. Sheikh Mohammad 19. Hayzouk	1. Minnieh 2. Deir Eimar 3. Beddawi 4. Bhanin 5. Borj El Arab	6. Majdala 7. Al Qarqaf 8. Homeira 9. Wadi El Jamous 10. Mar Touma
North Lebanon (non-NBC)	1. Kobayyat 2. Aidamoun-Chakhlar 3. Machta hassan 4. AL Mkybleh 5. AL Ouweinat 6. Chadra 7. Nahriyeh-Bestan Al Herch 8. Endket 9. Machta Hamoud 10. Tall Bire 11. Tall Maayan 12. AL Hayssa 13. AL Abouddieh 14. Al Kwaikhat 15. AL Masoudiyyeh 16. Deyr Adawiyeh 17. Al Sendyeneh 18. Al Rihannieh	19. Al Klayaat 20. Tal Abbas Al Gharbi 21. Tal Abbas Al Charki 22. Kobbet Bachemra 23. Kweishra 24. Safinet EL Dreib 25. Deyr Jennine 26. Kherbet Daoud 27. Ain EL Zeit-Kafr Al Ftouh 28. Kherbet Shar 29. Ain Tanta 30. Al Tleil 31. Al Bireh 32. Charbila (Died) 33. Mazraat Baldeh 34. Doussa & Baghdadi 35. Al Debbabiyi 36. Krayat 37. Hrar	38. Ilat 39. Tekrit 40. Rahbeh 41. Dahr Layseniyyeh 42. Beit Mellat 43. Ouyoun 44. Borj 45. Ain Yaacoub 46. Akkar Al Atika 47. Gebrayel 48. Beino 49. Bazbina 50. Memneh 51. Tacheh 52. Dawra 53. Ayyat 54. Fnaydek 55. Meshmesh 56. Beit Ayoub	57. Hwesh 58. Kabeit 59. Bzel 60. Korneh 61. Beit Younes 62. Shan 63. Habshit 64. Khrebet Jered 65. Edde 66. Annaya 67. Kfarbaal 68. Ras Osta 69. Ehmij 70. Hjoula 71. Fidar 72. Bechtlidi 73. Almat 74. Torzayya 75. Firhit 76. Benteel	1. Mejdlaya 2. Meryata 3. Ardeh 4. Alma 5. Aahash 6. Rasheen 7. Al Fawar 8. Kfardlakous 9. Bkarsouna 10. Bkaasfreen 11. Seer El Dinnich 12. Aasoun 13. Bakhoun 14. Harf Siyad 15. Azki 16. Mrah El Sraj 17. Kfarshelan 18. Al Mohammara	19. Kobet Bchomra 20. Danbou 21. Jdeidet El Kayteh 22. Bebnine 23. Berkayel 24. Eimar 25. Deir Nbouh 26. Kfarhabu 27. Al Sfeera 28. Btormaz 29. Beit El Fokos 30. Karsita 31. Nemreen 32. Ain El Tineh 33. Taran 34. Kfarbneen
South Lebanon	1. Jezzine 2. Ain Majdalein 3. Haitoura 4. Zhelti 5. Wadi Jezzine 6. Kaitouli 7. Al Homssieh 8. Karkha 9. Lebaa 10. Kfarjarra	11. Kfarfalous 12. Sfarey 13. Roum 14. Aazour 15. Rimat & Chkadif 16. Saidoun 17. Maknouniyi 18. Snaya 19. Bteddine El Lokch 20. Machmouchi	21. Bkassine 22. Arey 23. Benouati 24. Sabbah 25. Al Midan 26. Hidab& Kettine 27. Mjaidel 28. Jerneya 29. Al Rihan 30. Kfarhouni	31. Jarmak 32. Mlikh 33. Al Aaychiyi 34. Sojod 35. Al Louaize 36. Aramta 37. Salhiyeh 38. Qrayeh 39. Abra 40. Ain El Deleb 41. Majdelyoun	NA	

2. The success of both EMLED and TAMKIN in meeting targets set for their respective performance management plan indicators is mixed. As summarized in Exhibit 8, EMLED has met or exceeded targets set for the following indicators related to employment and income generation:

- Number of women that develop new initiatives
- Number of jobs created as a result of PPPs and other EMLED assistance
- Number of clients at USG-assisted microfinance institutions

On the other hand, as shown in Exhibit 8, TAMKIN has not yet achieved the targets set for employment and income generation indicators. However, TAMKIN has met or exceeded some targets set for the indicators under other thematic areas, such as:

- Municipal capacity building: # of target municipality staff, council members and municipality MDC members completing skills training who are applying the new skills in their jobs
- Broadening stakeholder participation: # of MDC members from the government, private sector and community identified through participatory, transparent processes.

TAMKIN project documentations indicate that, as of June 30, 2011, 40 projects have been submitted to USAID for approval. Of the 40 projects, 13 are waiting to be approved; only nine have been completed and the remaining 18 are in progress. In four municipalities (Minnieh, Beddawi, Bhanin and Deir Eimar), development of LEDPs is in progress.

TAMKIN was initially intended to complete its work in April 2011 but has been extended until April 2012. This extension will allow TAMKIN staff to continue the implementation phase of projects in target municipalities and perhaps meet many of its unmet performance targets. However, the lengthy process for project implementation and the series of meetings that TAMKIN holds with beneficiaries will likely hinder achievement of these indicator targets by April 2012.

As for EMLED, the desk review of program documents show that 213 projects were awarded as follows:

- 103 projects proposed by municipalities
- 65 projects proposed by grantees
- 29 projects proposed by LEDCs and
- 16 projects proposed by EMLED case studies consultants

EMLED's efficiency in planning and implementing project activities was hindered during the first year of the project due to the change in Chief of Party and area manager, which affected the overall performance and progress of the implementation process. According to a key informant, these internal problems also affected the working relations between EMLED and target municipalities. Consequently, EMLED had to conduct "damage-control" in order to re-adjust its relationship with heads of municipalities and restart the implementation of the program.

EMLED came to an end on July 30, 2011. Thus, it will not have another opportunity to address unmet performance targets.

Exhibit 8: Achievement of Program Performance Indicator Targets*

Thematic Area	EMLED				TAMKIN			
	Indicators	EOP Target	EOP Actual	Performance Status	Indicators	EOP Target	EOP Actual	Performance Status
<i>Municipal Capacity Building</i>	<ul style="list-style-type: none"> • # of sub-national government entities receiving USG assistance to improve their performance - NBC - Non-NBC Clusters 	NA 130	NA 130	NA M	<ul style="list-style-type: none"> • # of target municipality staff, council members and municipality MDC members completing skills training who are applying the new skills in their jobs - NBC - Non-NBC Clusters 	72 200	77 371	E E
	<ul style="list-style-type: none"> • # of economic project plans /proposals led by mayors and municipal leaders - NBC - Non-NBC Clusters 	14 15	39 64	E E	<ul style="list-style-type: none"> • # of target municipalities with designated staff, with authority over LED, trained and applying the skills in LED best practices - NBC - Non-NBC Clusters 	10 34	8 33	NM NM
	<ul style="list-style-type: none"> • # of mayors and municipality leaders trained on basics of local economic development, project design & strategic planning - NBC - Non-NBC Clusters 	15 86	13 85	NM NM	<ul style="list-style-type: none"> • % of target municipalities implementing their LEDPs with citizen input in accordance with TAMKIN selection criteria - NBC - Non-NBC Clusters 	100% 90%	60% 46%	NM NM
<i>Broadening Stakeholder</i>	<ul style="list-style-type: none"> • # of community members & 				<ul style="list-style-type: none"> • # of MDCs formed through 			

Thematic Area	EMLED				TAMKIN			
	Indicators	EOP Target	EOP Actual	Performance Status	Indicators	EOP Target	EOP Actual	Performance Status
<i>Participation</i>	<ul style="list-style-type: none"> municipal officials that participate in LED Network Workshop - NBC - Non-NBC Clusters 	<ul style="list-style-type: none"> 135 144 	<ul style="list-style-type: none"> 104 97 	<ul style="list-style-type: none"> NM NM 	<ul style="list-style-type: none"> participatory leadership mapping and regular meetings - NBC - Non-NBC Clusters 	<ul style="list-style-type: none"> 10 34 	<ul style="list-style-type: none"> 11 34 	<ul style="list-style-type: none"> E M
	<ul style="list-style-type: none"> • # of community members & municipal officials that participate in LED training - NBC - Non-NBC Clusters 	<ul style="list-style-type: none"> 90 120 	<ul style="list-style-type: none"> 143 129 	<ul style="list-style-type: none"> E E 	<ul style="list-style-type: none"> • # of MDC members from the government, private sector and community identified through participatory, transparent processes - NBC - Non-NBC Clusters 	<ul style="list-style-type: none"> 80 300 	<ul style="list-style-type: none"> 123 477 	<ul style="list-style-type: none"> E E
	<ul style="list-style-type: none"> • # of women participating in women's leadership workshop - NBC - Non-NBC Clusters 	<ul style="list-style-type: none"> 300 320 	<ul style="list-style-type: none"> 317 329 	<ul style="list-style-type: none"> E E 	<ul style="list-style-type: none"> • # of municipalities that have prepared LEDPs with input from local government, private sector and community stakeholders - NBC - Non-NBC Clusters 	<ul style="list-style-type: none"> 10 34 	<ul style="list-style-type: none"> 6 30 	<ul style="list-style-type: none"> NM NM
	<ul style="list-style-type: none"> • # of youth participating in youth forum meetings - NBC - Non-NBC Clusters 	<ul style="list-style-type: none"> 150 240 	<ul style="list-style-type: none"> 98 230 	<ul style="list-style-type: none"> NM NM 	<ul style="list-style-type: none"> • # of effective actions adopted by target municipalities to engage private sector and community stakeholders in LED planning and Implementation 			

Thematic Area	EMLED				TAMKIN			
	Indicators	EOP Target	EOP Actual	Performance Status	Indicators	EOP Target	EOP Actual	Performance Status
					- NBC	102	178	E
					- Non-NBC Clusters	500	443	NM
	<ul style="list-style-type: none"> # of community action plans developed by youth following youth forum meetings & training 							
	- NBC	16	3	NM				
	- Non-NBC Clusters	16	5	NM				
Public-Private Partnerships	<ul style="list-style-type: none"> # of operating PPPs 				<ul style="list-style-type: none"> No relevant indicator to measure. Indicators used by TAMKIN do not address public-private partnerships 	NA	NA	NA
	- NBC	16	11	NM				
	- Non-NBC Clusters	16	68	E				
	<ul style="list-style-type: none"> # of PPPs initiated as a result of PPP training 							
	- NBC	12	11	NM				
	- Non-NBC Clusters	6	68	E				
	<ul style="list-style-type: none"> # of LED network members trained on the basics of PPP 							
	- NBC	90	115	E				
	- Non-NBC Clusters	80	80	M				
	<ul style="list-style-type: none"> # of participants at PPP Conference 							
	- NBC	35	0	NM				
	- Non-NBC Clusters	35	140	E				
Employment & Income Generation	<ul style="list-style-type: none"> # of businesses established as a result of case studies 				<ul style="list-style-type: none"> # of citizens benefiting from the program 			

Thematic Area	EMLED				TAMKIN			
	Indicators	EOP Target	EOP Actual	Performance Status	Indicators	EOP Target	EOP Actual	Performance Status
	<ul style="list-style-type: none"> - NBC - Non-NBC Clusters 	<ul style="list-style-type: none"> NA 6 	<ul style="list-style-type: none"> NA 99 	<ul style="list-style-type: none"> NA E 	<ul style="list-style-type: none"> - NBC - Non-NBC Clusters • # of project implemented - NBC - Non-NBC Clusters 	<ul style="list-style-type: none"> 15,000 30,000 23 68 	<ul style="list-style-type: none"> 1,184 5,969 6 15 	<ul style="list-style-type: none"> NM NM NM NM
	<ul style="list-style-type: none"> • # of women that develop new initiatives - NBC - Non-NBC Clusters 	<ul style="list-style-type: none"> 50 8 	<ul style="list-style-type: none"> 52 23 	<ul style="list-style-type: none"> E E 	<ul style="list-style-type: none"> • # of jobs created/enhanced - NBC - Non-NBC Clusters 	<ul style="list-style-type: none"> 750 1,500 	<ul style="list-style-type: none"> 334 571 	<ul style="list-style-type: none"> NM NM
	<ul style="list-style-type: none"> • # of jobs created as a result of PPPs and other EMLED assistance - NBC - Non-NBC Clusters 	<ul style="list-style-type: none"> 200 140 	<ul style="list-style-type: none"> 231 405 	<ul style="list-style-type: none"> E E 	<ul style="list-style-type: none"> • # of clients receiving micro-credit - NBC - Non-NBC Clusters 	<ul style="list-style-type: none"> 250 NA 	<ul style="list-style-type: none"> 36 NA 	<ul style="list-style-type: none"> NM
	<ul style="list-style-type: none"> • # of clients at USG assisted micro-finance institutions - NBC - Non-NBC Clusters 	<ul style="list-style-type: none"> 50 25 	<ul style="list-style-type: none"> 152 22 	<ul style="list-style-type: none"> E NM 	<ul style="list-style-type: none"> • # of persons with restored and improved livelihoods as a result of USG assistance - NBC - Non-NBC Clusters 	<ul style="list-style-type: none"> 5,500 NA 	<ul style="list-style-type: none"> 1,184 NA 	<ul style="list-style-type: none"> NM

*Legend: M=Target Met; NM=Target Not Met; E=Target Exceeded; NA=Not available

3. The formation of local economic development committees at the individual municipality level is more effective than the cluster level LEDCs or MDCs for creating space for citizens, the private sector and municipalities to engage in dialogue and collaborate on local economic development initiatives. Both EMLED and TAMKIN established Local Economic Development Committees as mechanisms for cooperation and collaboration among the municipality, citizens and the private sector. The Municipal Development Committees established by TAMKIN and the Local Economic Development Committees formed by EMLED provide a space and platform for community representatives and municipalities to engage in a dialogue on local economic development needs. This dialogue includes discussions on the needs of the community, prioritization, identification and selection of projects for implementation.

These LEDCs and MDCs work in parallel with municipal councils; however, their focus is on income and employment generation. Under EMLED's cluster approach, LEDCs cover more than one municipality/village represented by heads of municipalities and do not necessarily include community members from each village.

While key informants and focus group discussants frequently mentioned that MDCs/LEDCs are beneficial for spurring local economic development, in both the EMLED and TAMKIN target communities survey respondents did not mention MDCs/LEDCs as

Focus group discussants and key informants selected for this evaluation are individuals involved in the LEDCs/MDCs, or are grantees and loan recipients and direct beneficiaries of training provisioned by these two programs. On the other hand, survey respondents are citizens randomly selected from the target communities.

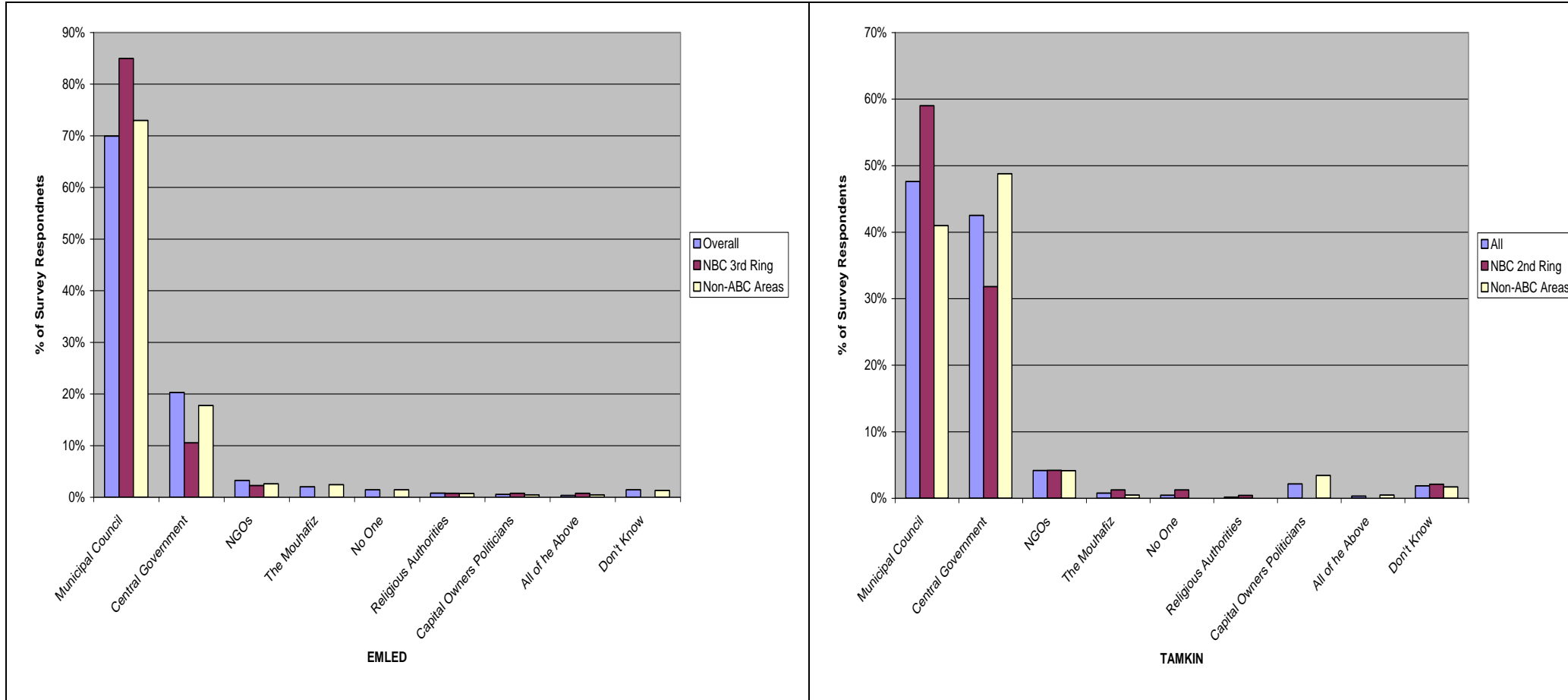
having a role in boosting local economic development. For example, as shown in Figure 1, according to the random sample opinion survey, 70% (n=898) of EMLED survey respondents in target communities believe that boosting local economic development is the role of Municipal Councils. This percentage jumps to 85% (n=133) when we look at only the NBC 3rd Ring survey respondents and the percentages goes to 73% (n=699) in the non-NBC North Lebanon areas. By comparison, overall, 48% (n=649) of TAMKIN survey respondents believe that Municipal Councils are responsible for boosting economic development. The corresponding response rate in the NBC 2nd Ring is 59% (n=239) and 41% (n=410) in the non-NBC areas.

According to the desk review of project documents and interviews with project staff, EMLED established 20 Local Economic Development Committees for 134 municipalities and villages. Each cluster of municipalities/villages had one LEDC selected from a mix of municipalities/villages, occupations, gender and age. Each cluster's LEDC comprises 10 to 15 members and includes the heads of municipalities, municipal council members and key community stakeholders identified by EMLED program staff. In the NBC area where there are 12 municipalities/villages, each municipality/village had an LEDC. In general, the EMLED program team selected LEDC members through a consultation process with local stakeholders including the heads of municipalities. Willingness to participate, occupation, gender and age were factors in the selection of community members for the LEDC at the individual municipality level. It appears to the evaluation team that EMLED did not engage the general population of the target communities in discussions on the program's local economic development activities.

On the other hand, TAMKIN established 44 Municipal Development Committees, one for each municipality/village in both the NBC and non-NBC areas. Each MDC is composed of eight to thirteen individuals including the head of the municipality, one to two municipal council members, two to four private sector representatives, two to four community members, one to two civil society organizations, one youth and at least two women. MDC membership is voluntary. Focus group discussants and key informants, however, frequently mentioned that the head of the municipality identified members of the community that joined the MDC. Again, the

degree of citizens' participation in the LED initiative appears to be low as evidenced from the random sample opinion survey results.

Figure 1: Responsible Bodies for Local Economic Development



As shown in Figure 2, according to the random sample opinion survey, in EMLED target communities 67% (n=898) of all survey respondents believe that the Municipal Council is accountable for the outcomes of local economic development plans, while 17% believe that the community is accountable. The percentage of people who believe that the Municipal Council is responsible is lower in the NBC 3rd Ring (about 40%, n=133) and higher in the non-NBC areas (73%, n=699).

By comparison, in TAMKIN target communities 53% (n=649) of all survey respondents believe that Municipal Councils are responsible for the outcomes of local economic development plans (LEDPs) implemented in their communities, while 29% believe the communities are responsible. In the NBC 2nd Ring 51% and 34% (n=239) of survey respondents indicated that the Municipal Council and the community, respectively, is accountable for the outcomes of LEDPs implemented in their communities.

By contrast, less than 2% of survey respondents indicated that MDCs/LEDCs are responsible for the outcomes of LEDPs. These results indicate that the MDCs/LEDCs are not involved in the implementation and monitoring of approved projects in their communities.

The degree of legitimacy, i.e., trustworthiness, of mayors and municipal councils is relatively higher in EMLED target communities than in TAMKIN target communities. For example, as shown in Figure 3, 71% (n=898) overall, 66% (n=133) of NBC 3rd Ring and 76% (n=699) of non-NBC areas of EMLED target community survey respondents believe that their municipal councils are trustworthy. By comparison, only 58% (n=649) overall, 58% (n=239) of NBC 2nd Ring and 57% (n=410) of non-NBC areas respondents in TAMKIN target communities believe that their Municipal Councils are trustworthy.

The level of citizens' awareness about the existence of an LEDC or MDC in their community is low. For instance, when survey respondents were asked if they were aware of the existence of an LEDC or MDC in their community, in EMLED target communities 22% overall (n=898); 5% (n=133) in NBC 3rd Ring; and 25% (n=699) in non-NBC Area indicated that they were aware of the existence of LEDCs. Similarly, in TAMKIN target communities 15% overall (n=649), 23% (n=239) in NBC 2nd Ring and 10% in non-NBC areas of survey respondents indicated they knew about the existence of MDCs in their communities. With regard to the TAMKIN program this might be due to the delay in implementing tangible programs in target communities.

Figure 2: Bodies Accountable for the Outcomes of Local Economic Development Plans

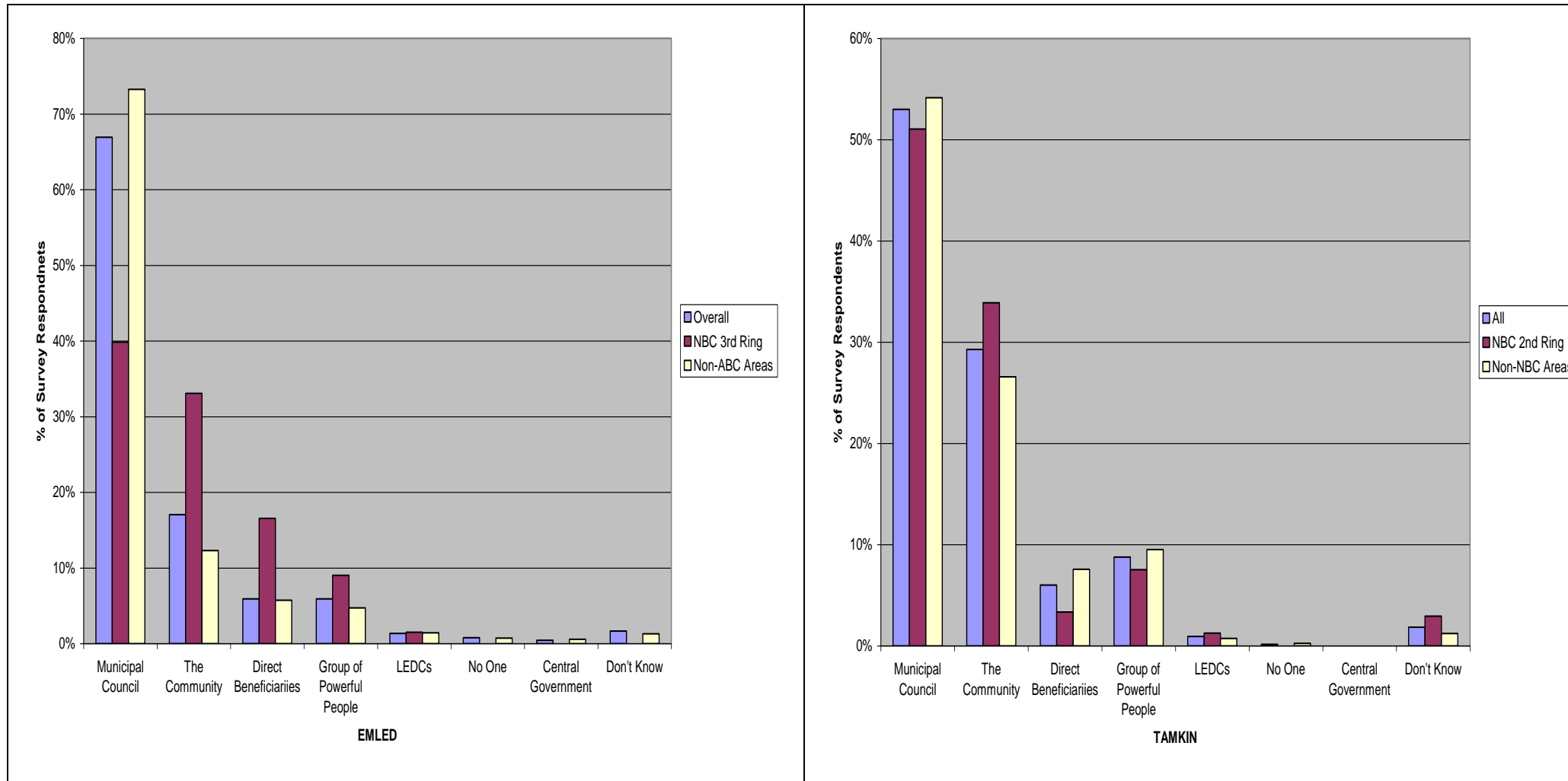
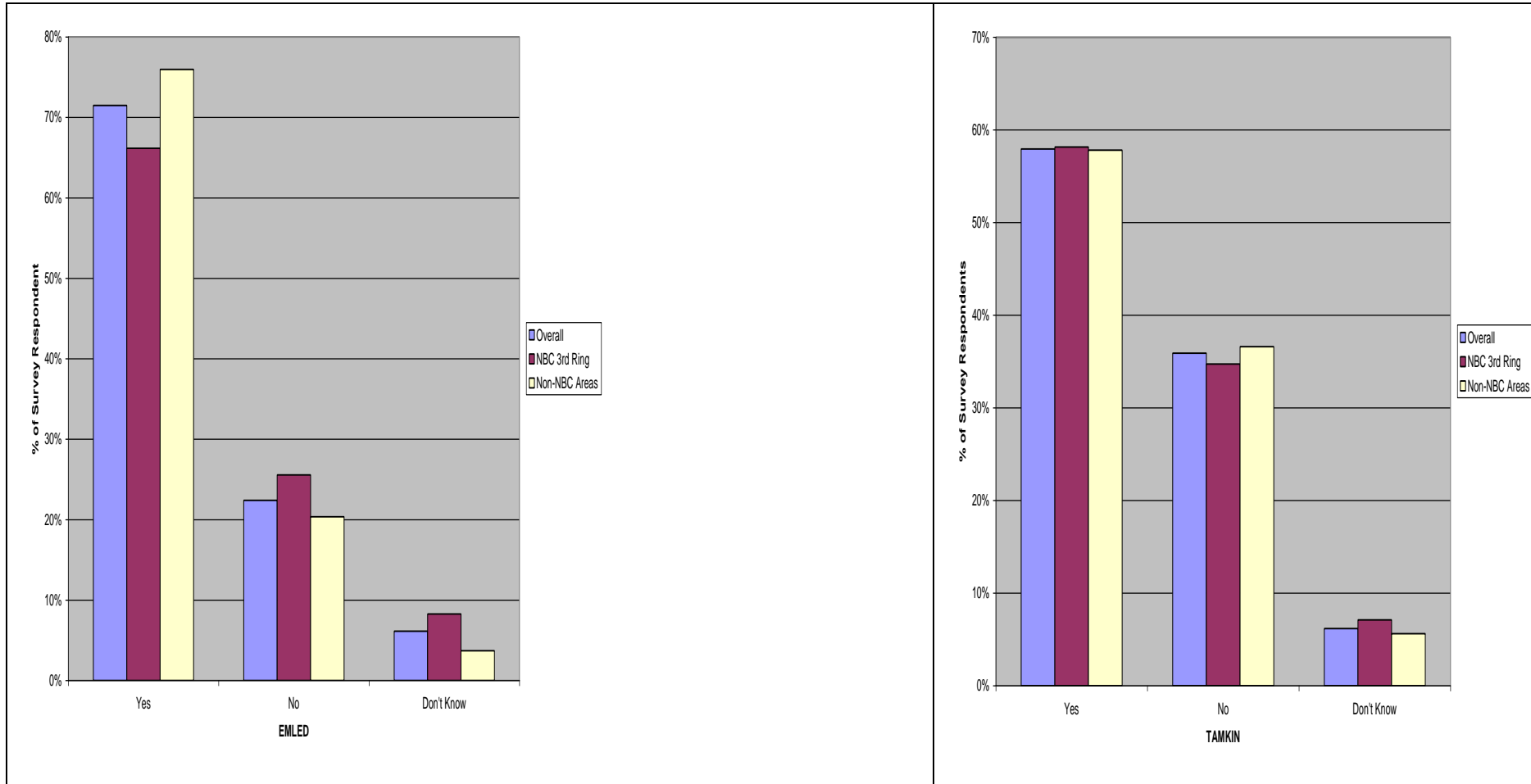


Figure 3: Trustworthiness of Municipal Councils



4. Prior to the 2010 local elections, both the EMLED and TAMKIN programs had built capacities and empowered heads of municipalities, selected municipal council members and designated municipality staff to be leaders of local economic development in target communities as part of the MDCs and LEDCs. According to the

“After my election in 2010 as Head of municipality, I did not receive any document from the previous president regarding projects funded by RI. There wasn’t any proper handover of documents. Thus, I have no proof that EMLED implemented projects in my community”.

Statement from a Key Informant

desk review of project documents, key informant interviews and focus group discussions, the main EMLED and TAMKIN tool for empowering municipalities as the lead local economic development agents was capacity-building training and on-the-job training to MDCs/LEDCs, which include the heads of municipalities, selected council members and in some cases designated municipality staff. EMLED training included the basics of local economic development, strategic planning, project design, and public-private partnership (PPP). This is corroborated by focus group discussants that frequently indicated that LEDC members received training on project management, communication skills and preparation of feasibility studies and that the training was useful for developing projects and managing them. Key informants also repeatedly indicated that the training enabled them to discuss ideas related to local economic development. EMLED has trained 702 municipal officials in target communities.

Focus group discussants frequently stated that the trainings were well publicized and accessible to all community members. There was a dominant view that, while the trainings were useful, not all trainees applied their newly acquired skills on the job. This is supported by many focus group discussants who stated that they were not familiar with the Local Economic Development Plans/strategies developed by the LEDC as most EMLED activities were targeting individual beneficiaries and were based on EMLED-developed value chain analysis.

Under the TAMKIN program, the desk review of project documents and discussions with program staff indicate that municipal staff, council members, mayors and MDC members received trainings on:

- SWOT Analysis
- Municipal Readiness Survey
- Tendering and Bid Opening
- Project Identification, Prioritization & Selection
- Strategy for Public-Private Partnership
- Development of Local Economic Development Plan
- Feasibility Study Preparation & Communication

To date, TAMKIN has trained 426 municipality officials in target communities. Focus group discussants frequently stated that the training provided to MDC members, which included the head of the municipality and selected council members, was useful for identifying, prioritizing and selecting projects with the most impact and benefit to the community. FGDs also agreed that the training was beneficial and enhanced their capacity to develop and implement economic projects. Most FGDs indicated that they were very familiar with and informed about the LEDP for their municipality/village. Most also agreed that the training was well publicized and open to all community members.

However, some of this capacity was lost with the handover between heads of municipalities and council members after the 2010 local elections since both programs did not repeat the capacity-building training activities. As shown in Exhibit 9, in EMLED

target communities only 53% of 125 heads of municipalities were reelected and in TAMKIN communities, only 50% of 44 were reelected.

Exhibit 9: Change of Municipal Head Because of the 2010 Local Elections

EMLED				TAMKIN			
Municipality	Before	After	Status	Municipality	Before	After	Status
Dreib Awsat Cluster				Akkar Cluster			
Kweishra	de nah oMde nah oM	Suleiman Mahmoud Assaad	Changed	Bebnine Al Abdeh	Dr. Haitham Al Masri	Dr. Kifah Al Kassar	Changed
Safinet El Dreib	Farajallah Abdallah	Antoine Youssef Chahoud	Changed	Kobet Shomra	Khaled Al Asmar	Khaled Al Asmar	
Deyr Jennine	Suheil Saed	Suheil Saad		Berkayel	Abdul Hamid Al Hasan	Samir Sharafeddine	Changed
Kherbet Daoud	Abdo Mohamed Saleh		Merged	Al Muhammara	Nadim Al Talawi	Abed Meniem Outhman	Changed
Ain El Zeit-Kafer Al Ftouh	Haytham Hamdan	Haitham Hamdan		Danbo	Hussein Ahmad Taleb	Naser Abou Eid	changed
Kherbet Shar	Mahmoud Moustafa Suweid	Chahir Mohamed	Changed	Jdeydet Al-Aytaa	Abdul Karim Ali Khoder	Abed Al Razaa	changed
Ain Tanta	Hamad Mohamed El Sheikh	Hamad Mohamed El Sheikh		Dinnieh Cluster			
Al Tleil	Elias Nayef Jalloul	khalil Hanna Assad	Changed	Bkarsouna	Ahmad Mohammad Shouk	Mohammad Bakour	changed
Al Bireh	Mohamed Ahmed Wehbe	Ibrahim Merheb	Changed	Bkasfreen	Omar Taleb	Khaled Badra	changed
Charbila	Gaby Bachour	Georges Amin Warrak	Changed	Seer El-Dinneih	Ragheb Raad	Ahmad Alam	changed
Mazraat Baldeh	Mourad El Mourad	Ahmad Sabah Al Cheikh	Changed	Aasoun	Moutasem Abdel Kader	Moutasem Abdel Kader	
Doussa & Baghdadi	Abed El Hamid Mahmoud	Abdel Ghani Mehyeddine Mahmoud	Changed	Azki	Mhammad Wasef Ali	Saiid Mustafa Abdel Aal	changed
Al Debabiyeh	Jamil Ali Suleiman	Joseph Abdallah Abdallah	Changed	Bakhoon	Anwar Khoder Dib	Aref Obeid	changed
Deyr Adawiyeh	Walid Khaled	Hicham Khaled Al Moustafa	Changed	Harf Siyad	Medhat Hassan Hamdan	Medhat Hassan Hamdan	
Al Sendyeneh	Walid Khodor Kassem	Ali Malek Hamad	Changed	Mrah Al-Sraj	Khaled Diab	Khaled Diab	
Al Rihaniyeh	Ali El Sheikh	Suleiman Mohamed Mazloun	Changed				

EMLED				TAMKIN			
Municipality	Before	After	Status	Municipality	Before	After	Status
Dreib Aala Cluster				Kfarshelan	Nasser El Chami	Nasser El Chami	
Kobayyat	o dM da oneaM dM	o dM da oneaM dM		Btormaz	Mustafa Mohammad Karra	Mustafa Mohammad Karra	
Aidamoun-Chakhlar	Omar Fayez El Bitar	Moustafa Ibrahim Ibrahim	Changed	Kfarbneen	Mahmoud Mohammad Ibrahim	Mahmoud Mohammad Ibrahim	
Machta Hassan	Hamze El Ahmad	Hamze El Ahmad		Taran	Osama Trad	Osama Trad	
Al Mkybleh	Mahmoud Ahmad Khzaal	Ali Hassan Al Said	Changed	Al sfeera	NA	Mahmoud Lagha	
Al Ouweinat	Tamer Issa El Koborsi	Tamer Issa El Koborsi		Karsita	Ahmad Mohammad Kaddor	Mahmoud Aloush	changed
Chadra		Georges El Khalil		Nemreen	Moustafa Arbis	Moustafa Arbis	
Nahriyeh-Bestan Al Herch	Moussa Moussa	Antoine Moussa	Changed	Ain El-Tineh	Mohammad Hasan Obeid	Nazih Obeid	changed
Andket	Jean khoury	Omar Massoud	Changed	Beit El Fokos	Abdul Malak Al Hajj	Moustapha Deeb	changed
Machta Hamoud	Mohamed Bachir El Ghofari	Naji Ramadan	Changed	Eimar	Ghassan Moawad	Ghassan Moawad	
Sahel Akkar Cluster				Deir Nbouh	Mohammad Abdul Salam Saadeich	Mohammad Abdul Salam Saadeich	
Tal Bireh	Abed El Hamid Saker	Abed El Hamid Saker		Kfarhabu	Michel Bitar	Bahaa Bitar	changed
Tal Maayan	Omar Khodor El Hajj	Mohamed Khaled El Masri	Changed	Zgharta Cluster			
Al Hayssa	Mohamed Ali Hussein	Mohamed Ali Hussein		Alma	Albert Azaar	Elia Obeid	changed
Al Aboudiyeh	Mohamed El Massoumih	Mohamed El Massoumih		Meryata	Mohammad Ajaj	Mohammad Ajaj	changed
Al Kwaikhat	Omar Said El Hayek	Omar Said El Hayek		Mejdlaya	Antoine El Hosh	Ibrahim Harfoush	changed
Al Masoudiyeh	Ali El Ali	Ali El Ali		Ardeh	William Jabbour	Tony Shbat- Vice President Mazreat Al-Toufah	Village replaced with Mazreat Al-Toufah

EMLED				TAMKIN			
Municipality	Before	After	Status	Municipality	Before	After	Status
Tal Abbas Al Gharbi	Amin Katerji	Amin Katerji		Aashash	Badwi Shalhoub	Christo Naffah	changed
Tal Abbas Al Charki	Mohsen Mohamed Saleh	Mohsen Mohamed Saleh		Rasheen	Iman Rafei- Qa'Im Makam	Bakhos Radi	changed
Jurd El Kayteh Cluster				Al-Fawar	Naji El Huwayek	Andre Dada-Mayor Toula Aslot	Village replaced with Toula Aslot
Mechmech	aH saM azzoaH	Abde El Rahman Ali Abdel Aziz El Hajj	Changed	Kfar Dlakous	NA	Boutros Al-Bayaa	
Bzal		Mohamed Otham Moussa	New	NBC Cluster			
Fneideq	yah ano dMa S	Abdel Ilah Wajih Zakaria	Changed	Burj Al Arab	Ahmad Ahmad Al Daher	Khaled Shkeidem	changed
Hrar	Khaled Mohamed El Youssef	Khaled Mohamed El Youssef		Majdala	Ahmad Al Asmar	Khalidon Katoub	changed
Kobiit	Ali Hamze	Ahmad Mohammad Darwiche	Changed	Al Karkaf	Muhammad Abdel Wahed Al Rifaii	Yehya Al Rifaii	changed
Al Hweysh	Ali Mohamed El Akoumi	Ali Mohamed El Akoumi		Al Humeria	Elias Sleiman	Elias Sleiman	
Chan	Fadel Hussein Hassan	khodor Mohamed Hassan	Changed	Wadi El Jamous	Khoder Abdul Kader Al Akkari	Khoder Abdul Kader Al Akkari	
Al Krayet	Semaan Semaan		Merged	Mar Touma	Ahmad Khaled El Mir	Ahmad Khaled El Mir	
El Joumeh Cluster				Minnieh	NA	Mustafa Akl	
Akkar Al Atika	im aMoManta	im aMoManta		Beddawi	NA	Majed Ghemrawi	
Ain Yaacoub	da bM ssaz oh daz	da bM ssaz oh daz		Bhannine	NA	Mustafa Wehbi	
Tekrit	mā sa o Ma ezzeh	Rochdi Al Turk	Changed	Deir Imar	NA	Khaled Dhaybi	
Ilat	Khaled Abdo Ahmad						
Rahbe	Sajih Atieh	Sajih Atieh					
Al Dawra	Hassan Ali Taleb	Khaled Hassan Al Sahamrani	Changed				
Techeh	Issam Ahmad Ali						

EMLED				TAMKIN			
Municipality	Before	After	Status	Municipality	Before	After	Status
Memneh	Youssef Ibrahim Tanous						
Bezbina	Miguel Yaacoub Chahda	Milad Antoun	Changed				
Bayno-kboula	Gergi Ishak Wehbe	Gergi Ishak Wehbe					
Al Berj	Samer Khazaal						
Gebrayel	Safa Aboud Moujalli	Safa Aboud Moujalli					
Beyt Mellet	Charles Chahine	Rafik Al Hajj	Changed				
Al Ouyoun	Omar Salem Al Mourad	Bassam Mohamamd Al Mourad	Changed				
Dahr el Laysaniah		Rabih Elias Al Makari					
1 aM							
Jezzine Cluster							
Ain Majdalayn	Said Bou Akel	Walid Tarios El Helo	Changed				
Bkassine	Abdallah Saed	Habib Fares	Changed				
Kaytoli	Antoine El Msan	Fouad El Hajj	Changed				
Roum	Gerges Haddad	Said Al Haddad	Changed				
Araya	Raymond Said Sweidy	Charbel Sweidy	Changed				
Azour	Antoine Maroun	Joseph Azouri	Changed				
Benwati	Mounir Rabih	Nabil Mrad	Changed				
Karkha	Ibraim Bechara Hanna	Jean Nakhle	Changed				
Bteddin El Lekesh	Nabil El Kattar	Nabil El Kattar					
Haitoura	Elias Rached	Elias Rached					
Homsieh	Jihad Antoine	Joseph Salloum	Changed				
Jerneya	Tarios Fares	Tarios Fares					
Kfarfalous	Albert Sami Serhan	Albert Sami Serhan					
Lebaa	Maroun Romanos	Kamil Fares	Changed				

EMLED				TAMKIN			
Municipality	Before	After	Status	Municipality	Before	After	Status
Louaizeh	Ibrahim Haidar	Ibrahim Haidar					
Maknouniyi	Fouad Aoun						
Machmouchi	Elias Azar	Michel Abou Atmeh	Changed				
Sabbah	Louis Naser	Antoine Nasr	Changed				
Saidon	Imad Tanios El Khawand	Imad Tanios El Khawand					
Sfarey	Habib Daher	Habib Daher					
Snaya	Joseph Nawfal	Antoinne Gerges	Changed				
Wadi Jezzine	Robert Bou Suleiman	Elie Harfouche	Changed				
Zhelti	Raymond Jabbour	Raymond Jabbour					
Kfarjarra	Elie Youssef El Khoury	Elie Youssef El Khoury					
Hidab & Kattine	Fouad Aoun	Gilbert Aoun	Changed				
Rimat & Shkadif	Robert Abdo Awwad	Robert Abdo Awwad					
Al Midan	Antoinne Joseph Awwad	Antoinne Joseph Awwad					
Mjeidel	Majid Masaad	Semaan Al Mondalak	Changed				
Al Rihan Cluster							
Al Jarmak	Milad Kaysar Nemer Fares						
Aramta	Yehya El Hajj	Asaad Mansour	Changed				
Al Aishiyeh	Hicham Frem	Saad Hneineh	Changed				
Mlikh	Nassim Hanna Abou Zeid	Ali BouMelhem	Changed				
Kfarhouni	Georges Ayoub Haddad	Georges Ayoub Haddad					
Al Rihane	Faysal Mohamed El Zein	Faysal Mohamed El Zein					
East Saida							

EMLED				TAMKIN			
Municipality	Before	After	Status	Municipality	Before	After	Status
Majdelyoun							
Salhiyeh	Nicolas Andraous						
Qrayeh	Marun Dib						
Abra	Fawzi Mchantaf						
Ain El Delb	Habib Samia						
Jbeil Cluster							
Edde	Antoine Edde	Joseph Edde	Changed				
Ehmij	Nazih Abi Semaan	Nazih Abi Semaan					
Annaya/ Kfarbaal	Botros Aboud	Botros Abboud					
Ras osta	Nassir Haydar	Ali Haydar	Changed				
Hjoula	Issam Mourad	Issam Mourad					
Bechtlidi/Fidar	Sadek Bareh	Sadek Bareh					
Farhad	Najib Matta (Mokhtar)	Najib Matta					
Tarzayya	Antoine Hayek						
Almat	Mohammad Awwad	Mohammad Awwad					
Bentehel	Boutros Khoury (Mokhtar)	Boutros Khoury					
NBC							
Halba	Said Halabi	Said Halabi					
Minyara	Antoine Abboud	Antoine Abboud					
Zwarib	Nehmtallah wehbe	Ramez Naddour	Changed				
Jdidet El Joumeh	Fouad Azar	Ayman Abdallah	Changed				
Qantra	Khodr Obeid	Municipality dissolved					
Zouk El Hossniyeh	Mohamad Naous	Mohammad El Sayed	Changed				
Zouk Haddara	Walid Haddara	Walid Haddara					
Der Dalloum/Zouk El	Jerji Kourani	Jerji Kourani					

EMLED				TAMKIN			
Municipality	Before	After	Status	Municipality	Before	After	Status
Moukashrine							
Hakour	Naim Meshayleh	Naim Meshayleh					
Sheikh Taba	Municipality dissolved	Richard Rassi					
Mazraat Ghattas/Karm Asfour	Talal Jbeily	Kalim el Chater	Changed				
Bkarzla	Sabri Eddo	Joseph Dagher	Changed				
Zouk Habalsa	No municipality						
Masheha	Rachid Chehadeh	Zakariya Zohbi	Changed				
Nefaysseh	Zaki El Asmar	Zaki El Asmar					
Sheikh Mohammad	Habib El Cheikh	Talal Khoury	Changed				
Hayzouk	Ahmad Ibrahim	Ahmad Ibrahim					

Tally: EMLED change in heads of municipalities totaled 59 out of 125. TAMKIN changes in heads of municipalities totaled 22 out of 44.

5. Both EMLED and TAMKIN have promoted public-private partnerships for local economic development. However, while some PPPs provide benefits to a wider range of the community (e.g., a milk collection center benefits area dairy farmers), others are limited in scope and the benefits accrue mostly to the business owners (e.g., snack bars and restaurants for tourists directly benefit the restaurateurs only). According to EMLED's document review, public-private partnership is a government service or business venture funded and operated through a partnership among government and one or more private sector companies and/or businesses. EMLED's project staff defines PPP as any collaboration between municipalities and the private sector for the provision of (a) direct financial contribution; (b) in-kind contribution; (c) public incentives for private investment; and (d) public provision of services or technical support on projects run by the private sector. The private sector could be any business, including individual entrepreneurs, local or foreign companies, community-based organization (CBOs) or other for-profit entities.

According to EMLED, all grants given to beneficiaries, CBOs/NGOs, municipality members and members of the LEDCs, where the municipality has contributed in cash or in-kind, are considered PPPs. EMLED reported that it has created 79 public-private partnerships (11 in NBC area and 68 in non-NBC areas). PPPs include contributions from municipalities that include an array of services such as public works, agriculture, agribusiness activities, service sector and sewing. Many of the PPP projects were identified through EMLED's value chain analysis and others were identified by the LEDCs. Consequently, the PPP grants disbursed comprised a range of sectors such as eco-tourism and the farming of mushrooms, kiwis and apples, among others.

On the other hand, TAMKIN defines public-private partnership as a working relationship between a public institution or local government (i.e., municipality in the case of TAMKIN) and a member of the private sector (a business owner, investor, community member, farmer, etc.) that aims to join efforts, resources, and assets in order to implement and operate a local socio-economic project. Project document review shows that PPPs initiated under TAMKIN can be classified into two types:

- a. The municipality owns the facility housing the project and leases it to a third party for operation (*e.g., wedding hall in Kfarshlan, furniture room in Meryata, snack/restaurant in Bkarsouna*)
- b. An individual or private sector operator owns the facility and leases it to the municipality (*e.g., industrial park for car mechanics in Al Qarqaf*).

TAMKIN reported that 91 projects have been publicly tendered and managed by municipalities with TAMKIN co-financing and at least 50% cost-share by the local government, private sector and the community consistent with the LEDPs. According to TAMKIN, the value of the private sector investment in a PPP is the dollar value of any asset/resource, in-kind or monetary, matched by the private sector through a written and signed document with the public sector to implement a PPP project. As of June 30, 2011, the value of private investment under TAMKIN had reached \$814,000.

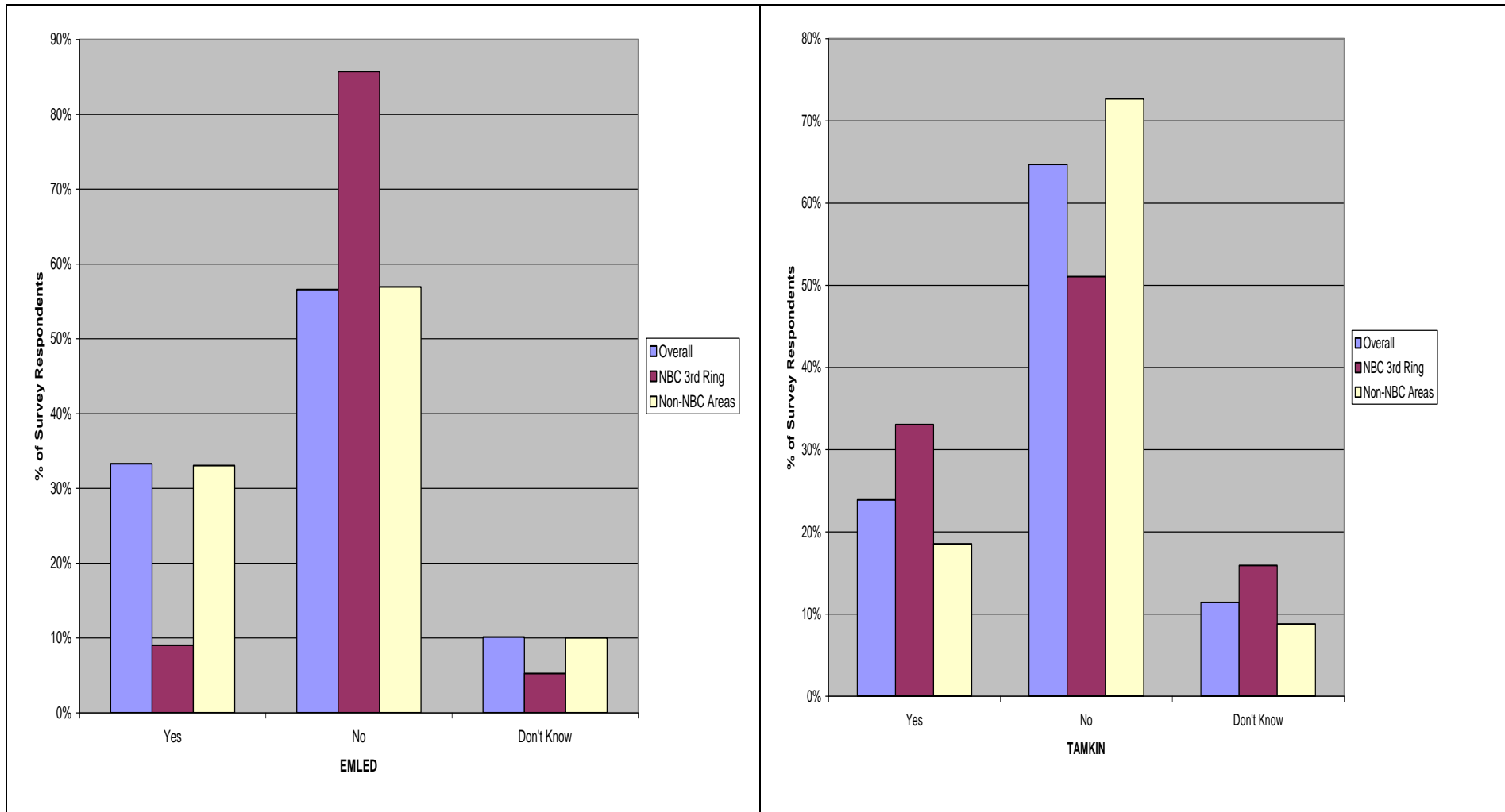
However, focus group discussants and key informants frequently mentioned that municipalities did not initiate or facilitate any partnership with local businesses in either the development or the implementation of the LEDPs. Concern over the ownership of the project was the main reason given for municipalities' reluctance to enter into public-private partnerships with local businesses.

As shown in Figure 4, the random sample opinion survey shows that 33% of all survey respondents in EMLED target communities (n=898) and only 9% (n=133) in NBC 3rd Ring

knew about the existence of a PPP in their community. A majority, 57% overall (n=898) and 86% (n=133) in the NBC 3rd Ring did not know about PPPs in their communities.

Similarly, under TAMKIN only 24% (n=649) of all survey respondents in target communities knew about the existence of PPPs in their communities. The comparable number in the NBC 2nd Ring is 33% (n=239).

Figure 4: Knowledge of the Existence of Public-Private Partnerships in Target Communities



6. Both EMLED and TAMKIN have increased income generating opportunities and created a number of jobs, most of which are short-term in nature.

Both EMLED and TAMKIN use the same definition for job categories including short-term and long term jobs. Specifically, EMLED's project staff defines employment creation as all full-time, part-time and seasonal jobs created as a direct or indirect result of EMLED activities. Employment opportunities also include sustained livelihoods of grant and micro-credit beneficiaries. According to the desk review of EMLED project documents, the project contributed to the creation of 308 jobs in the NBC area and 380 jobs in the non-NBC areas. Documents show that a total of \$2.7 million in private capital was invested through PPPs in the form of cost-share and 213 grants were disbursed. Furthermore, documents also show that EMLED-facilitated loans through financial intermediaries had a total value of \$1.5 million in the target areas, in addition to \$600,000 in direct loans.

According to TAMKIN project staff, sustainable jobs are defined as “jobs that are long-term in nature (i.e., a permanently available position), for example, accountant/manager position, restaurant operator position, custodian position, etc.” However, the desk review of project documents shows that the jobs created are short-term in nature, lasting between 6 to 75 days. Most of these jobs are construction jobs and are counted based on the workers' schedule submitted by contractors. This is supported by TAMKIN COP Memo of June 30, 2009 that states:

“In reference to the forth article of objective 3 (Increased economic growth through effective and sustainable public-private partnerships) in the manual of Indicators and Targets for TAMKIN project, the number of workers benefiting from short term jobs reported in the workers' schedule submitted by contractors will be accounted. In most cases, the names of workers are unidentified by name, since they are changing on daily basis (supporting documents are the workers schedule submitted by contractors). Names will be accounted for individually when provided by the contractor in the workers' schedule.”

In non-NBC clusters, i.e., Akkar, Zgharta and Dinnieh, TAMKIN created or enhanced 374 jobs: 13 jobs in FY09, 207 in FY10 and 154 in FY11. In NBC cluster, it created or enhanced 292 short-term jobs: 107 in FY09, 143 in FY10 and 42 in FY11.

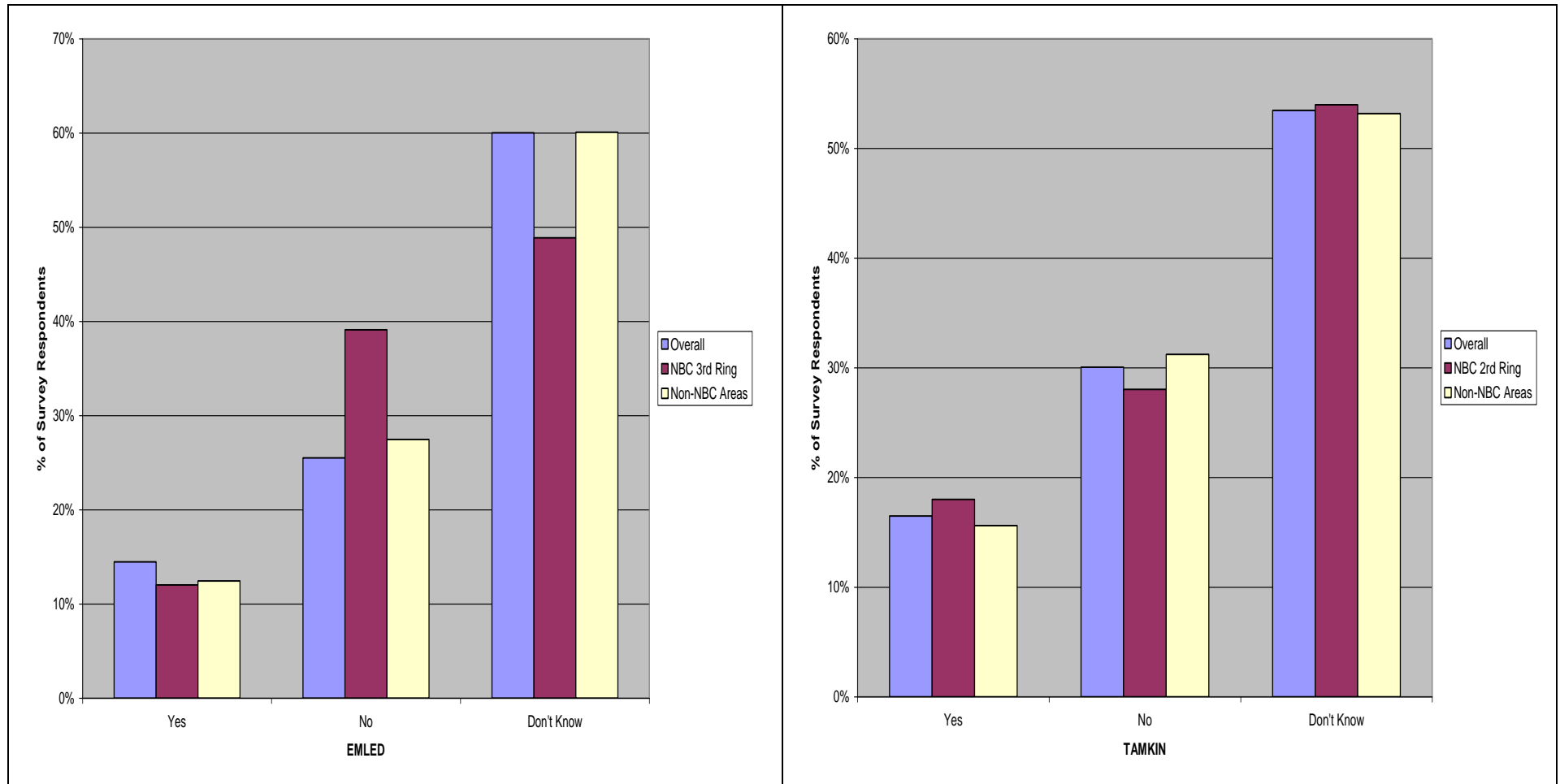
Moreover, as of June 30, 2011, TAMKIN had disbursed 98 loans to clients in NBC targeted communities of which 25% are women and 24% are youth, with a total value of \$144,500.

Although EMLED and TAMKIN have funded a number of projects, as shown in Figure 5, the opinion survey in the EMLED target communities indicated that only 14% (n=898) overall, 12% (n=133) in the NBC 3rd Ring and 12% (n=699) in non-NBC Areas of survey respondents thought that the local economic development plans/strategies implemented in their communities have boosted incomes in the community. The majority - 60% overall and in non-NBC areas and 49% in the NBC 3rd Ring - either did not know or had no opinion.

Similarly, in the TAMKIN target communities, overall only 16% (n=649) and in the NBC 2nd Ring 18% (n=239) of survey respondents indicated that the LEDPs implemented in their communities have increased the incomes of community members. More than 50% did not know or had no opinion.

Although jobs were created or enhanced under both programs, the challenge was to create sustainable, market-driven jobs in order to “improve the livelihood and living conditions of deprived, low-income and middle-income Lebanese citizens” as per the RFA's expected program outcomes. As indicated earlier, this outcome has not been achieved as of June 2011. However, TAMKIN has one more year of project implementation to make progress on this indicator.

Figure 5: Citizens' Opinion on Whether Implemented LEDPs Boosted Incomes of Community Members



7. Both EMLED and TAMKIN were effective in targeting and engaging women and vulnerable groups in local economic development planning, implementation and monitoring. According to the desk review of project documents, both EMLED and TAMKIN have encouraged and supported women and youth participation and involved them in program activities. For instance, under TAMKIN 117 women are members of the MDCs (representing 20% of MDC membership) and 74 youth are members of the MDCs (representing 13% of the membership). Moreover, 25% of 98 clients who have to date received micro-credit loans in NBC targeted communities are women.

Focus group discussants frequently mentioned that the training provided by TAMKIN was beneficial and addressed women's and vulnerable groups' needs. Participants were trained on food processing, tourism, information technology, and olive oil pressing and processing, among other topics.

The TAMKIN program staff believes that "the targeting of women and youth in Lebanon is both important for stability and gender equality as well as the pursuit of economic growth, as these marginalized populations can expand the labor force and increase household income." It is with this belief that TAMKIN implemented the program. Specifically, TAMKIN has:

- a. Included vulnerable youth and women involvement as a major criterion for targeting municipalities;
- b. Designated specific employment generation and entrepreneurship opportunities for women and young men in targeted communities;
- c. Focused part of the capacity-building trainings for municipalities on gender and youth;
- d. Required that at least one youth and two females be included in each MDC; and
- e. Encouraged municipal initiatives funds for expanding economic opportunities for women and youth.

Likewise, the desk review of EMLED project documents indicates that 646 women were involved in the program. They received training on several skill sets including: communication, conflict resolution, leadership, confidence building, strategic planning, embroidery & sewing, information communication technology (ICT) and hospitality management. Similarly, 715 youth were involved in the program and were trained on several skill sets including: social media & public relations, proposal writing, training of trainers (TOT), technical skills, tourism guides, interviewing skills, citizenship journalism, strategic planning, writing skills and ICT.

Results from the random sample opinion survey, however, do not reflect the same high level of involvement of women and vulnerable groups. For instance, in EMLED target communities only 17% overall (n=898), 13% in NBC 3rd Ring (n=133) and 15% in non-NBC areas (n=699) of survey respondents believe that projects implemented by their municipality address the specific needs of vulnerable groups. Similarly, in TAMKIN target communities 15% (n=649) of all survey respondents, 19% (n=239) in NBC 2nd Ring, and 13% (n=410) in non-NBC areas believe that projects implemented by their municipality address the needs of vulnerable groups.

Furthermore, among EMLED survey respondents who indicated knowledge of the existence of an LEDC in their community, 47% (n=202) indicated that women were represented in LEDCs. In the TAMKIN target communities 56% (n=97) of survey respondents believe that women are included in the MDCs. The often-cited reasons for the non-inclusion of women in LEDCs or MDCs include social standards, municipality decisions, and lack of time and reluctance of women to participate.

8. The impact of both EMLED and TAMKIN may not be sustainable. As indicated above, all heads of municipalities, their staff and local economic development committees / municipal development committees were exposed to:

- The concept and practice of local economic development planning and implementation;
- The concept and practice of public-private partnerships.

Both projects have improved the economic life of some local people by creating jobs or sustaining current ones. For instance, TAMKIN reported that 542 jobs were created whereas 688 jobs were created under EMLED. In addition, EMLED established 99 new businesses while business development services (BDS) were provided to 1,346 micro-entrepreneurs under TAMKIN.

TAMKIN's program team believes that a thorough participatory approach in which citizens are engaged with their respective municipalities in every step of joint planning of local economic development strategies will greatly impact citizens' views of their municipalities and legitimize the role of municipalities in local economic development.

It is important to note, however, that TAMKIN's impact cannot be assessed accurately at this stage since project activities are still ongoing and many local economic development projects are yet to be implemented. Thus, the impact of TAMKIN will be better measured at the end of the project in April 2012.

Key informants and focus group discussants frequently stated that implemented projects in their respective municipalities were not addressing their community's needs and priorities and did not boost income or generate employment opportunities. They also frequently indicated that some of the training provided was irrelevant to their requests and thus they could not benefit from it in their own businesses. Moreover, there was an insufficient Training of Trainers (TOTs) under EMLED, with only four out of 124 TOTs becoming trainers throughout the lifetime of the project.

The lack of public-private partnership initiatives in communities where financial resources are minimal did not allow for long-term sustainable activity and higher impact projects. In many cases, the insufficient involvement of the local community and beneficiaries in the development of the LEDPs and in project identification influenced the sustainability of program activities and results.

9. About half of the citizens in EMLED and TAMKIN target communities are aware of projects implemented in their respective municipalities; and one-third of citizens are aware that some of these projects are funded by USAID. When survey respondents in target communities were asked if they are aware of projects implemented in their municipality, 44% (n=898) in EMLED target communities indicated that they are aware while 22% (n=898) responded by saying that there are no projects in their community. Of those that are aware of the existence of projects implemented in their municipality, 32% (n=394) indicated that the projects are funded by USAID and 25% (n=394) think that projects are funded by the municipality.

Similarly, 52% (n=649) of survey respondents in the TAMKIN target communities are aware of projects implemented in their municipality. Only 10% (n=649) indicated that there are no projects implemented in their community. Of those that are aware of the existence of implemented projects, 22% and 17% (n=338) indicated that the funding source is USAID and the municipality, respectively. The low response rate under TAMKIN could be explained by the delay in implementing tangible projects in target communities.

10. Socio-political parameters affected the performance of both EMLED and TAMKIN. For instance, the majority of key informants, whether from project staff or target municipalities, agreed that the municipal elections in 2010 that led to changes in Heads of municipalities tremendously affected the continuity and sustainability of EMLED and TAMKIN project

activities. Some of the new municipalities dismissed the existing MDCs/LEDCs and insisted on the formation of new ones. In addition, some projects selected and approved by the out-going municipality heads were canceled.

In both EMLED and TAMKIN target communities, competition over the ownership of project resources between municipalities and the private sector limited the formation of public-private partnerships and the participation of the local community. In many cases, heads of municipalities were reluctant to involve the private sector or local businesses in the implementation of projects. They expressed their wishes to preserve municipality ownership of these projects. In addition, the highly centralized decision-making process within the municipalities did not allow for participatory project selection and implementation.

As stated above, in both EMLED and TAMKIN target communities, prevailing social standards in some target communities limited women's participation in LEDCs and MDCs to some extent.

IV. RECOMMENDATIONS

1. **To enable local communities to assume responsibility and create momentum for local economic development in partnership with their respective local government, USG-supported projects should focus more on empowering local communities as rights-based demanders of local economic development initiatives.** The objective should be to inform, galvanize and provide tools to citizens to engage with their local government officials to spur local economic growth that benefits the community. This could follow a three-stage approach as follows.

In the first stage, Implementing Partners should reach out to the community and, with the help of community leaders, inform the community about their economic rights and how to achieve them based on the Lebanese constitution. Individuals selected by the community as representatives should be trained on participatory community needs assessment, project identification and selection and tools for dialoguing with local government leaders.

The second stage is building the capacity of municipal officials and staff to respond to community demands. Municipality officials and staff should be provided appropriate training and tools that will enable them to respond to and boost broad-based local economic growth.

The third phase is bringing together the two sides (citizens and municipal officials and staff) to dialogue and develop a plan of action that concretely addresses the local economic development needs of the community. The dialogue and discussions between citizens and municipal officials and staff should be moderated by the IPs to ensure those citizens' demands and economic development needs are not co-opted by the municipality. This is the stage whereby LEDCs and MDCs are formed to oversee the implementation of agreed-upon local economic development plans.

EMLED and TAMKIN vary markedly regarding their participatory approaches. TAMKIN starts with a town hall meeting for each village to elect the MDC, then the MDC conducts the economic profile for their village, and through a participatory approach completes a Local Economic Development plan; this includes the list of projects for each village. The MDCs themselves choose which feasible project they intend the municipality to implement from the list. EMLED-targeted communities did not prepare their own lists of local economic development projects to be implemented by the municipality. Instead, LEDCs, whose members were both nominated by the project staff and approved by either the head of the municipality or other members nominated by the head of the municipality, identified the local economic development projects, with the head of the municipality chairing the committee.

To sustain the momentum, USAID/IPs should provide sufficient funding for identified priority needs, ensuring that both the community and the municipality contribute their own in-kind and monetary resources. This will guarantee community ownership of the projects jointly agreed on by the community and the municipal officials and staff.

2. **USG-supported projects intended for quick impact results such as creation of jobs and income generation for target group of beneficiaries should be unbundled and managed separately.** These quick impact activities require a different implementation strategy than those activities that should be implemented through MDCs and LEDCs. EMLED was successful in generating jobs and income but was not able to empower

communities and municipalities to spur local economic development because of lack of focus. In comparison, TAMKIN was successful in empowering municipalities to plan and implement longer-term projects with a wider community impact such as a plastic box fabrication plant, sewing workshops and olive oil mills.

3. **USAID needs to speed up the review and approval process of funding for projects nominated by MDCs/LEDCs.** Long time lags result in disinterest by both citizens and their respective municipal officials and an overall loss of momentum. For EMLED, the change of heads of municipalities and committees as a result of the 2010 local elections, as well as staff turnover and internal managerial problems delayed project implementation. TAMKIN was also affected by the turnover of heads of municipalities and committees and by the lengthy project implementation processes and procedures adopted by the program.
4. **Public-private partnership projects should be carefully selected to ensure that they benefit the wider community either through employment or creation of income opportunities.** For instance, the PPP tourism project supported by EMLED in Ehmej municipality in Jbeil administration has wide community benefit and support. The youth participate as tour guides and artisans and food processors in the community bring their products to the Tourism Information Center to sell to tourists and other visitors. The project is jointly owned by the local community association and the municipality and is operated by the association.
5. **USG requirement for high US visibility should be waived in situations where it might breed resistance.** Some communities in the north as well as in the south and in the NBC areas could not participate as they were afraid of being targeted by groups opposed to US presence in the area.

ANNEXES

Annex 1: EMLED/TAMKIN Evaluation SOW

Background

Poverty is a serious problem in Lebanon despite some apparent improvement in the last decade. Poverty estimates placed extreme poverty at 8 per cent of the Lebanese population in 2005. This implied that almost 300 thousand individuals in Lebanon were unable to meet their food and non-food basic needs. Around 28.5 per cent of the population was below the upper poverty line which translated into about US\$4 per capita per day. There was a huge disparity in the distribution of poverty with a heavy concentration in certain regions. Hermel, Baalbeck and Akkar witnessed the highest poverty rates whereas it went down to 0.7 percent in Beirut. Data also pointed to an increase in urban poverty especially in Lebanon's largest cities suburbs such as Beirut, Tripoli and Saida, as illustrated by poverty-driven symptoms (child labor, over-crowdedness and deteriorated environment conditions. Furthermore, the July 2006 war on Lebanon resulted in severe damage to private and public infrastructure, and a complete dislocation of the economy, to add to the economic decline which occurred in 2005, when the February 14, 2005 assassination of former Prime Minister Rafiq Hariri set in motion a sequence of events, that adversely affected Lebanon's economic situation. Also, the cost of doing business in Lebanon remained relatively high due to governance and administrative challenges and relatively expensive telecommunications and electricity. Challenges in the democracy area had also resulted in the political gridlock that thus far had prevented reform of the macroeconomic policy situation. Following the July-August conflict in 2006 and the Nahr-El Bared conflict in 2007, Lebanon again showed reduced economic performance. Therefore, there was a need to secure stable economic growth especially in rural and peri-urban areas and to revive the stagnating economy.

Strategically USAID/Lebanon works to promote democratic institutions and practices and improve the quality of life and expand economic opportunities for the people of Lebanon. The Mission's 2007 Country Strategy aimed to produce increases in real income and jobs, create civil society and private sector pressures from grass roots level for reforms needed in the political system, and to mobilize the government and the private sector. USAID/Lebanon aimed to advance these goals and priorities through development interventions falling under three Strategic Objectives (SOs):

1. Increased Legitimacy of State Institutions;
2. Improved Economic Opportunity to Enhance Democratic Practices; and
3. Improved Water and Environmental Management.

These objectives-shaped by the achievements and lessons learned from previous USAID/Lebanon assistance programs since 1997- aim to address changing realities in the country, as well as the changing international and US foreign policy context governing relations with Lebanon. Realities in Lebanon contributing to this strategic direction included: 1) new opportunities to engage the Government of Lebanon (GOL) directly on institution-building and reforms; 2) demands on improved performance of government institutions; 3)

the increasing immigration, unemployment and a shrinking middle class; and 4) inefficient management of water resources.

The Municipal Capacity Building and Service Delivery Program (TAMKIN) and Empowering Municipalities through Local Economic Development Program (EMLED) were thus designed to build on the previous successes of USAID and other donor programs in Lebanon for enhancing administrative and financial capabilities, accountability, transparency, and effectiveness of municipalities as well as economic growth programs in three industry sectors – ICT, tourism, and agribusiness. These two projects were aimed to enable municipalities to play fundamental and visible roles in supporting and implementing programs for enhancing citizen participation, increasing employment opportunity and incomes, and promoting investments by the private sector.

These projects are seen to strengthen municipalities as active players in community planning, developing local public-private partnerships, and managing, delivering, implementing, and accounting for socio-economic development activities. Economic advancement partnerships and activities between municipalities, legitimate community organizations and citizens including women organizations, was seen as a means for strengthening the local government-community relationship and enhance democratic community participation, and economic growth, job creation, and income generation in rural, peri-urban, and known socio-economically deprived areas in Lebanon.

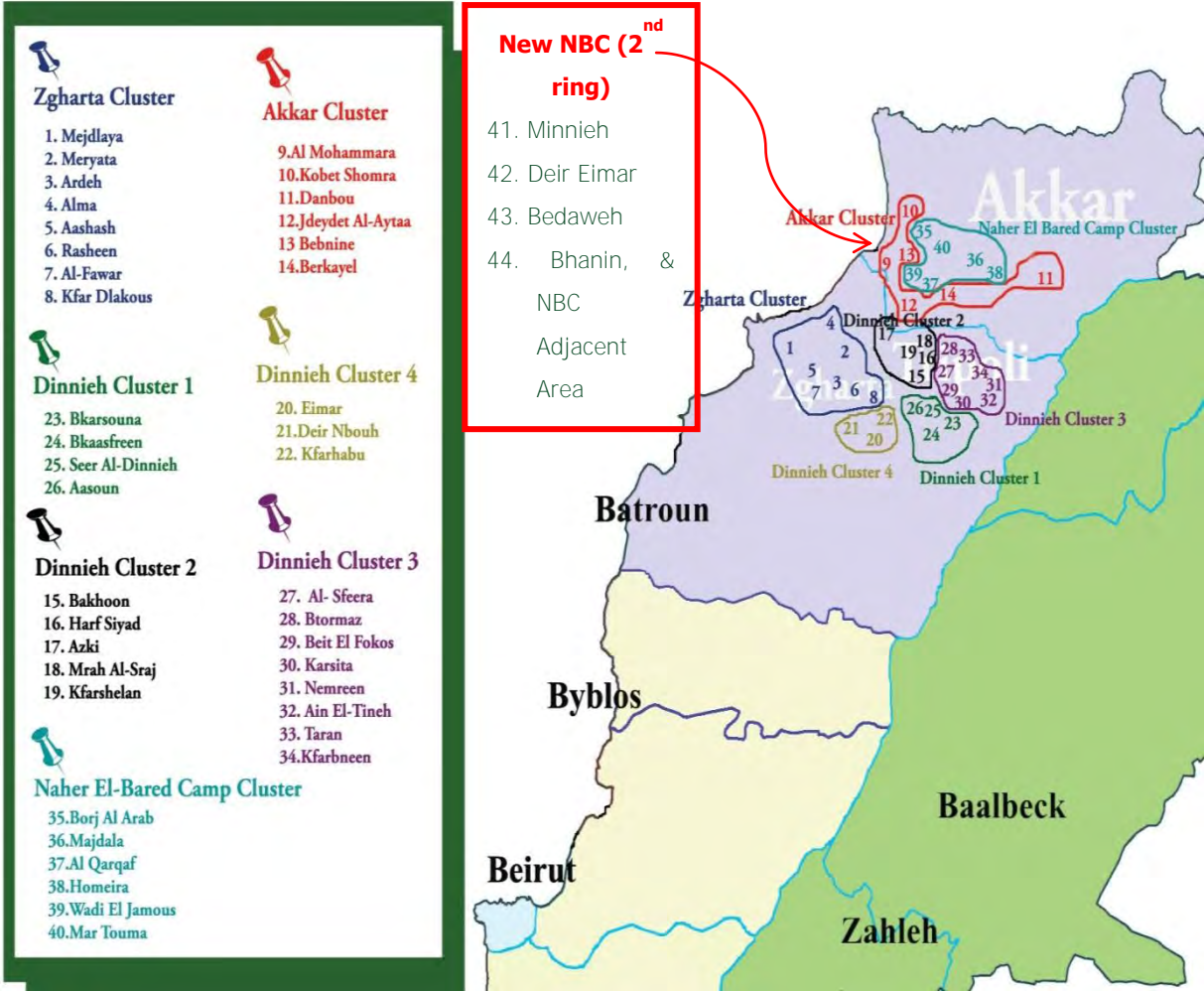
In order to achieve the above set objectives, the two projects' approaches were designed such as to capitalize on key elements of growth represented by an educated youth, vibrant entrepreneurs, independent and capable local governments, and transparent business practices

Projects Description

TAMKIN

Funded by the United States Agency for International Development (USAID), CHF International Lebanon (CHF) is implementing the 4-year TAMKIN program (2008-2012), which aims at transforming peri-urban and rural municipalities in Lebanon into effective agents for leading local socio-economic development through democratic engagement with the private sector and citizenry. The TAMKIN program is implemented in partnership with the Rene Moawad Foundation (RMF), the Holy Spirit University of Kaslik (USEK), J.E. Austin Associates, Inc. (JAA), and AMEEN and is comprised of activities that support three main objectives: 1) improve capacity of municipalities to design and implement socio-economic development programming; 2) broaden stakeholder participation and cooperation in local socio-economic development; and 3) increase economic growth through effective and sustainable public-private partnerships. Following a process approach, the CHF team is conducting economic assessments in the targeted areas and developing, in close coordination with the local communities and private sector stakeholders, a local economic development plan (LEDP) for each community through which local economic initiatives are identified, funded and implemented.

TAMKIN was originally planned to target 34 municipalities in 6 clusters in North Lebanon, specifically in the Cazas of Akkar, Dinnieh, and Zghorta. In September 2008, USAID awarded CHF additional funding to support the stabilization, rehabilitation, and livelihood recovery of 6 additional Lebanese communities surrounding Naher El Bared Camp (NBC). In August 2010, funding increased to support 4 additional communities in the direct vicinity of the NBC. The 44-targeted communities under TAMKIN are shown in the map below.



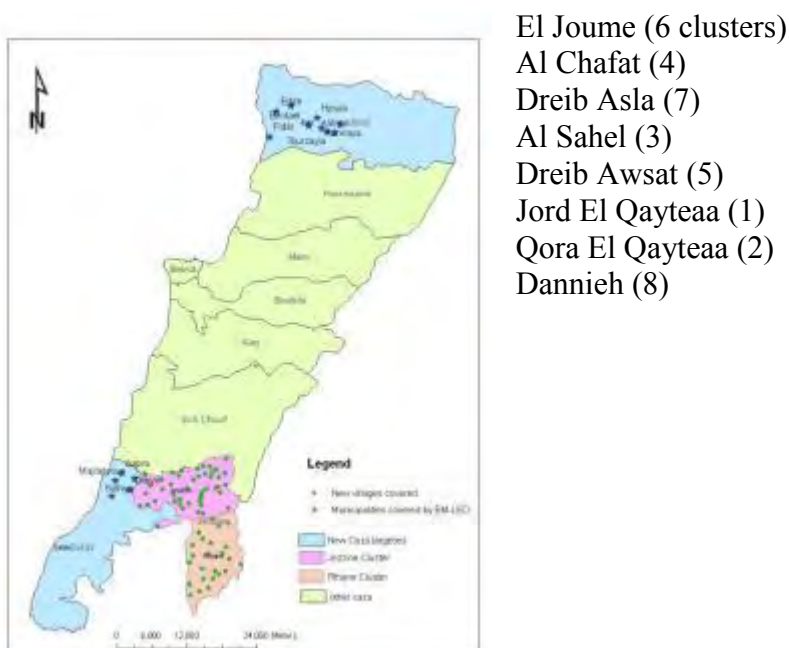
EMLED

Empowering Municipalities through Local Economic Development (EMLED) is a 3-year program implemented by Relief International (RI). EMLED is designed with a municipal cluster development approach that aims to facilitate networking among municipalities and maximize the long-term program impact on the Lebanese people. The RI approach was designed to assist municipalities in mobilizing local resources and talented human capital resources to address key questions of poverty, unemployment and regional disparities that are concentrated in the north. As such it worked to build the economic development capacity of municipalities (Component 1) through training, creation and support of local economic development committees, and a knowledge-sharing portal. The program also promoted engagement of the community by the municipalities and empowered the community with a sense of ownership over their economic future (Component 2). Together, these two components are designed to create an enabling environment for municipalities to support local economic development through public-private partnerships and municipality-led economic development activity (Component 3), which is expected to result in empowered municipalities and creating an environment for a more vibrant local economy, kick-starting a positive feedback cycle of economic growth and stability, increased municipality legitimacy, increased municipality responsiveness and effectiveness. EMLED has the following objectives:

- Empower municipalities to support local economic development;
- Establish successful collaboration between municipalities and communities, fostering engagement of youth and women groups;
- Promote public-private partnerships and improve employment opportunities.

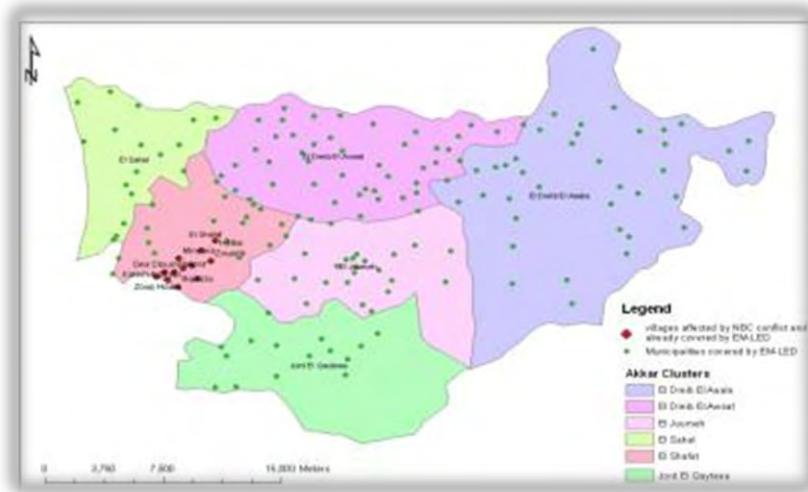
The project is implemented in partnership with the International Resources Group (IRG). It has a total value of USD11.3 Million. The EMLED program designed to build capacities of municipalities and engaged various legitimate actors is implemented in the most economically distressed localities in North and South Lebanon. The specific localities where EMLED is implemented are shown in Figure 2.

Figure 2: EMLED Municipal Clusters Clusters of Akkar and NBC



The project is implemented in partnership with the International Resources Group (IRG). It has a total value of USD11.3 Million.

Clusters of Jezzine, Rihane and Jbeil



Purpose of the Evaluation

The purpose of the evaluation is to assess – in parallel- and inform USAID of the degree to which each of these two programs managed to achieve their respective purpose and objectives, as set out in their Cooperative Agreements. The objectives of the two programs were set to correlate with the initial expected results of the Request for Application (RFA), which included the following:

1. Enhanced, democratic, visible, effective and sustainable municipal-citizen-private sector cooperation mechanisms for designing and implementing socioeconomic development activities
2. Enabled municipalities to take the lead in responding to community economic needs
3. High level of civic responsibility and community confidence in the Lebanese government in particular their local government
4. Effective and sustainable public-private partnerships
5. Active collaboration and linkages between municipalities and civic societies, organizations, private sector, legitimate groups, and individuals.
6. Empowered men and women to become effective players (rather than passive observers) for socio-economic development in their communities who will promote social, economic, gender, and confessional diversity in local governance and economic growth activities.
7. Creation of sustainable sector/market driven jobs, increase income, provide sustainable social services and improve the livelihood and living conditions of deprived, low-income and middle-income Lebanese citizens.
8. Increased visibility of USG support to the government and the people of Lebanon

In addition, the purpose of the evaluation is to assess (a) how the approaches used by the two programs differ and which program's approach is most effective in terms of achieving better results and impact, and (b) if the results achieved by the two programs are sustainable,

relevant, effective, efficient, have an impact on the livelihood of the local communities and their municipalities, and if they were gender sensitive. USAID is also interested in knowing if similar follow-on projects would be relevant, given Lebanon's present sociopolitical and economic environment.

In doing so, the evaluation team will ensure that the evaluation is fully compliant with the Terms for Project Evaluations described in the USAID Automated Directives System (ADS) Series 203 and other relevant regulatory requirements, including the current USAID Evaluation Policy. Additionally, the Team will ensure that the evaluation analytics will follow the guidelines provided in the Social Impact "Evaluation/Special Study Quality Management Guide".

Evaluation Questions

The evaluation will address a set of questions designed to address specific characteristics of each of the two projects. Evaluation findings from the two programs will be compared to draw conclusions and lessons learnt with respect to (a) achievement of program objectives and expected results, (b) program activity effectiveness, and efficiency in addressing the assessed needs of the targeted communities, (c) gender sensitivity of program approaches, (d) impact of the program and (e) sustainability of program outcomes and results. The specific questions addressed by the evaluation are listed in Table 1.

Table 1: Evaluation Questions/Issues

EVALUATION QUESTIONS/ISSUES	TAMKIN	EMLED	EFFECTIVENESS, EFFICIENCY, IMPACT & SUSTAINABILITY ISSUES
<p>Municipal Capacity Building:</p> <ul style="list-style-type: none"> • What capacities were built to enable the target municipalities to plan and implement socio-economic development activities? • What approach was used to empower municipalities? • What were the accomplishments of the assisted municipalities? • To what degree did the program influence citizens' perception regarding the legitimacy of municipal governments? 	<ul style="list-style-type: none"> • Profiles of targeted municipalities/ communities • Program approaches used for strengthening and empowering the targeted municipalities • Evidence of strengthened or empower municipalities • Evidence of democratization of municipalities and good governance 	<ul style="list-style-type: none"> • Profiles of targeted municipalities/ communities • Program approaches used for strengthening and empowering the targeted municipalities (one to one verses cluster approaches) • Evidence of strengthened or empower municipalities • Evidence of democratization of municipalities and good governance 	<ul style="list-style-type: none"> • What approaches were effective in capacitating and empowering municipalities? • What was the impact of strengthened and empowered municipalities? • What is the likelihood that the targeted municipalities will continue functioning in the current path after project funding ends? • Are there lessons to be learned and success stories?
<p>Citizens / Community participation</p> <ul style="list-style-type: none"> • What is the level of citizens' participation in local socio-economic development planning and implementation? • What approaches were utilized to mobilize and engage communities / citizens with their municipalities? • Which approaches were effective in increasing citizens/ community participation? • To what degree did the program influence municipalities' perception regarding the added value of citizens' participation in local economic development?" 	<ul style="list-style-type: none"> • Evidence of broad-based citizen participation in local socio-economic development planning and implementation • Approaches for community mobilization and empowerment used by the program • Community generated economic development action plans, for instance, women associations, youth associations, cooperatives, etc. 	<ul style="list-style-type: none"> • Evidence of broad-based citizen participation in local socio-economic development planning and implementation • Approaches for community mobilization and empowerment used by the program • Effectiveness in terms of "local ownership" of program and approach • Comparative effectiveness between "program components", for instance, cluster versus non-cluster approaches 	<ul style="list-style-type: none"> • Which approach was effective in mobilizing and empowering the targeted communities? • Which approach resulted in increased participation of citizens? • Which program was effective in influencing perception of citizens regarding the legitimacy of the municipal governments? • Which program was successful in promoting legitimacy of the municipal governments from citizens' perspectives? • Are there lessons to be learned and success stories?

EVALUATION QUESTIONS/ISSUES	TAMKIN	EMLED	EFFECTIVENESS, EFFICIENCY, IMPACT & SUSTAINABILITY ISSUES
<p>Public-Private Partnership (PPP):</p> <ul style="list-style-type: none"> • What's the level of local business participation in local socio-economic development activities? • What approaches were used to build public-private partnerships? • How many public-private partnerships were formed and what was their impact in terms of job creation and income opportunities for the local community? • What's the level of participation and leadership among municipalities in attracting business and local economic development opportunities? 	<ul style="list-style-type: none"> • Evidence of local businesses participation in the local socio-economic development planning and implementation • Approaches used for building public-private partnerships (PPPs) • Numbers and types of PPPs formed and jobs created 	<ul style="list-style-type: none"> • Evidence of local business participation in the local socio-economic development planning and implementation • Approaches used for building public-private partnerships (PPPs) • Numbers and types of PPPs formed and jobs created 	<ul style="list-style-type: none"> • What approaches were effective in promoting and fostering public-private partnerships (PPP)? • Which types of PPPs result in increased employment and income opportunities? • Are there lessons to be learned and success stories?
<p>Public-Public Partnerships</p> <p>What is the degree of cooperation and collaboration among municipalities in the same locality?</p> <p>How many Public-Public Partnerships were formed? What project were implemented and what have been the benefits of these projects</p>	<ul style="list-style-type: none"> • Number of PPPs established • Number of joint projects designed and implemented • Number of jobs created from these PPP projects 	<ul style="list-style-type: none"> • Number of PPPs established • Number of joint projects designed and implemented • Number of jobs created from these PPP projects 	<ul style="list-style-type: none"> • Which program was more effective in promoting PPPs? • Should more PPPs be established because of the high benefits to communities? • Any lessons learned?

EVALUATION QUESTIONS/ISSUES	TAMKIN	EMLED	EFFECTIVENESS, EFFICIENCY, IMPACT & SUSTAINABILITY ISSUES
<p>Gender:</p> <ul style="list-style-type: none"> To what extent was gender reflected in local socio-economic development planning and implementation? What approaches were used to ensure gender is reflected in local socioeconomic development planning and implementation? To what extent did women participate in LEDCs/MDCs and benefit from LEDPs 	<ul style="list-style-type: none"> Evidence of gender consideration in local socio-economic development planning and implementation Approaches used for mainstreaming gender in municipal and local community socio-economic development planning and implementation 	<ul style="list-style-type: none"> Evidence of gender consideration in local socio-economic development planning and implementation Approaches used for mainstreaming gender in municipal and local community socio-economic development planning and implementation 	<ul style="list-style-type: none"> Which approaches were effective in addressing gender mainstreaming in local socioeconomic development planning and implementation? Are there lessons to be learned and success stories?
<p>Vulnerable Groups (youth / disabled/ elderly/ etc)</p> <ul style="list-style-type: none"> To what extent were the needs of vulnerable groups addressed in local socio-eco development planning and implementation? What approaches were used to ensure the needs of vulnerable groups are addressed in the local socioeconomic development planning and implementation? 	<ul style="list-style-type: none"> Evidence of how the needs of vulnerable groups were addressed in local socio-economic development planning Approaches used to ensure that the needs of vulnerable groups are addressed adequately 	<ul style="list-style-type: none"> Evidence of how the needs of vulnerable groups were addressed in local socio-economic development planning Approaches used to ensure that the needs of vulnerable groups are addressed adequately 	<ul style="list-style-type: none"> Which approaches were effective in addressing the needs of vulnerable groups in the local socioeconomic development planning and implementation? Are there lessons to be learned and success stories?
<p>Local Socioeconomic Development Plans (LSDPs)</p> <ul style="list-style-type: none"> How are LSDPs developed? Are plans based on needs assessments and community consultations? Are Municipal Development Committees (MDCs) / Local Economic Development Committees (LEDCs) elected or selected? 	<ul style="list-style-type: none"> Description of processes and steps in the development of local socioeconomic development plans Evidence that show local socioeconomic development plans are based on needs 	<ul style="list-style-type: none"> Description of processes and steps in the development of local socioeconomic development plans Evidence that show local socioeconomic development plans are based on needs 	<ul style="list-style-type: none"> Which MDC/LEDC election approach was effective in ensuring that local socioeconomic development projects that generated the most jobs, and income opportunities are producing and implementing?

EVALUATION QUESTIONS/ISSUES	TAMKIN	EMLED	EFFECTIVENESS, EFFICIENCY, IMPACT & SUSTAINABILITY ISSUES
Are they representative of the profile of the community?	<p>assessment and prioritization of needs</p> <ul style="list-style-type: none"> Evidence that show municipal development committees and local economic development committees are representative of the composition of the targeted communities 	<p>assessment and prioritization of needs</p> <ul style="list-style-type: none"> Evidence that show municipal development committees and local economic development committees are representative of the composition of the targeted communities 	<ul style="list-style-type: none"> Are there lessons to be learned and success stories?

Evaluation Methodology

1. Data collection

The evaluation will draw data and information from various sources to answer the evaluation questions stated above. Data sources will include the following:

- Desk review of projects reports and related documents.
- Key informant interviews including:
 - Implementing partner’s staff
 - Municipalities officials and staff
 - Community leaders
 - Selected Private sector project participants
- Stratified random sample opinion survey (reflecting the two approaches namely the cluster verses one-to one approach in providing assistance) of citizens in project areas including -- benefitting entrepreneurs, farmers, women, youth and other vulnerable groups such as the disabled and the elderly).
- Focus Group Discussions including MDCs and LEDCs in both TAMKIN and EMLED project areas.

2. Data Analysis

The qualitative and quantitative data gathered through the different tools, will be triangulated to answer the evaluation questions posed in Table 1. The analysis will be conducted in two stages. In the first stage, each program’s data will be analyzed to evaluate the performance of the program with respect to achieving its purpose and expected outcomes as outlined in the Cooperative Agreement as amended.

In the second stage, the approaches and results of each program will be compared to ascertain differences in the levels of achievements (i.e., outputs, outcome and impact) and assess the reasons for apparent differences in success. The comparative approach will also be used to draw lessons learned for future programming.

Required Tasks and Work Plan

Tasks	Time (work days)	Timeline for completion
Initial Preparation <ul style="list-style-type: none">• Review background documents• Finalize the evaluation questions• Meet with CHF and RI• Discuss research methodology with Information International• Develop and vet with USAID the evaluation		7-16 March

scope of work		
Research Tools Preparation <ul style="list-style-type: none"> • Draft and finalize the research tools • Discuss with IPs and identify Key Informants and Focus Groups • Make appoints and plan the logistics 		16-25 March
Field Work <ul style="list-style-type: none"> • Conduct key informant interviews • Conduct focus group discussions • Conduct stratified random sample opinion survey 		March 28 – April 15
Data Compilation and Analysis <ul style="list-style-type: none"> • Compile and analyze data • Summarize findings & conclusions • Review findings and conclusions with USAID • Draft report incorporating USAID’s feedback 		18-29 April
Preliminary Presentation to USAID <ul style="list-style-type: none"> • Present draft findings, conclusions and recommendation to USAID using PowerPoint. 		May 17 th
Final Report Preparation <ul style="list-style-type: none"> • Revise draft report incorporating collective USAID/Lebanon and IP feedback • Mark and brand final report and submit to USAID 		Within 5 work days after receiving USAID’s comments
Total LOE for Information International (for sample survey)	TBD	
Total LOE for PMPL staff involved in the evaluation (COP, Sr. M&E Officer, Sr. Information Officer, SI HQ support staff)	50 days	

Team Composition, Activities, Logistics and Timing

The evaluation team will consist of the USAID/Lebanon PMPL staff members based in Beirut plus Social Impact, Inc. front office M&E and support staff, and Social Impact’s local partner Information International (II) who will do the field work and consolidate the findings. While the PMPL team will coordinate and manage the evaluation process and supervise the fieldwork, they will also undertake the desk review of project documents, consolidate and analyze field data and draft and write the final evaluation report. Information International will conduct the stratified sample opinion survey, focus group discussions, and the key informants interviews in the selected project areas, and consolidate and report the findings to the PMPL team.

Report Findings, Conclusions and Recommendations

A Microsoft PowerPoint presentation will be made to USAID/Lebanon and other stakeholders (e.g., CHF and RI) summarizing the evaluation team's findings, and preliminary conclusions and recommendations soon after the field work is concluded. Following the PowerPoint presentation and feedback from USAID/Lebanon and the implementing partners (CHF and RI), the evaluation team will draft the evaluation report. Three hardcopies and a soft copy of the draft report will be presented to USAID/Lebanon Program Office and the AOTR for comments and feedback. PMPL will then finalize the Evaluation Report incorporating USAID's comments and submit to USAID both in hardcopy and Microsoft Word. The final report will include:

- Executive Summary
- Introduction/Background
- Methodology
- Findings/Lessons Learnt (with respect to, inter alia, the key questions identified in Table 1 above)
- Conclusions
- Recommendations (with respect, inter alia, follow-up activities, expansion, alternative models for scaling up, etc.)
- Annexes: This section should include, inter alia, the Team's SOW and a listing of Useful Tools and Products that should be repackaged and produced for wider distribution to other USAID-funded implementing partners in Lebanon.

Annex 2: USAID/Lebanon's Request for Application (RFA)

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT REQUEST FOR APPLICATIONS (RFA)

Number: USAID-Lebanon-268-08-06-RFA Title: Lebanon Municipal Capacity Building and Service Delivery Issuance Date : 12/20/2007 Application Deadline: 01/28/2008 at 2:00 pm Cairo Time

On behalf of USAID/Lebanon, the regional procurement office of USAID/Egypt is seeking assistance applications from US non-governmental entities for a Municipal Capacity Building and Service Delivery program.

This funding opportunity is posted on www.grants.gov and may be amended. Potential applicants should regularly check the site to ensure they have the latest information pertaining to this RFA.

The federal grant process is now web-enabled, allowing for applications to be received on-line. USAID bears no responsibility for data errors resulting from transmission or conversion processes associated with electronic submissions. Electronic applications will be considered received *Hard copy submissions will also be accepted, but are not required.*

To be eligible for award, the applicant must provide all required information in its application, including the requirements found in any attachments to this Grants.gov opportunity.

This RFA consists of this cover letter plus the following Sections: Section I. Funding Opportunity Description Section II. Award information Section III. Eligibility Information Section IV. Application and Submission Information Section V. Application Review Information Section VI. Award and Administration Information Section VII. Agency Contacts Section VIII. Other Information

Each section is provided as an attachment except for the two which are provided below:

Section VII, Agency Contacts: Please send all questions or comments concerning this funding opportunity to the following persons at the Regional Procurement Office, USAID/Egypt: Primary contact: Omneya Mamdouh, A&A Specialist, at omamdouh@usaid.gov.

Secondary contact: Catherine Moore, Agreement Officer, at cmoore2@usaid.gov.

It is suggested that e-mail inquiries be sent to both the primary and secondary contacts, to facilitate timely receipt and action.

Section VIII, Other Information: USAID retains the right to fund any or none of the applications submitted.

Eligible organizations interested in submitting an application are encouraged to read this RFA thoroughly to understand the type of program sought and the application submission and evaluation process. Please do contact us as questions arise.

Sincerely, Catherine Moore Agreement Officer

SECTION I. FUNDING OPPORTUNITY DESCRIPTION

Authorizing Legislation: This is a discretionary grant opportunity to be competed and awarded pursuant to the authority of the 1961 Foreign Assistance Act, as amended, and the applicable sections of USAID regulation 22CFR226.

Program Eligibility Requirements: Type of entities, which may apply and a mandatory cost share requirement are described in Section III.

How the Award will be Administered: For US organizations, USAID Regulation CFR226, OMB Circulars, and USAID Standard Provisions for U.S. Nongovernmental Recipients will be applicable. Further information including the referenced documents may be obtained via our agency website www.usaid.gov directly or via links in USAID Automated Directive System (ADS) Chapter 303: <http://www.usaid.gov/policy/ads/300/303.pdf>. Copies may also be obtained from the listed agency points of contact for this RFA.

The following program description indicates the range of activities that might be involved and the goals of this activity which the successful applicant will be expected to meet.

PROGRAM DESCRIPTION: Municipal Capacity Building and Service Delivery (\$14.0M)

USAID Strategy Summary

The United States now has new opportunities to engage in transformational diplomacy in Lebanon. Using a wide range of policy and assistance tools, the United States Government supports a process to put the Lebanese people back in charge of Lebanon. Within this context, the draft USAID/Lebanon strategy is designed to help strengthen Lebanon's civil society and governing institutions; assist in establishing the foundation for an effective private sector; and encourage cross-confessional and non-sectarian dialogue, policies, and institutions.

Under the New Strategic Framework for Foreign Assistance and the current Operational Plan USAID/Lebanon will be working under five Objectives: Peace and Security; Governing Justly and Democratically; Investing in People; Economic Growth; and Humanitarian Assistance (For details of the New Foreign Assistance Strategic Framework, please refer to the Office of the Director of US Foreign Assistance website: <http://f.state.gov/index.html>). Strategically USAID/Lebanon will work to promote democratic institutions and practices and improve the quality of life and expand economic opportunities for the people of Lebanon. The Mission draft strategy aims to produce increases in real income and jobs in the short run, create civil society and private sector pressures from grass roots level for reforms needed in the political system, and to mobilize the government and the private sector. USAID/Lebanon will advance these goals and priorities through development interventions falling under three Strategic Objectives (SOs):

- *1: Increased Legitimacy of State Institutions;*
- *2: Improved Economic Opportunity to Enhance Democratic Practices; and*
- *3: Improved Water and Environmental Management.*

These SOs, shaped by the achievements and lessons learned from previous USAID/Lebanon assistance programs since 1997, aim at introducing new programs to address changing

realities in the country, as well as the changing international and US foreign policy context governing relations with Lebanon. Realities in Lebanon contributing to this strategic direction include: 1) new opportunities to engage the Government of Lebanon (GOL) directly on institution-building and reforms; 2) demands on improved performance of government institutions; 3) the increasing immigration, unemployment and a shrinking middle class; and 4) an inefficient management of water resources.

Country Background

Lebanon, a small Mediterranean country encompassing just over 4,000 square miles, is a middle-income country with an annual per capita gross domestic product of \$4,800. It has a well-educated population, a large, organized, and concerned Diaspora and a history of trading and entrepreneurship. Colonial rule, civil war and foreign occupation have fragmented Lebanese society and significantly hindered economic growth. The Beirut metropolitan area dominates the country economically; universities, cultural facilities and jobs are predominantly concentrated in and around the city, and Lebanon's formal political institutions follow a hub-and-spoke pattern radiating outward from the nation's capital. The Lebanese people are demanding a functioning modern democracy and a vibrant free market economy; and Lebanese municipalities have the inherent ability, if operating within a modern proactive environment, to take the lead in advancing economic development, providing community services, responding to local needs, inspiring greater public confidence in the government, and encouraging citizens to become more active participants in terms of voting and in community development initiatives.

Lebanon currently has 944 municipalities in six governorates as follows: one in Beirut, 307 in Mount Lebanon, 235 in North Lebanon, 147 in the Bekaa, 138 in South Lebanon and 116 in Nabatieh. Municipal elections resumed in 1998 after 35 years, and are being held regularly every six years. Although still facing a number of financial, administrative, technical, human resource, and regulatory challenges in fulfilling their mandates, most Lebanese municipalities have progressed tremendously. Through USAID ongoing assistance, municipalities are now utilizing modern financial and administrative processes and now have foundations to improve the quality of local governance and service provision.

On the economic level, Lebanon has been through several periods of slow or negative economic growth in the last ten years. The first occurred around 1999-2000 when the current account deficit declined sharply along with the central government fiscal deficit. Lebanon is primarily a service-oriented economy although agriculture still accounts for about 10 percent of GDP; manufacturing is primarily based on the domestic market. The overwhelming macroeconomic problem is the government debt, which has reached as high as 170% of GDP. Debt service absorbs nearly 60% of government revenues and clearly cannot continue to rise indefinitely without catastrophic consequences. Not only is the debt a serious macroeconomic problem, but it also leads to high real interest levels, depriving the private sector of necessary funds at profitable rates. The second economic decline occurred in 2005, when the February 14, 2005 assassination of former Prime Minister Rafiq Hariri set in motion a sequence of events that adversely affected Lebanon's economic situation. Also, the cost of doing business in Lebanon remains relatively high due to governance and administrative challenges and relatively expensive telecommunications and electricity. The International Monetary Fund (IMF), the World Bank, the United Nations Development Program (UNDP), and the Paris Club are working with Lebanon on these issues. Challenges in the democracy area have also resulted in the political gridlock that thus far has prevented reform of the macroeconomic policy situation. Following the July-August conflict in 2006 and the Nahr-El Bared conflict in

2007, Lebanon again showed reduced economic performance, and it is clear that self-sustaining growth has not been achieved yet. Although there has been no statistical measurement, the country is now believed to be experiencing a significant level of migration of its young educated and skilled population to foreign countries in addition to rural migration to the cities and towns. Therefore, there is a need to secure stable economic growth especially in rural and peri-urban areas and to revive the stagnating economy.

USAID's efforts since 1997 have generated a considerable amount of credibility for US government-supported assistance in Lebanon. As a result of the new political situation in Lebanon, carefully-redesigned USAID activities can now provide additional impetus to help the Lebanese people carry out the free-market and democratic transformation that they demand. The linchpin to success is to support and encourage popular democratic participation in community-based organizations and municipal governments, which can then drive sustainable economic growth and inspire greater public confidence in the government,

II. PROGRAM OBJECTIVES

This solicitation entitled **Municipal Capacity Building and Service Delivery** emanates from fiscal year 2007 USAID supplemental funds under Foreign Assistance Objective ***Governing Justly and Democratically***, Program Area *Good Governance*, and Program Element *Local Government and Decentralization*. Under this solicitation, USAID/Lebanon is seeking applications that align with US strategic priorities and support Lebanon towards effective and democratic local governments and a vibrant economy. Based upon availability of funds, USAID is anticipating multiple three year awards to address these issues.

This solicitation takes into consideration that Lebanese municipalities are best positioned to flexibly and innovatively respond to major issues and needs confronting their communities, develop a modern and productive society and inspire a sense of civic responsibility and duty that will enable Lebanese citizens to overcome feudal, religious, or family considerations for the benefit of the community and the nation. Therefore, Lebanese municipalities with a sound financial and administrative base and adequate technical proficiency can take the lead in promoting economic development in their local communities. Such municipalities can readily engage individuals, groups, NGOs, civic societies, and international organizations for addressing economic and social necessities including Gender Integration. This solicitation will foster public-private partnerships (especially in peri-urban, rural and socio-economically marginalized areas) from which will derive both:

- Effective democratic collaboration between citizens and local governments; and
- Economic revival and growth

Designed to build on the previous successes of USAID and other donor programs in Lebanon for enhancing administrative and financial capabilities, accountability, transparency, and effectiveness of municipalities as well as economic growth programs in three industry sectors – ICT, tourism, and agribusiness, this solicitation encourages and supports applications that enable municipalities to play fundamental and visible roles in supporting and implementing programs for enhancing citizen participation, increasing employment opportunity and incomes, and fostering investments by the private sector. This will strengthen municipalities as active players in community planning, developing local public-private partnerships, and managing, delivering, implementing and accounting for socio-economic development activities. Economic advancement partnerships and activities between municipalities,

legitimate community organizations and citizens including women organizations will strengthen the local government-community relationship and enhance democratic community participation.

Activities pursuant to this solicitation will also enhance economic growth, job creation, and income generation in rural, peri-urban, and known socio-economically deprived areas in Lebanon, for example Akkar and North Lebanon, with focus on youth and unemployed and/or low income adults. This will be achieved through capitalizing on key elements of growth represented by an educated youth, vibrant entrepreneurs, independent and capable local governments, and transparent business practices. Activities proposed can utilize the existing strengths of the Lebanese economy represented by a pluralistic society, talented and skilled population, large Diaspora, Lebanon's position as a regional center for trade and finance, and relatively good infrastructure.

Activities may also include developing small infrastructure projects if essential to achieve program objectives. Proposed approaches will promote social, economic, and confessional diversity in local governance and economic growth activities. Approaches shall involve both men and women in their proposed activities and as target beneficiaries. Proposed approaches shall include adequate visibility and public outreach regarding initiatives, activities, and results achieved by Municipalities and communities through support from the American people. Applicants should identify proposed activities and ensure their compliance with Title 22 of the Code of Federal Regulations, Part 216 (22 CFR 216); threshold decision and Initial Environmental Examination for this solicitation is posted on www.usaid.gov/our_work/environment/compliance/ane.

III. EXPECTED RESULTS

USAID/Lebanon expects results to be achieved starting the first year of implementation, and activities to be mobilized within 60 days of start-up. Results will be focused on socio-economically challenged, marginalized and deprived rural and peri-urban Lebanese areas. The program will be designed to build on previous successes of USAID and other relevant donor programs. Results will include enhanced, democratic, visible, effective and sustainable municipal-citizen-private sector cooperation mechanisms for designing and implementing socioeconomic development activities, as well as sustainable job creation and income generation programs. As many municipalities as possible will be enabled to take the lead in responding to community economic needs, and will result in a high level of civic responsibility and community confidence in the Lebanese government. Effective and sustainable public private partnerships, collaboration, and activities will be created between municipalities and civic societies, organizations, private sector, legitimate groups, and individuals. The program will empower men and women to become effective players (rather than passive observers) for socio-economic development in their communities and will promote social, economic, gender, and confessional diversity in local governance and economic growth activities. Activities under this solicitation will also create sustainable sector/marketdriven jobs, increase income, provide sustainable social services and improve the livelihood and living conditions of deprived, low-income and middle-income Lebanese citizens. The maximum attainable number of jobs will be created over the period of the program and incomes of targeted beneficiaries will significantly increase. Community confidence in democracy, freedom, and the decentralized government will increase as a result of the program; furthermore, visibility of USG support to the government and the people of

Lebanon will increase.

IV. POTENTIAL INTERVENTIONS

Applicants have wide latitude to propose innovative approaches to achieve results and to meet the objectives of this solicitation; and activities may range in nature and magnitude. The examples below are only illustrative and are not to be interpreted as limiting parameters:

Title: Lebanon Municipal Capacity Building and Service Delivery

- Assisting local governments and local government officials to implement, deliver, and account for effective and sustainable economic development programs.
- Partnerships to provide the necessary information and data accessible to local public and private organizations to improve their understanding of, and enable them to, implement development activities.
- Introduction of innovative programs in collaboration with municipalities and colleges for market-driven workforce development programs targeting youth ages 16-25.
- Municipality-community partnership in establishing a regional market (when economically viable) for local agricultural commodities.
- Enhancing municipality initiatives and public-private partnerships for collaborative community job creation programs for semi-skilled and skilled workers and professionals in a productive sector in North Lebanon and Akkar. Ex. ICT and hardware and software development, construction services, retail, agriculture, rural tourism, handicrafts, industry, hospitality services, and other productive economic activities.
- Foster sustainable partnerships between business groups, governmental organizations, municipalities, and Diaspora to provide the necessary training, information, data, and other inputs to improve suppliers' understanding of market-driven demand, competitive conditions, regulatory standards and other requirements for accessing markets.
- Public-private partnerships to improve the capacity of businesses to integrate into domestic and international markets through increased productivity and application of modern technology and marketing practices.
- Public-private partnership programs to assist youth and adults in acquiring knowledge and developing skills, attitudes and behaviors to find legitimate jobs, establish viable self-employment ventures, and stay employed and productive in a changing economy.
- Assist municipalities in fostering business ventures between Diaspora and constituents for creating jobs in rural and peri-urban areas.
- Promote Participation of Women in local management and Decision Making

SECTION II AWARD INFORMATION

Estimated Funds to be Available: USAID estimates funding for the Lebanon Municipal Capacity Building and Service Delivery Program will be made available in the amount of \$14 million. USAID anticipates making two awards and funding each with \$7 million over a three year period. A higher number of awards may be considered if USAID's evaluation identifies programmatic advantages to doing so and if USAID determines that those advantages outweigh any disadvantages of multiple award implementation and administration.

Estimated Start Date and Performance Period: The performance period for this program is estimated to begin March 2008 and complete by March 2011.

Type of Award: The award will either be a grant or a cooperative agreement, depending on the extent of USAID's desired involvement in the implementation of the selected program. If USAID's involvement in the implementation of the program will be 'substantial' a cooperative agreement will be awarded which contains a description of USAID's involvement that is consistent with USAID policy contained in ADS Chapter 303 concerning nongovernmental assistance activities: <http://www.usaid.gov/policy/ads/300/303.pdf>

SECTION III ELIGIBILITY INFORMATION

Applicants must be non-governmental entities of U.S. nationality, otherwise there is no restriction. U.S. entities such as non-profit organizations, profit making concerns, faith-based and community organizations, educational institutions, etc. are eligible to apply.

USAID encourages applications from potential new partners.

There is a mandatory cost share requirement. In order to be considered for award, the applicant must include in its application cost sharing equivalent to, at a minimum, 20% of the requested USAID funding. Additional cost share above the minimum that is offered, if any, will be evaluated as an element of cost effectiveness and in consideration of USAID regulation 22FCFR226 and of applicable USAID policy and procedure: <http://www.usaid.gov/policy/ads/300/303.pdf>

Any other minimum qualification requirements: None.

SECTION IV APPLICATION AND SUBMISSION INFORMATION

Applicants are expected to review, understand, and comply with all aspects of this RFA.

Applications shall be submitted electronically in two separate parts: (a) technical and (b) cost/business application. The application should be prepared according to the structural format set forth below. In addition to www.grants.gov, applications may be submitted directly to the Regional Procurement Office of USAID/Egypt to both the following persons:

Omneya Mamdouh, at omamdouh@usaid.gov.
and Tamar Afify at tafify@usaid.gov

In the event of problems submitting the application directly to USAID, telephone Ms. Mamdouh at +20.2.2522.6902.

The due date and time for complete application submittals is as stated in the RFA cover letter, unless the RFA is amended to extend the deadline. A one-business day grace period will be automatically afforded, primarily in case there is need to address any minor complications in the electronic submission process. Applications received after the deadline and grace period will not be considered for award, unless the agreement officer determines all similarly late applications can be considered.

(A) THE TECHNICAL PROPOSAL FORMAT

THE TECHNICAL PROPOSAL HAS A STRICT TWENTY (20) PAGE LIMIT, excluding authorized attachments. Applicants are advised that any pages exceeding this limit will not be considered for evaluation.

To facilitate the review of applications, applicants should organize the narrative sections of their technical applications in the same order as the selection criteria in Section V of this RFA.

The applicant should discuss how resources will be organized to obtain anticipated results. The applicant must discuss fully the “what” and the “how” of its plan. The applicant must be able to answer these questions in its technical proposals: how will Lebanon be different as a result of the proposed program? What is the approach for program sustainability? What will be the effect on the lives of the beneficiaries and partners on the democratic, local governance and socio-economic levels? How will USG support to local governments and the people of Lebanon be more visible?

The applicant shall provide a summary of the anticipated monitoring and evaluation plan describing the overall results to be achieved annually and by the end of the program and the system to be put in place to accurately measure and report these results. The applicant should also submit a set of performance indicators that will be assessed and reported quarterly during the program to measure such attainment. These indicators will be the principal means of evaluating the recipient’s success in attaining the objectives of the program. The plan should include realistic, attainable annual targets for each indicator for each year of the program. The nature and sources of data for all indicators should be specified, along with the manner in which the data will be collected. The Monitoring and Evaluation Plan with indicators should be clearly linked to objectives and anticipated results. The applicant should include a mobilization schedule for program start-up and tentative draft work plan for the first 12 months of the award. The applicant should provide a Management Plan with sufficient information to clearly describe the applicant’s management approach to successfully and cost-effectively implant the program.

Authorized attachments to the technical application which do not count against the page limitation consist of: Resumes/CVs for key personnel; and letters of commitment of organizational partners or key personnel.

A resume should be submitted for key personnel, detailing the requisite qualifications and experience of the individual and at least three references, with contact information, preferably email addressees. The applicant should also include a signed letter of commitment from the individual proposed. The letter of commitment must specify the length of the commitment to the position.

(B) COST/BUSINESS APPLICATION FORMAT

Cost/business sections of the application must be separate from the technical section. There is no page limitation to the cost/business submittal.

The cost/business portion of the application must consist of the following completed forms and requests for information:

- SF-424, Application for Federal Assistance
- SF-424A, Budget Information – Nonconstruction Programs
- SF-424B, Assurances – Nonconstruction Programs
- Pre-Award Certifications, Assurances and Other Statements of the Applicant/Recipient*
- Other submission requirements for applications submitted in response to this RFA.

* The following are amongst the Pre-Award Certifications, Assurances and Other Statements of the Applicant/Recipient which are requested to be included with the application submittal, but at the discretion of the applicant, these may be submitted after the deadline for applications:

- Assurance of Compliance with Laws and Regulations Governing Nondiscrimination in Federally Assisted Programs;
- Restrictions on Lobbying;
- Prohibition on Assistance to Drug Traffickers
- • Certification Regarding Terrorist Funding (not included with this RFA but available via the Agency points of contact and USAID website:
http://www.usaid.gov/business/business_opportunities/cib/pdf/aapd04_14.pdf
- Survey on Ensuring Equal Opportunity for Applicants

Other submission requirements for applications submitted in response to this RFA consist of:

- Detailed/itemized budget with budget narrative for each budget object class category, including explanation how costs were estimated, for both the requested USAID funding and proposed cost share amounts.
- Similar budget detail with narrative is requested for organizational partners teaming with the prime applicant.
- Current Negotiated Indirect Cost Rate Agreement (NICRA) negotiated between the applicant and a Federal agency (if available). If a NICRA is not available, the following is required: 1) Copies of the applicant's financial reports for the previous 3-year period, which have been audited by a certified public accountant or other auditor satisfactory to USAID; 2) Projected budget, cash flow and organizational chart; 3) A copy of the organization's accounting manual.
- If program income (i.e., cost recovery or other revenues generated under the award) is anticipated, the estimated amount should be reflected in the budget, and the Budget Narrative should describe how the program income is proposed to be treated, i.e., additive, cost sharing, or deductive, or a combination thereof (See 22 CFR 226.24).

SECTION V APPLICATION REVIEW INFORMATION.

Technical Evaluation Criteria and Sub-criteria:

The criteria presented below have been tailored to the requirements of this particular RFA. Applicants should note that these criteria serve to: (a) identify the significant matters which applicants should address in their applications and (b) set the standard against which all applications will be evaluated.

Evaluation of Cost and Cost Sharing: Cost effectiveness is a significant factor but of relative less importance than the non-cost factors. A proposal may be recommended for funding based on its singular predominance in the non-cost criteria in which case the cost effectiveness factor will be fully addressed before a final funding decision is made. Evaluation of cost effectiveness may be a deciding factor for the final funding decision when applications remaining under consideration for funding are evaluated to have similar technical merit.

The pre-award evaluation of cost effectiveness will include an examination of the application’s budget detail, including both USAID funding and cost share portions, to ensure it is a realistic financial expression of the proposed project and does not contain estimated costs which may be unreasonable or unallowable.

Applications must include at least the minimum cost share requirement in order to be considered for award. As indicated above, cost sharing will be evaluated as a sub-element of cost effectiveness.

Index	Description	Value	Score
1	Technical Approach and Methodology	40	
a	Viability of the proposed technical approach; i.e. the proposed technical approach can be expected to achieve results. The application should describe the applicant’s innovative ideas, approaches and strategies to achieve the results of the program.		
b	Understanding of strengths, weaknesses, opportunities and constraints of local governments, as well as the democratic and the socio-economic situation in Lebanon.		
c	Capability and commitment to creating viable, effective, and sustainable public-private partnerships in relevant milieus, sectors, and geographic areas.		
d	Ability to build on previous successes of USAID and other donor programs in the same or related fields		
e	Clear relationship to the goals and objectives reflected in RFA Objectives and USAID Strategy for Lebanon.		
f	Demonstrated ability to promote social, economic, and confessional diversity as well as gender considerations in the proposed approach.		
g	Ability to answer the following questions: At the end of three years (the award period), how will Lebanon be different as a result of the proposed program? What is the approach for program sustainability? What difference will be effected in the lives of the beneficiaries and partners on the democratic, local governance and socio-economic levels? How will USG support to local governments and the people of Lebanon be more visible?		
2	Prior Experience	7	
a	Previous experience in addressing: local governance and civic participation; collaborative community development; rural and industry cluster development; and other related issues.		
b	Relationship between the methods and techniques proposed in this application and previous performance and experience with similar activities explained.		

Description of the Review and Selection Process: Application(s) which are deemed to offer the best overall value and meet USAID objectives will be selected for award. A panel consisting of approximately 3 persons will evaluate the technical/programmatic merit of each application as measured against the evaluation factors. At the time of RFA issuance, all panel members are anticipated to be USAID employees. In addition to evaluating each application against the stated criteria, the panel may also consider the benefits, disadvantages

or risks of the proposed programs, relative to one another. The panel may make an award recommendation based on the extent of its evaluation scope. In addition, one or more panel members may be asked to provide input to the cost effectiveness review, any substantial implementation involvement desired by USAID, and on any special provisions that may be included in the award.

Once an apparent successful applicant is identified, additional information and discussion may occur between the applicant and USAID Agreement Officer, before the Agreement Officer makes the final funding decision.

The recommendation or selection of an application for award does not in any way guarantee and award. The USAID Agreement Officer must be fully satisfied that the applicant has the capacity to adequately perform in accordance with standards established by USAID and the Office of Management and Budget (OMB). This issue of organizational capability is generally referred to as a pre-award “responsibility determination.” The Agreement Officer must also complete any other necessary pre-award arrangements.

Details on USAID’s pre-award responsibility determination policy and procedure can be found on our agency website, in its automated directive system (ADS) chapter 303, section 303.3.9: <http://www.usaid.gov/policy/ads/300/303.pdf>.

Other areas of review and discussion will vary according to the circumstances pertaining to the application. The following areas commonly require discussion and agreement prior to award:

1. Branding Strategy and Marking Plan. The apparent successful applicant will be requested to propose a branding strategy and marking plan which provides for appropriate acknowledgment of USAID support, and which will be required as a material element of the grant. Information on USAID’s branding and marking policy can be found in ADS Chapter 320. ADS Chapter 320 sections concerning “assistance” applies to this RFA. ADS Chapter 320 sections ADS concerning “acquisition” do not apply to this RFA. ADS Chapter 320 can be found on USAID website: <http://www.usaid.gov/policy/ads/300/320.pdf>.
- Final program and budget plans.
- Payment terms.
- 4. Procedures concerning administrative reporting and logistical requirements for program including training components.
5. Cost sharing terms.
6. USAID-desired involvement during the implementation of the award. If it is substantial, a ‘cooperative agreement’ form of grant may be awarded which will contain the details of USAID’s involvement.
7. Other award terms including audit, special provisions and/or special award conditions.

SECTION VI AWARD AND ADMINISTRATION INFORMATION

Authority to Obligate the Government: The USAID Agreement Officer is the only individual who may legally commit the Government to the expenditure of public funds. No costs

chargeable to the proposed grant may be incurred before receipt of either a fully executed award (grant or cooperative agreement) or specific pre-award written authorization from the Agreement Officer.

Deviations from Standard Provision: None are anticipated at this time.

A description follows of anticipated reporting requirements to be included in the award:

Reporting Requirements

The Award(s) will stipulate deliverables and reporting requirements described in this section. The recipient shall submit each report in English in two hard copies and one electronic copy to the USAID Cognizant Technical Officer (CTO), and one electronic copy to the Agreement Officer.

A. Annual Work plan:

The recipient will prepare and submit for approval by the USAID an annual work plan, which will include all activities managed and implemented by the recipient. Each annual work plan will clearly indicate specific tasks and individual responsibilities for task completion. The work plan will serve as a reference point for quarterly and annual progress reports and will permit monitoring of the award performance and costs. It will also be one of the progress performance monitoring tools for USAID.

The annual work plan will establish the timeline for objectives that indicate progress towards the tasks that need to be performed to achieve objectives. It will specify activities on a critical path and show critical performance benchmarks for the responsible parties. The work plan will include a detailed budget with a pipeline analysis of costs incurred and projections of costs for the life of award(s) implementation plan for achieving program outputs.

The recipient shall submit an annual work plan in draft to USAID/Lebanon no later than sixty days after signature of the award(s). USAID/Lebanon will approve the final work plan in writing once any outstanding issues are resolved. Amendments to the annual work plan may be proposed by the recipient for approval by USAID/Lebanon.

B. Quarterly Progress Reports

Thirty days after the end of each calendar quarter, the recipient shall submit to USAID/Lebanon a brief progress report. It will summarize progress in relation to agreed-upon benchmarks contained on the annual work plan. The report will specify any problems encountered and indicate resolutions or proposed corrective actions. The report will list activities proposed for the next quarter.

C. Annual Progress Report

The July-September Quarterly Progress Report will constitute the basis of the Annual Progress Report. It will be a comprehensive narrative report summarizing the previous year's activities and accomplishments using the annual work plan as a starting point and will serve as the tool by which USAID/Lebanon monitors the performance of the recipient.

The report will include status of project activities and will summarize services delivered and progress towards achieving results identified in USAID's Program Areas. It will document both successes and failures of the interventions, and discuss reasons for shortcomings and recommend actions to overcome them. For each action, the recipient will designate responsible

parties and establish a timeframe for completion.

The Annual Monitoring and Evaluation Report will be a stand-alone document, but will be included as an annex to the Annual Progress Report.

D. Accruals

USAID performs a quarterly accrual exercise at the end of each quarter; i.e. December 31, March 30, June 30, and September 30. Awardees are required to submit 4 quarterly accrual expenditures reports 15 days before the end of a quarter per year.

E. Quarterly Financial Reports

Thirty days after the end of each calendar quarter, the recipient will submit to USAID/Lebanon a report on expenditures accrued during the report period and projected accrued expenditures for the next quarter. This will report against the Award(s) line items.

F. Annual Financial Reports

The July-September Quarterly Financial Report will constitute the Annual Financial Progress Report. Ninety days prior to the Award(s) completion date, the recipient will submit to USAID a detailed plan describing all actions to be completed to demobilize the recipient's operations. The plan will designate dates for all actions. It will include an inventory of all commodities procured under the project and a plan for disposition of the same commodities.

H. Recipient Final Report

Ninety days after the Award(s) completion date, the recipient will submit a final report to the Project Officer which will summarize implementation progress of all tasks including achievements of strategic results, shortfalls, problems, recommended solutions, and recipient's assessment of Award(s) work completed. The report shall provide quantitative representation. Accomplishments will need to be documented by data and not anecdotal reporting for the analysis and conclusions must be submitted with the final report.

I. Report of Government Property in Recipient's Custody

In accordance with AID acquisition Regulations (AIDAR) 752.245-70, the recipient is required to report all non-expendable property annually (based on calendar year) to the Agreement officer and the project officer.

K. Project Materials

The recipient shall be required to submit copies to USAID\Lebanon of all materials developed under the project including but not limited to, course curricula and training materials; conference reports; and procedure and operating manuals. The materials required and the number of copies and language shall be identified in the Annual Workplans.

CERTIFICATIONS, ASSURANCES, AND OTHER STATEMENTS OF RECIPIENT

PART I - CERTIFICATIONS AND ASSURANCES

1. ASSURANCE OF COMPLIANCE WITH LAWS AND REGULATIONS GOVERNING NONDISCRIMINATION IN FEDERALLY ASSISTED PROGRAMS

(a) The recipient hereby assures that no person in the United States shall, on the bases set forth below, be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under, any program or activity receiving financial assistance from USAID, and that with respect to the grant for which application is being made, it will comply with the requirements of:

(1) Title VI of the Civil Rights Act of 1964 (Pub. L. 88-352, 42 U.S.C. 2000-d), which prohibits discrimination on the basis of race, color or national origin, in programs and activities receiving Federal financial assistance;

(2) Section 504 of the Rehabilitation Act of 1973 (29 U.S.C. 794), which prohibits discrimination on the basis of handicap in programs and activities receiving Federal financial assistance;

(3) The Age Discrimination Act of 1975, as amended (Pub. L. 95-478), which prohibits discrimination based on age in the delivery of services and benefits supported with Federal funds;

(4) Title IX of the Education Amendments of 1972 (20 U.S.C. 1681, et seq.), which prohibits discrimination on the basis of sex in education programs and activities receiving Federal financial assistance (whether or not the programs or activities are offered or sponsored by an educational institution); and

(5) USAID regulations implementing the above nondiscrimination laws, set forth in Chapter II of Title 22 of the Code of Federal Regulations.

(b) If the recipient is an institution of higher education, the Assurances given herein extend to admission practices and to all other practices relating to the treatment of students or clients of the institution, or relating to the opportunity to participate in the provision of services or other benefits to such individuals, and shall be applicable to the entire institution unless the recipient establishes to the satisfaction of the USAID Administrator that the institution's practices in designated parts or programs of the institution will in no way affect its practices in the program of the institution for which financial assistance is sought, or the beneficiaries of, or participants in, such programs.

(c) This assurance is given in consideration of and for the purpose of obtaining any and all Federal grants, loans, contracts, property, discounts, or other Federal financial assistance extended after the date hereof to the recipient by the Agency, including installment payments after such date on account of applications for Federal financial assistance which were approved before such date. The recipient recognizes and agrees that such Federal financial assistance will be extended in reliance on the representations and agreements made in this Assurance, and that the United States shall have the right to seek judicial enforcement of this Assurance. This Assurance is binding on the recipient, its successors, transferees, and assignees, and the person or persons whose signatures appear below are authorized to sign

this Assurance on behalf of the recipient.

2. CERTIFICATION REGARDING LOBBYING

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, United States Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Statement for Loan Guarantees and Loan Insurance

The undersigned states, to the best of his or her knowledge and belief, that: If any funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this commitment providing for the United States to insure or guarantee a loan, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions. Submission of this statement is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required statement shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

3. PROHIBITION ON ASSISTANCE TO DRUG TRAFFICKERS FOR COVERED COUNTRIES AND INDIVIDUALS (ADS 206)

USAID reserves the right to terminate this [Agreement/Contract], to demand a refund or take other appropriate measures if the [Grantee/ Contractor] is found to have been convicted of a

narcotics offense or to have been engaged in drug trafficking as defined in 22 CFR Part 140. The undersigned shall review USAID ADS 206 to determine if any certification are required for Key Individuals or Covered Participants.

If there are COVERED PARTICIPANTS: USAID reserves the right to terminate assistance to, or take or take other appropriate measures with respect to, any participant approved by USAID who is found to have been convicted of a narcotics offense or to have been engaged in drug trafficking as defined in 22 CFR Part 140.

The recipient has reviewed and is familiar with the proposed grant format and the applicable regulations, and takes exception to the following (use a continuation page as necessary):

Solicitation No. _____ Application/Proposal No. _____

_____ Date of Application/Proposal _____

_____ Name of Recipient _____

Typed Name and Title _____

_____ Signature

_____ Date _____

Note: When these Certifications, Assurances, and Other Statements of Recipient are used for cooperative agreements, the term "Grant" means "Cooperative Agreement".

PART II - OTHER STATEMENTS OF RECIPIENT

1. AUTHORIZED INDIVIDUALS The recipient represents that the following persons are authorized to negotiate on its behalf with the Government and to bind the recipient in connection with this application or grant: Name Title Telephone No. Facsimile No.

2. TAXPAYER IDENTIFICATION NUMBER (TIN)

If the recipient is a U.S. organization, or a foreign organization which has income effectively connected with the conduct of activities in the U.S. or has an office or a place of business or a fiscal paying agent in the U.S., please indicate the recipient's TIN:

TIN: _____

3. CONTRACTOR IDENTIFICATION NUMBER - DATA UNIVERSAL NUMBERING SYSTEM (DUNS) NUMBER

(a) In the space provided at the end of this provision, the recipient should supply the Data Universal Numbering System (DUNS) number applicable to that name and address. Recipients should take care to report the number that identifies the recipient's name and address exactly as stated in the proposal.

(b) The DUNS is a 9-digit number assigned by Dun and Bradstreet Information Services. If the recipient does not have a DUNS number, the recipient should call Dun and Bradstreet directly at 1-800-333-0505. A DUNS number will be provided immediately by telephone at no charge to the recipient. The recipient should be prepared to provide the following information:

- (1) Recipient's name.
- (2) Recipient's address.
- (3) Recipient's telephone number.
- (4) Line of business.
- (5) Chief executive officer/key manager.
- (6) Date the organization was started.
- (7) Number of people employed by the recipient.
- (8) Company affiliation.

(c) Recipients located outside the United States may obtain the location and phone number of the local Dun and Bradstreet Information Services office from the Internet Home Page at <http://www.dbisna.com/dbis/customer/custlist.htm>. If an offeror is unable to locate a local service center, it may send an e-mail to Dun and Bradstreet at globalinfo@dbisma.com.

The DUNS system is distinct from the Federal Taxpayer Identification Number (TIN)

system.

DUNS: _____

4. LETTER OF CREDIT (LOC) NUMBER

If the recipient has an existing Letter of Credit (LOC) with USAID, please indicate the LOC number:

LOC: _____

5. PROCUREMENT INFORMATION

(a) **Applicability.** This applies to the procurement of goods and services planned by the recipient (i.e., contracts, purchase orders, etc.) from a supplier of goods or services for the direct use or benefit of the recipient in conducting the program supported by the grant, and not to assistance provided by the recipient (i.e., a subgrant or subagreement) to a subgrantee or subrecipient in support of the subgrantee's or subrecipient's program. Provision by the recipient of the requested information does not, in and of itself, constitute USAID approval.

(b) **Amount of Procurement.** Please indicate the total estimated dollar amount of goods and services which the recipient plans to purchase under the grant:

\$ _____

(c) **Nonexpendable Property.** If the recipient plans to purchase nonexpendable equipment which would require the approval of the Agreement Officer, please indicate below (using a continuation page, as necessary) the types, quantities of each, and estimated unit costs. Nonexpendable equipment for which the Agreement Officer's approval to purchase is required is any article of nonexpendable tangible personal property charged directly to the grant, having a useful life of more than one year and an acquisition cost of \$5,000 or more per unit. TYPE/DESCRIPTION QUANTITY ESTIMATED UNIT COST (Generic)

(d) **Source, Origin, and Componentry of Goods.** If the recipient plans to purchase any goods/commodities which are not of U.S. source and/or U.S. origin, please indicate below (using a continuation page, as necessary) the types and quantities of each, estimated unit costs of each, and probable source and/or origin. "Source" means the country from which a commodity is shipped to the cooperating country or the cooperating country itself if the commodity is located therein at the time of purchase. However, where a commodity is shipped from a free port or bonded warehouse in the form in which received therein, "source" means the country from which the commodity was shipped to the free port or bonded warehouse. Any commodity whose source is a non-Free World country is ineligible for USAID financing. The "origin" of a commodity is the country or area in which a commodity is mined, grown, or produced. A commodity is produced when, through manufacturing, processing, or substantial and major assembling of components, a commercially recognized new commodity results, which is substantially different in basic characteristics or in purpose or utility from its components. Merely packaging various items together for a particular procurement or relabeling items does not constitute production of a commodity. Any commodity whose origin is a non-Free World country is ineligible for USAID financing.

"Components" are the goods which go directly into the production of a produced commodity. Any component from a non-Free World country makes the commodity ineligible for USAID financing.

TYPE/ QUANTITY EST. GOODS PROBABLE GOODS
PROBABLE DESCRIPTION UNIT COMPONENTS SOURCE
COMPONENTS ORIGIN (Generic) COST

(e) Restricted Goods. If the recipient plans to purchase any restricted goods, please indicate below (using a continuation page, as necessary) the types and quantities of each, estimated unit costs of each, intended use, and probable source and/or origin. Restricted goods are Agricultural Commodities, Motor Vehicles, Pharmaceuticals, Pesticides, Rubber Compounding Chemicals and Plasticizers, Used Equipment, U.S. Government-Owned Excess Property, and Fertilizer. TYPE/ QUANTITY ESTIMATED PROBABLE PROBABLE INTENDED DESCRIPTION UNIT COST SOURCE ORIGIN USE (Generic)

(f) Supplier Nationality. If the recipient plans to purchase any goods or services from suppliers of goods and services whose nationality is not in the U.S., please indicate below (using a continuation page, as necessary) the types and quantities of each good or service, estimated costs of each, probable nationality of each non-U.S. supplier of each good or service, and the rationale for purchasing from a non-U.S. supplier. Any supplier whose nationality is a non-Free World country is ineligible for USAID financing. TYPE/ QUANTITY ESTIMATED PROBABLE NATIONALITY RATIONALE DESCRIPTION UNIT COST SUPPLIER for (Generic) (Non-US Only) NON-US

(g) Proposed Disposition. If the recipient plans to purchase any nonexpendable equipment with a unit acquisition cost of \$5,000 or more, please indicate below (using a continuation page, as necessary) the proposed disposition of each such item. Generally, the recipient may either retain the property for other uses and make compensation to USAID (computed by applying the percentage of federal participation in the cost of the original program to the current fair market value of the property), or sell the property and reimburse USAID an amount computed by applying to the sales proceeds the percentage of federal participation in the cost of the original program (except that the recipient may deduct from the federal share \$500 or 10% of the proceeds, whichever is greater, for selling and handling expenses), or donate the property to a host country institution, or otherwise dispose of the property as instructed by USAID.

TYPE/DESCRIPTION QUANTITY ESTIMATED PROPOSED DISPOSITION
(Generic) UNIT COST

6. PAST PERFORMANCE REFERENCES

On a continuation page, please provide a list of the ten most current U.S. Government and/or privately-funded contracts, grants, cooperative agreements, etc., and the name, address, and telephone number of the Contract/Agreement Officer or other contact person.

7. TYPE OF ORGANIZATION

The recipient, by checking the applicable box, represents that -

(a) If the recipient is a U.S. entity, it operates as a corporation incorporated under the laws of the State of, an individual, a partnership, a nongovernmental nonprofit organization, a state or local governmental organization, a private college or university, a public college or university, an international organization, or a joint venture; or

(b) If the recipient is a non-U.S. entity, it operates as a corporation organized under the laws of _____ (country), an individual, a partnership, a nongovernmental nonprofit organization, a nongovernmental educational institution, a governmental organization, an international organization, or a joint venture.

8. ESTIMATED COSTS OF COMMUNICATIONS PRODUCTS

The following are the estimate(s) of the cost of each separate communications product (i.e., any printed material [other than non-color photocopy material], photographic services, or video production services) which is anticipated under the grant. Each estimate must include all the costs associated with preparation and execution of the product. Use a continuation page as necessary.

Survey on Ensuring Equal Opportunity for Applicants

OMB No. 1890-0014
Exp. 1/31/2006

Purpose: The Federal government is committed to ensuring that all qualified applicants, small or large, non-religious or faith-based, have an equal opportunity to compete for Federal funding. In order for us to better understand the population of applicants for Federal funds, we are asking nonprofit private organizations (not including private universities) to fill out this survey.

Upon receipt, the survey will be separated from the application. Information on the survey will not be considered in any way in making funding decisions and will not be included in the Federal grants database. While your help in this data collection process is greatly appreciated, completion of this survey is voluntary.

Instructions for Submitting the Survey: If you are applying using a hard copy application, please place the completed survey in an envelope labeled "Applicant Survey." Seal the envelope and include it along with your application package. If you are applying electronically, please submit this survey along with your application.

Applicant's (Organization)

1. Does the applicant have 501(c)(3) status? Yes No

2. How many full-time equivalent employees does the applicant have? (Check only one box).

1. Does the applicant have 501(c)(3) status? Yes No

2. How many full-time equivalent employees does the applicant have? (Check only one box).

Name: _____ Applicant's DUNS

Number: _____ Grant

Name: _____

CFDA Number: _____

Survey Instructions on Ensuring Equal Opportunity for Applicants

Provide the applicant's (organization) name and DUNS number and the grant name and CFDA number.

1 501(c)(3) status is a legal designation provided on application to the Internal Revenue Service by eligible organizations. Some grant programs may require nonprofit applicants to have 501(c)(3) status. Other grant programs do not.

2 For example, two part-time employees who each work half-time equal one full-time equivalent employee. If the applicant is a local affiliate of a national organization, the responses to survey questions 2 and 3 should reflect the staff and budget size of the local affiliate.

3 Annual budget means the amount of money our organization spends each year on all of its activities.

4 Self-identify.

5 An organization is considered a community-based organization if its headquarters/service location shares the same zip code as the clients you serve.

6 An "intermediary" is an organization that enables a group of small organizations to receive and manage government funds by administering the grant on their behalf.

7 Self-explanatory.

3 or Fewer 4-5

6-12

3. What is the size of the applicant's annual budget? (Check only one box.)

Less than \$150,000 \$150,000 - \$299,999

\$300,000 - \$499,999

\$500,000 - \$999,999

\$1,000,000 - \$4,999,999 \$5,000,000 or more

3 or Fewer 4-5

6-12

3. What is the size of the applicant's annual budget? (Check only one box.)

Less than \$150,000 \$150,000 - \$299,999

\$300,000 - \$499,999

\$500,000 - \$999,999

8 Self-explanatory.

Paperwork Burden Statement

According to the Paperwork Reduction Act of 1995, no persons are required to respond to a collection of information unless such collection displays a valid OMB control number. The valid OMB control number for this information collection is 1890-0014. The time required to complete this information collection is estimated to average five (5) minutes per response, including the time to review instructions, search existing data resources, gather the data needed, and complete and review the information collection. **If you have any comments concerning the accuracy of the time estimate(s) or suggestions for improving this form, please write to:**U.S. Department of Education, Washington, D.C. 20202-4651.

If you have comments or concerns regarding the status of your individual submission of this form, write directly to:

Joyce I. Mays, Application Control Center,
U.S. Department of Education, 7th and D Streets, SW, ROB-3, Room 3671,
Washington, D.C. 20202-4725.

APPLICATION FOR FEDERAL ASSISTANCE		2. DATE SUBMITTED	APPLICANT IDENTIFIER
1. TYPE OF SUBMISSION		3. DATE RECEIVED BY STATE	STATE APPLICATION IDENTIFIER
Application <input type="checkbox"/> Construction <input type="checkbox"/> Non-Construction		4. DATE RECEIVED BY FEDERAL AGENCY	FEDERAL IDENTIFIER
Pre-application <input type="checkbox"/> Construction <input type="checkbox"/> Non-Construction			
5. APPLICANT INFORMATION			
Legal Name		Organizational Unit	
Address (Street, County, State and ZIP code)		Name and telephone number of person to be contacted on matters involving this application (give area code)	
6. EMPLOYER IDENTIFICATION NUMBER (EIN)		7. TYPE OF APPLICANT (enter appropriate letter in box)	
<input type="text"/> - <input type="text"/>		<input type="checkbox"/> A. State <input type="checkbox"/> B. County <input type="checkbox"/> C. Municipal <input type="checkbox"/> D. Township <input type="checkbox"/> E. Interstate <input type="checkbox"/> F. Intermunicipal <input type="checkbox"/> G. Special District <input type="checkbox"/> H. Independent School Dist.	
8. TYPE OF APPLICATION		<input type="checkbox"/> I. State Controlled Institution of Higher Learning <input type="checkbox"/> J. Private University <input type="checkbox"/> K. Indian Tribe <input type="checkbox"/> L. Individual <input type="checkbox"/> M. Profit Organization <input type="checkbox"/> N. Other (Specify) _____	
<input type="checkbox"/> New <input type="checkbox"/> Continuation <input type="checkbox"/> Revision If Revision, enter appropriate letter(s) in box(es) <input type="text"/>		9. NAME OF FEDERAL AGENCY	
<input type="checkbox"/> A. Increase Award <input type="checkbox"/> C. Increase Duration <input type="checkbox"/> E. Other (specify) _____		<input type="checkbox"/> B. Decrease Award <input type="checkbox"/> D. Decrease Duration	
10. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER		11. DESCRIPTIVE TITLE OF APPLICANTS PROJECT	
Title:			
12. AREAS AFFECTED BY PROJECT (Cities, Counties, Street, etc.)			
13. PROPOSED PROJECT		14. CONGRESSIONAL DISTRICTS OF	
Start Date	Ending Date	Applicant	Project
15. ESTIMATED FUNDING		16. IS APPLICATION SUBJECT TO REVIEW BY STATE EXECUTIVE ORDER 12372 PROCESS?	
a. Federal		a. YES. THIS PREAPPLICATION-APPLICATION WAS MADE AVAILABLE TO THE STATE EXECUTIVE ORDER 12372 PROCESS FOR REVIEW ON DATE _____	
b. Applicant		b. NO. <input type="checkbox"/> PROGRAM IS NOT COVERED BY E.O 12372	
c. State		<input type="checkbox"/> OR PROGRAM HAS NOT BEEN SELECTED BY STATE FOR REVIEW	
d. Local		17. IS THE APPLICATION DELINQUENT ON ANY FEDERAL DEBT?	
e. Other		<input type="checkbox"/> Yes If 'Yes', attach an explanation. <input type="checkbox"/> No	
f. Program Income			
g. Total			
18. TO THE BEST OF MY KNOWLEDGE AND BELIEF, ALL DATA IN THIS APPLICATION/PREAPPLICATION ARE TRUE AND CORRECT. THE DOCUMENT HAS BEEN DULY AUTHORIZED BY THE GOVERNING BODY OF THE APPLICANT AND THE APPLICANT WILL COMPLY WITH THE ATTACHED ASSURANCES IF THE ASSISTANCE IS AWARDED.			
a. Type Name of Authorized Representative		b. Title	c. Telephone Number
d. Signature of Authorized Representative		e. Date Signed	

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INSTRUCTION FOR THE SF424

Public reporting burden for this collection of information is estimated to average 45 minutes per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Office of Management and Budget, Paperwork Reduction Project (0348-0043), Washington, DC 20503.

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This is a standard form used by applicants as a required facesheet for preapplications and applications submitted for Federal assistance. It will be used by Federal agencies to obtain application certification that States which have included in their process, have been given an opportunity to review the applicant's submission.

Item: Entry:

1. Self-explanatory.
2. Date application submitted to Federal agency (or State if applicable) & applicant's control number(if applicable).
3. State use only (if applicable)
4. If this application is to continue or revise an existing award, enter present Federal identifier number. If for a new project, leave blank.
5. Legal name of applicant, name of primary organizational unit which will undertake the assistance activity, complete address of the applicant, and name and telephone number of the person to contact on matters related to this application.
6. Enter Employer Identification Number (EIN) as assigned by the Internal Revenue Service.
7. Enter the appropriate letter in the space provided.
8. Check appropriate box and enter appropriate letter(s) in the space(s) provided:
 - 'New' means a new assistance award.
 - 'Continuation' means an extension for an additional funding/budget period for a project with a projected completion date.
 - 'Revision' means any change in the Federal Government's financial obligation or contingent liability from an existing obligation.
1. Name of Federal agency from which assistance is being requested with this application.
2. Use the Catalog of Federal Domestic Assistance Number and title of the program under which assistance is requested.
3. Enter a brief descriptive title of the project. If more than one program is involved, you should append an explanation on a separate sheet. If appropriate (e.g., construction or real property projects), attach a map showing project location. For preapplications, use a separate sheet to provide a summary description of this project.

Item: Entry:

1. List only the largest political entities affected (e.g., State, counties, cities).
2. Self-explanatory.
3. List the applicant's Congressional District and any District(s) affected by the program or project.
4. Amount requested or to be contributed during the first funding/budget period by each contributor. Value of in-kind contributions should be included on appropriate lines as applicable. If the action will result in a dollar change to an existing award, indicate only the amount of the change. For decreases, enclose the amounts in parentheses. If both basic and supplemental amounts are included, show breakdown on an attached sheet. For multiple program funding, use totals and show breakdown using same categories as item 15.
5. Applicants should contact the State Single Point of Contact (SPOC) for Federal Executive Order 12372 to determine whether the application is subject to the State intergovernmental review process.
6. This question applies to the applicant organization, not the person who signs as the authorized representative.

Categories of debt include delinquent audit disallowances, loans and taxes.

7. To be signed by the authorized representative of the applicant. A copy of the governing body's authorization for you to sign this application as official representative must be on file in the applicant's office. (Certain Federal agencies may require that this authorization be submitted as part of the application.)

Grant Program Function or Activity(a)	Catalog of Federal Assistance Number (b)	Estimated Unobligated Funds		New or Revised Budget	
		Federal (c)	Non-Federal (d)	Federal (e)	Non-Federal (f)
1.	-				
2.	-				
3.	-				
4.	-				
5. Totals					
6. Object Class Categories		Grant Program Function or Activity			
		(1)	(2)	(3)	(4)
a. Personnel					
b. Fringe Benefits					
c. Travel					
d. Equipment					
e. Supplies					
f. Contractual					
g. Construction					
h. Other					
i. Total Direct Charges (Sum of 6a-6h)					
j. Indirect Charges					
k. TOTALS (Sum of 6i and 6j)					
7. Program Income					

BUDGET INFORMATION -Non-Construction Programs

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(a) Grant Program	(b) Applicant	(c) State	(d) Other Sources	
8.				
9.				
10.				
11.				
12. TOTAL (Sum of lines 8-11)				
	Total Amt 1st Year	1st Quarter	2nd Quarter	3rd Quarter
13. Federal				
14. Non-Federal				
15. TOTAL (Sum of lines 13 and 14)				
(a) Grant Program	FUTURE FUNDING PERIODS (Years)			
	(b) First	(c) Second	(d) Third	
16.				
17.				
18.				
19.				
20. TOTAL (Sum of lines 16-19)				
21. Direct Charges:	22. Indirect Charges:			
23. Remarks:				
(a) Grant Program	(b) Applicant	(c) State	(d) Other Sources	
8.				
9.				
10.				
11.				
12. TOTAL (Sum of lines 8-11)				
	Total			

BUDGET INFORMATION -Non-Construction Programs (cont'd)

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INSTRUCTION FOR THE SF424A

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PLEASE DO NOT RETURN YOUR COMPLETED FORM TO THE OFFICE OF MANAGEMENT AND BUDGET, SEND IT TO THE ADDRESS PROVIDED BY THE SPONSORING AGENCY.

General Instructions in Column (5), Line 6k, should be the same as the total amount shown in Section A, Column (g), Line 5. For supplemental grants and changes This form is designed so that application can be made for funds from to grants, the total amount of the increase or decrease as shown in one or more grant programs. In preparing the budget, adhere to any Column (1) -(4), Line 6k should be the same as the sum of the amounts existing Federal grantor agency guidelines which prescribe how and in Section A, Columns (e) and (f) on Line 5. whether budgeted amounts should be separately shown for different functions or activities within the program. For some programs, Line 7 -Enter the estimated amount of income, if any, expected to grantor agencies may require a breakdown by function or activity. be generated from this project. Do not add or subtract this amount Sections A, B, C, and D should include budget estimates for the whole from the total project amount. Show under the program narrative project except when applying for assistance which requires Federal statement the nature and source of income. The estimated amount of authorization in annual or other funding period increments. In the program income may be considered by the Federal grantor agency in latter case, Sections A, B, C, and D should provide the budget for determining the total amount of the grant. the first budget period (usually a year) and Section E should present the need for Federal assistance in the subsequent budget periods. Section C. Non-Federal Resources All applications should contain a breakdown by the object class categories shown in Lines a - k of Section B. Lines 8-11 Enter amounts of non-Federal resources that will be used on the grant. If in-kind contributions are included, provide a brief Section A, Budget Summary Lines 1-4 Columns (a) and (b) explanation on a separate sheet.

For applications pertaining to a single Federal grant program (Federal Column (a) -Enter the program titles identical to Column (a), activity breakdown, enter on Line 1 under Column (a) the catalog Section A. A breakdown by function or activity is not necessary program title and the catalog number in Column (b).

Column (b) -Enter the amount of the State's cash and in-kind For applications pertaining to a single program requiring budget contribution if the applicant is not a State or State agency. amounts by multiple functions or activities, enter the name of each activity or function on each line in Column (a), and enter the catalog Column (c) -Enter the amount of the State's cash and in-kind number in Column (b). For applications pertaining to multiple contribution if the applicant is not a State or State agency. programs where none of the programs require a breakdown by function Applicants which are a State or State agencies should leave or activity, enter the catalog program title on each line in Column this column blank. (a) and the respective catalog number on each line in Column (b).

Column (d) -Enter the amount of cash and in-kind contributions For applications pertaining to multiple programs where one or more to be made from all other sources programs require a breakdown by function or activity, prepare a separate sheet for each program requiring the breakdown. Additional Column (e) Enter total of columns (b), (c) and (d). sheets should be used when one form does not provide adequate space for all breakdown of data required. However, when more than one sheet Line 12 -Enter the total for each of Columns (b)-(e). The amount in is used, the first page should always provide the summary totals by Column (c) should be equal to the amount on Line 5, Column (f), programs. Section A.

Lines 1-4 Columns (c) through (g) Section D. Forecasted Cash Needs

For new applications, leave Columns (c) and (d) blank. For each line Line 13 -Enter the amount of cash needed by quarter from the grantor entry in Columns (a) and (b), enter in Columns (e), (f), and (g) the agency during the first year. appropriate amounts of funds needed to support the project for the first funding period (usually a year). Line 14 -Enter the amount of cash from all other sources needed by quarter during the first year. For continuing grant program applications, submit these forms before the end of each funding period as required by the grantor agency. Line 15 -Enter the totals of amounts on Lines 13 and 14. Enter in Columns (c) and (d) the estimated amounts of funds which will remain unobligated at the end of the grant funding period only if the Section E. Budget Estimates of Federal Funds Needed for Balance of Federal grantor agency instructions provide for this. Otherwise, the Project. leave these columns blank. Enter in Columns (e) and (f) the amounts of funds needed for the upcoming period. The amount(s) in Column (g) Lines 16-19 -Enter in Column (a) the same grant program titles shown should be the sum of amounts in Columns (c) and (f). in Column (a), Section A. A breakdown by function or activity is not necessary. For new applications and continuation grant applications, For supplemental grants and changes to existing grants, do not use enter in the proper columns amounts of Federal funds which will be Columns (c) and (d). Enter in Column (e) the amount of the increase needed to complete the program or project over the succeeding funding or decrease of Federal funds and enter in Column (f) the amount of periods (usually in years). This section need not be completed for the increase or decrease of non-Federal funds. In Column (g) enter revisions (amendments, changes, or supplements) to funds for the new total budgeted amount (Federal and non-Federal) which includes current year of existing grants. the total previous authorized budgeted amounts plus or minus, as appropriate, the amounts shown in Columns (c) and (f). The amount(s) If more than four lines are needed to list the program titles, submit in Column (g) should not equal the sum of amounts in Columns (c) and (f). additional schedules as necessary Line 5 - Show the totals for all columns used Line 20 -Enter the total for each of the Columns (b)-(e). When schedules are prepared for this Section, annotate accordingly and Section B Budget Categories show the overall totals on this line.

In the column headings (1) through (4), enter the titles of the same Section F. Other Budget Information programs, functions, and activities shown on Lines 1-4. Column (a), Section A. When additional sheets are prepared for Section A, provide Line 21 -Use this space to explain amounts for individual direct similar column headings on each sheet. For each program, function or object-class cost categories that may appear to be out of the ordinary activity, fill in the total requirements for funds (both Federal and or to explain the details as required by the Federal grantor agency. non-Federal) by object class categories.

Line 22 -Enter the type of indirect rate (provisional, predetermined, Lines 6a - i Show the totals of Lines 6a to 6h in each column. final or fixed) that will be in effect during the funding period, the estimated amount of the base to which the rate is applied, and the Line 6j Show the amount of indirect cost. total indirect expense.

Line 6k - Enter the total of amounts on Lines 6i and 6j. For all Line 23 -Provide any other explanations or comments deemed necessary.

applications for new grants and continuation grants the total amount Standard Form 424A (Rev. 4/92) Page 3

ASSURANCES - NON-CONSTRUCTION PROGRAMS

Public reporting burden for this collection of information is estimated to average 15 minutes per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Office of Management and Budget, Paperwork Reduction Project (0348-0040), Washington, DC 20503.

PLEASE DO NOT RETURN YOUR COMPLETED FORM TO THE OFFICE OF MANAGEMENT AND BUDGET, SEND IT TO THE ADDRESS PROVIDED BY THE SPONSORING AGENCY.

NOTE: Certain of these assurances may not be applicable to your project or program. If you have questions, please contact the awarding agency. Further, certain Federal awarding agencies may require applicants to certify to additional assurances. If such is the case, you will be notified.

As the duly authorized representative of the applicant I certify that the applicant:

1. Has the legal authority to apply for Federal assistance and the institutional, managerial and financial capability (including funds sufficient to pay the non-Federal share of project cost) to ensure proper planning, management and completion of the project described in this application.
2. Will give the awarding agency, the Comptroller General of United States, and if appropriate, the State, through any authorized representative, access to and the right to examine all records, books, papers, or documents related to the award; and will establish a proper accounting system in accordance with generally accepted accounting standards or agency directives.
3. Will establish safeguards to prohibit employees from using their positions for a purpose that constitutes or presents the appearance of personal or organizational conflict of interest, or personal gain.
4. Will initiate and complete the work within the applicable time frame after receipt of approval of the awarding agency.
5. Will comply with the Intergovernmental Personnel Act of 1970 (42 U.S.C. 4728-4763) relating to prescribed standards for merit systems for programs funded under one of the nineteen statutes or regulations specified in Appendix A of OPM's Standards for a Merit System of Personnel Administration (5 C.F.R. 900, Subpart F).
6. Will comply with all Federal statutes relating to nondiscrimination. These include but are not limited by (a) Title VI of the Civil Rights Act of 1964 (P.L. 88-352) which prohibits discrimination on the basis of race, color or national origin; (b) Title IX of the Education Amendments of 1972, as amended (20 U.S.C. 1681-1683, and 1685-1686), which prohibits discrimination on the basis of sex; (c) Section 504 of the Rehabilitation Act of 1973, as amended (29 U.S.C. 794), which prohibits discrimination on the basis of handicaps; (d) the Age Discrimination Act of 1975, as amended (42 U.S.C. 6101-6107), which prohibits discrimination on the basis of age; (e) the Drug Abuse Office and Treatment Act of 1972 (P.L. 92-255), as amended, relating to nondiscrimination on the basis of drug abuse; (f) the Comprehensive Alcohol Abuse and Alcoholism Prevention, Treatment and Rehabilitation Act of 1970 (P.L. 91-616), as amended, relating to nondiscrimination on the basis of alcohol abuse or alcoholism; (g) 523 and 527 of the Public Health Service Act of 1912 (42 U.S.C. 290 dd-3 and 290 cc-3), as amended, relating to confidentiality of alcohol and drug abuse patient records; (h) Title VIII of the Civil Rights Act of 1968 (42 U.S.C. 3601 et seq.), as amended, relating to nondiscrimination in the sale, rental or financing of housing; (i) any other nondiscrimination provisions in the specific statute(s) under which application for Federal assistance is being made; and (j) the requirements of any other nondiscrimination statute(s) which may apply to the application.
7. Will comply, or has already complied, with the requirements of Titles II and III of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 (P.L. 91-646) which provide for fair and equitable treatment of persons displaced or whose property is acquired as a result of Federal or federally assisted programs. These requirements apply to all interests in real property acquired for project purposes regardless of Federal participation in purchases.
8. Will comply, as applicable, with provisions of the Hatch Act (5 U.S.C. 1501-1508 and 7324-7328) which limit the political activities of employees whose principal employment activities are funded in whole or in part with Federal funds.
9. Will comply as applicable, with the provisions of the Davis-Bacon Act (40 U.S.C. 276a to 276z -276a-7), the Copeland Act (40 U.S.C. 276c and 18 U.S.C. 874), and the Contract Work Hours and Safety Standards Act (40 U.S.C. 327-333), regarding labor standards for federally assisted construction subagreements.
10. Will comply if applicable, with flood insurance purchase requirements of Section 102(a) of the Flood Disaster Protection Act of 1973 (P.L. 93-234) which requires recipients in a special flood hazard area to participate in the program and to purchase flood insurance if the total cost of insurable construction and acquisition is \$10,000 or more.

ASSURANCES - NON-CONSTRUCTION PROGRAMS (cont'd)

11. Will comply with environmental standards which may 14. Will comply with P.L. 93-348 regarding the protection be prescribed pursuant to the following: (a) insti- of human subjects involved in research, development, tution of environmental quality control measures and related activities supported by this award of under the National Environmental Policy Act of assistance. 1969 (P.L. 91-190) and Executive Order (E.O.) 11514; (b) notification of violating facilities pursuant to 15. Will comply with the Laboratory Animal Welfare Act EO 11738; (c) protection of wetlands pursuant to EO of 1966 (P.L. 89-544, as amended, 7 U.S.C. 2131 et 11990; (d) evaluation of flood hazards in floodplains seq.) pertaining to the care, handling, and treat-in accordance with EO 11988; (e) assurance of project ment of warm blooded animals held for research, consistency with the approved State management program teaching, or other activities supported by this developed under the Coastal Zone Management Act of award of assistance. 1972 (16 U.S.C. 1/21451 et seq.); (f) conformity of Federal actions to State (Clean Air) Implementation 16. Will comply with the Lead-Based Paint Poisoning Plans under Section 176(c) of the Clean Air Act of Prevention Act (42 U.S.C. 1/24801 et seq.) which 1955, as amended (42 U.S.C. 1/27401 et seq.); (g) prohibits the use of lead based paint in construcprotection of underground sources of drinking water tion or rehabilitation of residence structures. under the Save Drinking Water Act of 1974, as amended, (P.L. 93-523); and (h) protection of endangered species 17. Will ensure to be performed the required financial under the Endangered Species Act of 1973, as amended, and compliance audits in accordance with the Single (P.L. 93-205). Audit Act of 1984 or OMB Circular No. A-133, Audits of Institutions or Higher Learning and other Non
12. Will comply with the Wild and Scenic Rivers Act profit Institutions. of 1968 (16 U.S.C. 1/21271 et seq.) related to protecting components or potential components of 18. Will comply with all applicable requirements of all the national wild and scenic rivers system. other Federal laws, executive orders, regulations and policies governing this program.
13. Will assist the awarding agency in assuring ompliance with Section 106 of the National Historic Preservation Act of 1966, as amended (16 U.S.C. 470), EO 11593 (identification and protection of historic properties), and the Archacological and Historic Preservation Act of 1974 (16 U.S.C. 469a-1 et seq.).

SIGNATURE OF AUTHORIZED CERTIFYING OFFICIAL	TITLE
APPLICANT ORGANIZATION	DATE SUBMITTED

Annex 3: List of Program Documents Reviewed

A. EMLED

1. List of grantees
2. List of loan beneficiaries
3. List of trainees
4. Value chain case study reports
5. LED committee files which included meeting attendees, SWOT analysis and related notes
6. List of LED committee members
7. EMLED project proposal
8. Quarterly reports
9. Mid Term evaluation report conducted in March 2010.
10. EMLED PMP and related indicator definitions
11. Grant selection criteria.
12. Training material
13. EMLED work plan
14. Strategy Briefs
15. Cooperative Agreement Modifications

B. TAMKIN

1. Municipality files which included:
 - Minutes of Meetings and attendees for the Introductory meeting, Town Hall Meeting, MDC's first institutional meeting and Leadership mapping
 - Village Readiness Survey
 - Municipal Impression Report
 - Municipal Socio-Economic Profile
 - SWOT analysis
 - Project Sheet Meetings
 - LED Plans
 - Memorandum of Understanding with the municipality
2. List of Local Economy Initiatives (includes Public-Private Partnerships and Inter-Municipal Cooperation)
3. List of MDC members
4. List of micro-credit beneficiaries
5. List of short-term jobs created
6. List of trainees in Local Economic Development

7. List of trainings and trainees in targeted sectors
8. Training material
9. Citizen Perception Index
10. Cluster Studies and Economic Assessment Reports
11. Feasibility Studies
12. Mid Term Evaluation report conducted in February 2010
13. TAMKIN PMP and related indicators
14. TAMKIN Action Plan
15. Guidelines for TAMKIN Program Service Providers
16. Cooperative Agreement Modifications

Annex 4: List of Key Informants Interviewed

Title	TAMKIN	EMLED
Head of Municipality	Akkar Cluster 1- Al Mohammara: Abdel Meiniem Othman 2- Kobet Bchomra: Khaled El Asmar 3- Jdaydet El Kayteh: Abed El Razaa 4- Seer El Dinnieh: Ahmad Alaam	Rihan Cluster 1- Kfarhouneh: Georges Haddad 2- Al Rihan: Faisal Mohammad El Zein 3- Al Aishiyyeh: Saad Hneineh
	Dinnieh Cluster 5- Bekaasefreen: Khaled Badra 6- Bakhoun: Aref Obeid 7- Mrah Sraj: Khaled Diab 8- Azki: Said Abdel Aal (Vice-president of municipality) 9- Kfarbnine: Mahmoud Ibrahim 10- Nemrine: Mustafa Abris 11- Btormaz: Mustafa Karra 12- Taran: Oussama Trad 13- Deir Nboh: Mohammad Saadeh	Jezzine Cluster 4- Ain Majdalayn: Said Bou Akel 5- Azour: Antoine Maroun 6- Roum: Said Haddad 7- Kfarfalous: Albert Serhan 8- Lebaa: Maroun Romanous
	NBC Cluster 14- Wadi El Jamous: Khodor Al Akkari 15- Al Humeira: Elias Suleiman (Assistant of Head of municipality) 16- Majdala: Khaldoun Katob 17- Al Minnieh: Moustafa Akl 18- Beddaweh: Majed Ghemrawi	Jbeil Cluster 9- Hajouleh: Issam Mourad 10- Fidar: Sadek Bareh
	Zgharta Cluster 19- Meryata: Mohammad Ajaj 20- Mejdlaya: Ibrahim Harfoush 21- Alma: Elie Obeid 22- Kfardlakos: Boutros Al Bayaa	Dreib Al Awsat Cluster 11- Kweishra: Suleima Assaad 12- Ain El Zeit Kafer Al Ftouh: Haitham Hamdan 13- Al Debbabiyeh: Joseph Abdallah Abdallah 14- Al Sendyeneh: Ali Malek Hamad
		Dreib Al Aala Cluster 15- Kobbayat: Abdo Makhoul Abdo 16- Aidamoun Chakhlar: Moustafa Ibrahim 17- Nahriyeh Bestan El Herech: Antoine Moussa
	Jurd El Kayteh Cluster 18- Mechmech: Abdel Rahman El Hajj	

Title	TAMKIN	EMLED
		<p>19- Bzal: Mohammad Moussa 20- Kobiit: Ahmad Darwiche</p> <p>NBC Cluster 21- Halba: Said Halabi 22- Zwarib: Ramez Naddour 23- Zouk El Hossniyeh: Mohammad El Sayed 24- Zouk Haddara: Walid Haddara 25- Nfeyseh: Zaki El Asmar 26- Haysouk: Ahmad Ibrahim 27- Mazzraet Ghattas: Karim El Chater</p> <p>Sahel Akkar Cluster 28- Tal Abbas Al Charki: Mohsen Saleh 29- Al Masoudyeh: Ali El Ali</p>
Project Staff	<p>1- CHF Country Director: Ayman Abdallah 2- TAMKIN Senior Program Coordinator: Natasha Marashlian</p>	<p>1- COP: Vrinda Dar 2- Program Manager: Leon Chammah 3- NBC Manager: Sonia Ilias 4- Financial Manager: Sarah Rafeh 5- Microfinance Manager: Ali Hijazi 6- South Manager: Tony Haidar</p>
Project Partners	<p>1- Head of RMF: Nabil Moawad 2- RMF Senior Field Coordinator: Grace Wehbe 3- USEK: Chadi Hosri and Charbel Tarabi 4- J.E. Austin Associates- Project Manager: Jessica Reynolds</p>	<p>1- BIAT Director: Fawaz Hamidi 2- VET: Hamze El Ahmad 3- Safadi Foundation: Elias Wehbe 4- MADA: Gilbert Moukhayber</p>
USAID COTR	Christine Sayegh	

Annex 5: List of Focus Groups Conducted

TAMKIN	EMLED
<p>MDC</p> <ol style="list-style-type: none"> 1- May 9: Union of Municipalities of Minieh-Dinnieh (Bakhoun village) 2- May 14: RMF- Mijdlaya- Zghorta 3- May 16: Union of Municipalities of Jurd Al-Qaytee' (Bebnin Village) 4- May 16: RMF- Mijdlaya- Zghorta 5- May 17: Bebnin Municipality Center 6- May 18- Union of Municipalities of Minieh-Dinnieh (Bakhoun village) 7- May 25- Bebnin Municipality Center 8- May 30- Union of Dinnieh Municipalities 	<p>LEDC</p> <ol style="list-style-type: none"> 1- May 17- Bentaël Reserve 2- May 24: Arcenciel Premises- Halba 3- May 27- Iris Hotel- Jezzine 4- May 28: Iris Hotel- Jezzine 5- June 17: Qobayat Library, Akkar 6- June 23: Akkar -Masoudieh Municipality 7- June 24: Akkar- Tekrit Municipality
<p>Trainees</p> <ol style="list-style-type: none"> 1- May 20: Union of Dinnieh Municipalities 2- May 21: RMF – Zghorta 3- May 23: Union of Akkar Municipalities- Bebnine 4- June 6: Union of Al Qayteh municipalities, Al Abdeh 	<p>Trainees</p> <ol style="list-style-type: none"> 1- May 21: Bentaël Reserve- Jbeil 2- May 24: Iris Hotel – Jezzine 3- May 27: Arcenciel premises- Akkar- Halba 4- June 14: ADA Center, Beit Ayyoub, Akkar 5- June 15: ADA Center- Beit Ayoub- Akkar 6- June 16: Nour El Hoda School, Al Doussa, Akkar
	<p>Grantees and Loan Beneficiaries</p> <ol style="list-style-type: none"> 1- May 18: Bentaël Reserve- Jbeil 2- May 23: Hotel Iris- Jezzine 3- May 25: Arcenciel Premises- Halba- Akkar 4- May 25: Arcenciel Premises- Halba- Akkar 5- May 26: Arcenciel Premises- Halba- Akkar 6- May 26: Iris Hotel –Jezzine 7- June 10: ADA-Halba 8- June 13: ADA Center -Halba

Annex 6: Data Collection Tools

A: Document Desk Review Checklist

Name of Organization - IP	
Dates of Desk Review	
Place of Desk Review	
Document Desk Reviewer	
Method of Document Selection:	
Observations on:	
- IP Program Document Organization & Archiving	
- Accessibility of Program Documents:	
Main Questions and list of related document	
<u>Municipal Capacity Building related question:</u>	
<ul style="list-style-type: none">• What capacities were built to enable the target municipalities to plan and implement socio-economic development activities?• What approach was used to empower municipalities?• What were the accomplishments of the assisted municipalities?	
<u>List of Documents reviewed to respond to those questions:</u>	
<u>Citizens / Community participation</u>	
<ul style="list-style-type: none">• What is the level of citizens' participation in local socio-economic development planning and implementation?• What approaches were utilized to mobilize and engage communities / citizens with their municipalities?	
<u>List of Documents reviewed to respond to these questions:</u>	
1.	

Public-Private Partnership (PPP):

- What's the level of local business participation in local socio-economic development activities?
- How many public-private partnerships were formed and what was their impact in terms of job creation and income opportunities for the local community?

List of Documents reviewed to respond to those questions:

1. List

Public-Public Partnerships(PPP)

- What is the degree of cooperation and collaboration among municipalities in the same locality?
- How many Public-Public Partnerships were formed? What projects were implemented and what have been the benefits of these projects?

List of Documents reviewed to respond to these questions:

1. List

Gender Mainstreaming:

- To what extent was gender reflected in local socio-economic development planning and implementation?
- To what extent did women participate in LEDCs/MDCs and benefit from LEDPs?

List of Documents reviewed to respond to these questions:

1. List.

Addressing the Needs of Vulnerable Groups (youth)

- To what extent were the needs of vulnerable groups addressed in local socio-economic development planning and implementation?

List of Documents reviewed to respond to these questions:

1. List

Local Socioeconomic Development Plans (LSDPs) and Local Development strategies

- How LSDPs / strategies' are developed?
- Are plans based on needs assessments and community consultations?

List of Documents reviewed respond to these questions:

1. List

B. Focus Group Discussions Checklists

Focus Group Discussion Checklist – MDCs/LEDCs

Date and Time			
Place			
Objective			
Facilitator		Topic	
Minutes takers		Target Groups	MDCs/ LEDCs
Schedule			
Introduction			
<p>My name is _____ and my colleague's name is _____. We are from the USAID/Lebanon Performance Management Plan for Lebanon (PMPL) Project team. We are evaluating the EMLED Project implemented by RI and the TAMKIN project implemented by CHF to determine what was achieved, the challenges, successes and lessons and recommendations for future projects. Thus we would like you to share with us your experiences and opinions based on a few questions. We are interested in your feedback about the project.</p> <p>Please be informed that your identity will not be revealed with your answers, so feel free to say whatever you want. Also please be assured that any answer you provide will not affect in any way your relationship with USAID or any of its' implementing partners.</p> <p>We have around two hours, and we will use the recorder to facilitate note taking. Answers have to clear and concise and within the time limit for each question.</p> <p>State some ground/ engagement rules: please turn off your phone or put it on silent mode; please one speaker at a time; you can speak either in Arabic or English; no smoking during our discussion. You are requested to actively participate in the discussion.</p> <p>Thanks again for your participation. Here we start.</p>			
Ice Breaker			
<ul style="list-style-type: none"> • In your opinion what is Local Economic Development? 			
Main Focus			
<u>A. MDCs/LEDCs establishment and citizen participation</u>			
<ol style="list-style-type: none"> 1. How were you identified as MDC/LEDC member? Please explain. 2. In your opinion, were all residents (men, women and youth) of your village given equal chance to be member of the committee? Please explain. 3. In your opinion, what is the added value of having such a committee working in parallel with the municipal council with regard to Local Economic Development? 4. In your opinion, does establishment of MDC/LEDC boost citizen participation? Please explain. 			
<u>B. Capacity Building</u>			
<ol style="list-style-type: none"> 1. Did the project provide any special capacity building training to the committee? If yes, please elaborate. 2. As committee member, did the training enhance your capability to discuss, plan and implement Economic projects? 			
<u>C. Local socioeconomic plans /strategy</u>			

1. Are you familiar with the elements of Local Economic Development Plan that was developed for your community? If yes, which components are more significant for the community? If no, why not.
2. What process was used in coming up with the plan? Please elaborate.
3. In your opinion, is the plan/ strategy based on the needs of your community? If yes, how?

D. PPPs (Public-Private and Public-Public Partnerships)

1. Were local businesses involved in the planning and implementation of the Local Economic Development Plan? If yes, what was their involvement? If no, why not.
2. Did the municipality make an effort to involve local businesses in Local Economic Development plans? If yes, please elaborate. If no, why not.
3. Did the municipality partner with any local business in the implementation of the Local Economic Development plan? If yes, please elaborate. If no, why not.
4. Did your municipality partner with neighbouring municipalities in the implementation of the Local Economic Development plan? If yes, please elaborate.

E. Ending question

1. Does anyone have additional comments to make?

Definition of Partnership:

A partnership is an association between two or more parties based on mutual respect, complementary strengths and shared commitment to achieve mutually agreed upon objectives. It involves contribution and sharing of resources (i.e. human resources or in kind).

Focus Group Discussion Checklist - Trainees

Date and Time			
Place			
Objective			
Facilitator		Topic	
Minutes takers		Target Groups	Capacity Building Trainees (private sector representatives., women and youth)
Schedule			
Introduction			
<p>My name is _____ and my colleague's name is _____. We are from the USAID/Lebanon Performance Management Plan for Lebanon (PMPL) Project team. We are evaluating the EMLED Project implemented by RI and the TAMKIN project implemented by CHF to determine what was achieved, the challenges, successes and lessons and recommendations for future projects. Thus we would like you to share with us your experiences and opinions based on a few questions. We are interested in your feedback about the project.</p> <p>Please be informed that your identity will not be revealed with your answers, so feel free to say whatever you want. Also please be assured that any answer you provide will not affect in any way your relationship with USAID or any of its' implementing partners.</p> <p>We have around one and a half to two hours, and we will use the recorder to facilitate note taking. Answers have to clear and concise and within the time limit for each question.</p> <p>State some ground/ engagement rules: please turn off your phone or put it on silent mode; please one speaker at a time; you can speak either in Arabic or English; no smoking during our discussion. You are requested to actively participate in the discussion.</p> <p>Thanks again for your participation. Here we start.</p>			
Ice Breaker			
<ul style="list-style-type: none"> • What do you know about EMLED funded projects/activities or TAMKIN funded projects/activities implemented in your municipality? 			
Main Focus			
<ol style="list-style-type: none"> 1. What type of training did you receive? 2. Was the information on the training adequately publicised? 3. Was the training accessible and addressed to all residents of your community, men, women and youth equally? 4. How did you benefit from it? Did you apply your training in your own business? Please elaborate. 5. Did the training address your expressed needs? If yes, please elaborate. If no, why not. 6. Please share with the group success stories that resulted from application of the training you received. 7. Does anyone have additional comments to make? 			

Focus Group Discussion Checklist - Grantees

Date and Time			
Place			
Objective			
Facilitator		Topic	
Minutes takers		Target Groups	Grantees
Schedule			
Introduction			
<p>My name is _____ and my colleague's name is _____. We are from the USAID/Lebanon Performance Management Plan for Lebanon (PMPL) Project team. We are evaluating the EMLED Project implemented by RI to determine what was achieved, the challenges, successes and lessons and recommendations for future projects. Thus we would like you to share with us your experiences and opinions based on a few questions. We are interested in your feedback about the project.</p> <p>Please be informed that your identity will not be revealed with your answers, so feel free to say whatever you want. Also please be assured that any answer you provide will not affect in any way your relationship with USAID or any of its' implementing partners.</p> <p>We have around one and a half to two hours, and we will use the recorder to facilitate note taking. Answers have to clear and concise and within the time limit for each question.</p> <p>State some ground/ engagement rules: please turn off your phone or put it on silent mode; please one speaker at a time; you can speak either in Arabic or English; no smoking during our discussion. You are requested to actively participate in the discussion.</p> <p>Thanks again for your participation. Here we start.</p>			
Main Focus			
<ol style="list-style-type: none"> 1. Did you all receive a grant from the project? 3. Was the information about the grant adequately publicised? 3. In your opinion, were the conditions for applying flexible for men, women and youth equally? What was your experience? 4. Was the municipality involved in the process of grant application? Please explain. 5. What did you use the grant money for? 6. How did the grant benefit you personally and your community? 7. Was the grant ceiling adequate to your needs and sufficient for the purpose you requested? 8. Does anyone have additional comments to make? 			

Focus Group Discussion Checklist – Loan Recipients

Date and Time			
Place			
Objective			
Facilitator		Topic	
Minutes takers		Target Groups	Loan recipients
Schedule			
Introduction			
<p>My name is _____ and my colleague's name is _____. We are from the USAID/Lebanon Performance Management Plan for Lebanon (PMPL) Project team. We are evaluating the EMLED Project implemented by RI to determine what was achieved, the challenges, successes and lessons and recommendations for future projects. Thus we would like you to share with us your experiences and opinions based on a few questions. We are interested in your feedback about the project.</p> <p>Please be informed that your identity will not be revealed with your answers, so feel free to say whatever you want. Also please be assured that any answer you provide will not affect in any way your relationship with USAID or any of its' implementing partners.</p> <p>We have around one and a half to two hours, and we will use the recorder to facilitate note taking. Answers have to clear and concise and within the time limit for each question.</p> <p>State some ground/ engagement rules: please turn off your phone or put it on silent mode; please one speaker at a time; you can speak either in Arabic or English; no smoking during our discussion. You are requested to actively participate in the discussion.</p> <p>Thanks again for your participation. Here we start.</p>			
Main Focus			
<ol style="list-style-type: none"> 1. Did you all receive a loan from the project? 3. Was the information about the loan adequately publicised? 3. In your opinion, were the conditions for applying flexible for men, women and youth equally? What was your experience? 4. Was the municipality involved in the process of loan application? Please explain. 5. What did you use the loan money for? 6. How did the loan benefit you personally and your community? 7. Was the loan ceiling adequate to your needs and sufficient for the purpose you requested? 8. Does anyone have additional comments to make? 			

C: Key Informant Interview Checklist

Key informant Checklist - Heads of Municipalities

Date and Time			
Place			
Objective			
Facilitator		Topic	
Minutes takers		Target Groups	
Schedule			
Introduction			
<p>My name is _____ and my colleague's name is _____. We are from the USAID/Lebanon Performance Management Plan for Lebanon (PMPL) Project team. We are evaluating the EMLED Project implemented by RI and the TAMKIN project implemented by CHF to determine what was achieved, the challenges, successes and lessons and recommendations for future projects. Thus we would like you to share with us your experiences and opinions based on a few questions. We are interested in your feedback about the project.</p> <p>Please be informed that your identity will not be revealed with your answers, so feel free to say whatever you want. Also please be assured that any answer you provide will not affect in any way your relationship with USAID or any of its' implementing partners.</p>			
Ice Breaker			
<ul style="list-style-type: none"> In your opinion what is Local economic development? 			
Main Focus			
<u>A. MDCs/LEDCs establishment and citizen participation</u>			
<ol style="list-style-type: none"> Were you a member of the MDC/LEDC? If yes, what was your role in the committee as head of the municipality? What training, if any, were you given to manage the development and implementation of the local development plan? Please explain. In your opinion, what is the added value of having a local economic development committees working in parallel with the municipal elected council? In your opinion was the selection/election of community members to be members of the MDC/LEDC open and fair? What actions did you implement to ensure that all members of the community (i.e., men, women and youth) had equal chance of being selected to be on the MDC/LEDC? Please explain. In your opinion, was the community informed and updated on the status of the economic development plan implementation? Please explain. 			
<u>B. Capacity Building</u>			
<ol style="list-style-type: none"> Did the project (EMLED/TAMKIN) provide special capacity building training to the MDC/LEDC? Please elaborate. 			

2. In your opinion, did the training enable committee members to develop and implement effective local economic development plan? Please explain.

C. Local socioeconomic plans /strategy

1. Please describe the process for developing the local economic development plan.
2. In your opinion, does the local economic development plan reflect the express needs of the community? If yes, was the community consulted adequately? Please explain.
3. Please describe the process for implementing the local development plan.
4. Are community members (outside those serving on the MDC/LEDC) involved in the implementation and monitoring of the status of the local economic development plan? Please explain

D. PPPs (Public-Private Partnership and Public-Public Partnership)

1. Did your municipality partner with local businesses in the implementation of the local economic development? Please provide examples and explain how the partnership is structured.
2. As head of the municipality what action did you take to facilitate partnership with local businesses? Please elaborate.
3. Did your municipality form partnership with other municipalities in the implementation of the local economic development plan? Please provide examples and explain how the partnership is structured?
4. As head of the municipality what actions did you take to promote partnerships with neighbouring municipalities in the implementation of the local economic development plan? Please elaborate

E. Ending question

2. Would you like to make additional comments?

Key Informant Interview - RI/CHF Program Team

Date and Time			
Place			
Objective			
Facilitator		Topic	TAMKIN/EMLED
Minutes takers		Informant Name and Position	RI/CHF staff
Schedule			
Introduction			
<p>My name is _____ and my colleague's name is _____. We are from Social Impact, Inc. Under contract with USAID, Social Impact is currently implementing Performance Management Plan for Lebanon Project (PMPL). The PMPL project was requested by USAID to evaluate TAMKIN project implemented by CHF and EMLED project implemented by RI to determine what was achieved, the challenges, successes and lessons and recommendations for future projects. Thus we would like you to share with us your experiences as partners on this project (TAMKIN or EMLED) and opinions based on a few questions. We are interested in your feedback about the TAMKIN or EMLED project.</p> <p>Please be assured that any response you provide will not affect in any way your relationship with CHF/RI. We also ask your permission to record this interview to facilitate our note taking. Thanks for taking time out to meet and talk with us. Here we start.</p>			
Before we begin			
What was your role in EMLED/TAMKIN project?			
Main Focus			
<u>A.MDCs/LEDCs establishment and citizen participation</u>			
<p>1. In your opinion, was the approach of having committees working in parallel of the municipal council effective? If yes please describe in what manner?</p> <p>2. Is there any action you know that the one or more of the committees took to boost citizen participation? If yes please elaborate more.</p>			
<u>B. Effectiveness of the Project</u>			
4. In your opinion, did the project empowered municipalities? If yes how?			
5. In your opinion, did the project assist municipalities to stimulate local economic development? If yes how?			
6. What were the major challenges or factors that hindered the project in achieving empowering municipality?			
7. What were the major challenges or factors that hindered the project to assist municipalities in boosting LED?			
8. What were the major factors that helped the project achieve the results?			
9. Do you believe that the developed strategy briefs for each cluster will be implemented in an effective manner? if yes how ?			
<u>C. Gender Sensitivity / Vulnerable groups</u>			
10. In your opinion were the approaches used in designing and implementing local socio-economic plans /			

strategies' took into consideration the needs of women? And the need of young women and men? If yes how ? what were the tools used to insure these group participation?

11. Do you believe that the project was able to effectively empower women? And young women and men? If yes, please give examples

12. In your opinion were the approaches used in designing and implementing local socioeconomic plans / strategies' took into consideration the status of young women and men in you village? If yes please elaborate

E. Capacity Building (15 min)

13. Do you believe that capacity building workshops provided by the project benefited participants?

14. Did any of the training of trainers result in participants becoming trainers themselves?

**Thank you for your time
The Evaluation team**

Key Informant Interview - USAID

Date and Time			
Place			
Objective			
Facilitator		Topic	TAMKIN EMLED Project
Minutes takers		Informant Name and Position	USAID
Schedule			
Introduction / Message for the Grantees			
<p>My name is _____ and my colleague's name is _____. We are from the USAID Performance Management Plan for Lebanon Project (PMPL) team. Upon USAID's request, we are evaluating the CHF RI implemented Project to determine what was achieved, the challenges, successes and lessons and recommendations for future projects. Thus we would like you to share with us your experiences and opinions based on a few questions. We are interested in your feedback about the project.</p> <p>Thanks for making the time to talk to us. Here we start.</p>			
<u>A. Relevance of the TAMKIN EMLED Project to USG Strategy for Lebanon/Region</u>			
1. In your opinion was the project relevant to USAID's country strategy?			
<u>B. Effectiveness of the Project with Respect to Achieving the Intended Outcomes</u>			
2. In your opinion, did CHF RI achieve the project purpose of promoting the role of municipalities in promoting economic development in their communities, and enhancing the role of the local community in the process?			
3. What were the challenges you faced with CHF RI and the TAMKIN EMLED project as AOTR? Did CHF RI comply with the Cooperative Agreement requirements?			
<u>C. Gender Sensitivity</u>			
4. Was gender sensitivity addressed in the projects and in the Cooperative Agreement?			
<u>D. Sustainability</u>			
5. Was sustainability of activities supported by (TAMKIN EMLED) factored into the Cooperative Agreement as amended?			
Thank you for your time The Evaluation team			

Key- Informant Interview - IP Partners

Date and Time			
Place			
Objective			
Facilitator			
Minutes takers		Informant Name and Position	
Schedule			
Introduction / Message for the Grantees			
<p>My name is _____ and my colleague's name is _____. We are from Social Impact, Inc. Under contract with USAID, Social Impact is currently implementing Performance Management Plan for Lebanon Project (PMPL). The PMPL project was requested by USAID to evaluate TAMKIN project implemented by CHF and EMLED project implemented by RI to determine what was achieved, the challenges, successes and lessons and recommendations for future projects. Thus we would like you to share with us your experiences as partners on this project (TAMKIN or EMLED) and opinions based on a few questions. We are interested in your feedback about the TAMKIN or EMLED project.</p> <p>Please be assured that any response you provide will not affect in any way your relationship with CHF/RI. We also ask your permission to record this interview to facilitate our note taking. Thanks for taking time out to meet and talk with us. Here we start.</p>			
Main Focus			
<u>A. Project Effectiveness</u>			
<ol style="list-style-type: none"> 1. What is your role in the EMLED Project or TAMKIN Project? What capabilities do you bring to the project? Please elaborate. 2. What was your role in facilitating the development and implementation of local economic development plans in the targeted municipalities/villages? Please elaborate on this. 3. In your opinion, what are the major achievements of EMLED/TAMKIN projects that your organization contributed to? Please give us some examples 4. In your opinion, what were the major challenges your organization faced with regard to strengthening and empowering municipalities? 5. How effective was your partnership arrangement with RI/CHF? Please elaborate. 			
<u>B. Gender Sensitivity and Vulnerable groups</u>			
<ol style="list-style-type: none"> 6. In your opinion did EMLED or TAMKIN address gender issues? If yes, how? 7. In your opinion did EMLED or TAMKIN address the needs of the young men and women? If yes, how? 8. Did your organization use a special approach to address the needs of men, women and youth? Please elaborate. 			
<u>C. Sustainability</u>			
<ol style="list-style-type: none"> 9. In your opinion, do you believe that achievements and initiatives started by the EMLED/TAMKIN projects will continue after the project funding is discontinued? Please elaborate 			
<u>D. Concluding Remarks</u>			
<ol style="list-style-type: none"> 10. Do you have additional comments you want to share with us. 			
			<p>Thank you for your time The Evaluation team</p>

D: Random Sample Opinion Survey Questionnaire

1. Municipality/Village name _____
 1a. Household Identifier: _____
2. Position of respondent in household:
 a. Head of household b. Wife c. Son/daughter d. Other relative, _____
3. Age _____
4. Sex: 1. male 2. female

5. Are you aware of any of the following projects that were implemented at your municipality? If yes, please specify the funding source, whether you were involved and how?

Project	Awareness	Funding Source (Do Not Read)	If you know the funding source, specify how did you know about it?	Were you personally involved in this project?	If Yes, How? (Do Not Read)
1	1. Yes 2. No	1. Municipality 2. USAID 3. World Bank 4. CHF 5. Relief International 6. Other, specify _____	1. Billboard 2. People involved in the project 3. through the municipality 4. Other, specify _____	1. Yes 2. No	1. Grantee 2. Beneficiary of Training 3. Beneficiary of Loan 4. Beneficiary of Agricultural support services 5. Beneficiary of Tourism support services 6. Other, specify _____
2	1. Yes 2. No	1. Municipality 2. USAID 3. World Bank 4. CHF 5. Relief International 6. Other, specify _____	1. Billboard 2. People involved in the project 3. through the municipality 4. Other, specify _____	1. Yes 2. No	1. Grantee 2. Beneficiary of Training 3. Beneficiary of Loan 4. Beneficiary of Agricultural support services 5. Beneficiary of Tourism support

					services 6. Other, specify _____
3	1. Yes 2. No	1. Municipality 2. USAID 3. World Bank 4. CHF 5. Relief International 6. Other, specify _____	1. Billboard 2. People involved in the project 3. through the municipality 4. Other, specify _____	1. Yes 2. No	1. Grantee 2. Beneficiary of Training 3. Beneficiary of Loan 4. Beneficiary of Agricultural support services 5. Beneficiary of Tourism support services 6. Other, specify _____

6. In your opinion, is your local community/village usually involved in the economic and social development decisions (e.g. selection of projects) made by the municipality?

1. Yes 2. No 3. Don't Know

- If yes, please identify the areas of community involvement (see below table)
- If no, please indicate why they were not involved (see below table)

Area of Involvement	Local Community Involved	If No, Why Not? (<i>Don't Read</i>)
1. Consultation and Project Selection	1. Yes 2. No	1. Monopoly of decisions by municipality 2. Community not qualified technically and therefore delegates the municipality 3. The municipality underestimates the local community and therefore works on its own 4. Other, specify _____
2. Project Prioritization and Selection	1. Yes 2. No	1. Monopoly of decisions by municipality 2. Community not qualified technically and therefore delegates the municipality 3. The municipality underestimates the local community and therefore works on its own 4. Other, specify _____
3. Project Planning and	1. Yes	1. Monopoly of decisions by municipality

Design	2. No	2. Community not qualified technically and therefore delegates the municipality 3. The municipality underestimates the local community and therefore works on its own 4. Other, specify _____
4. Project Budgeting	1. Yes 2. No	1. Monopoly of decisions by municipality 2. Community not qualified technically and therefore delegates the municipality 3. The municipality underestimates the local community and therefore works on its own 4. Other, specify _____
5. Project Implementation	1. Yes 2. No	1. Monopoly of decisions by municipality 2. Community not qualified technically and therefore delegates the municipality 3. The municipality underestimates the local community and therefore works on its own 4. Other, specify _____
6. Project Monitoring	1. Yes 2. No	1. Monopoly of decisions by municipality 2. Community not qualified technically and therefore delegates the municipality 3. The municipality underestimates the local community and therefore works on its own 4. Other, specify _____
7. Other sector, please specify ____		

7. In your opinion, which of the following approaches is the best to inform and ask the local community to participate in the municipal economic and social development projects?

1. Public gathering initiated by the municipality
2. Pamphlets distributed through Churches and Mosques
3. Workshops organized by NGOs
4. Other, please specify _____

8. In your opinion, did the projects that took place in your community address the real needs of the community?

1. Yes 2. No (*Go to question 8b*) 3. Don't Know

8a. If Yes, how did they address the community's needs?

- 1. Created employment 2. Created small businesses 3. Provided playground for children
- 4. Improved Farm Production and Marketing 5. Assisted Women's Cooperatives
- 6. Other, please specify _____

8b. If No, why in your opinion the projects that took place in your community did not address the real needs of the community?

9. In your opinion, are there local businesses in your community that have entered into a partnership arrangement with the municipality to provide public services or manage local development projects?

- 1. Yes 2. No 3. Don't Know

10. In your opinion, has your municipality partnered with neighboring municipalities in economic or social development projects?

- 1. Yes 2. No 3. Don't Know

11. In your opinion, did the development projects implemented by the municipality address the specific needs of vulnerable people such as the disabled, youth, elderly, etc.?

- 1. Yes 2. No (*Go to question 12*) 3. Don't Know

11a. If yes, please indicate which projects addressed the needs of which vulnerable people?

Project	Disabled	Elderly	Youth	Other, specify _____
1.	1. Yes 2. No	1. Yes 2. No	1. Yes 2. No	_____
2.	1. Yes 2. No	1. Yes 2. No	1. Yes 2. No	_____
3.	1. Yes 2. No	1. Yes 2. No	1. Yes 2. No	_____
4.	1. Yes 2. No	1. Yes 2. No	1. Yes 2. No	_____

12. Are you aware of the existence of a local economic or social development committee established in your community that works with the municipality in identifying, planning and implementing development projects?

1. Yes 2. No (*Go to question 17*) 3. Don't Know

13. If Yes, are members of the committee nominated and selected by the Community?

1. Yes 2. No 3. Don't Know

14. If Yes, are women included as members of the local economic social development committee?

1. Yes 2. No 3. Don't Know

15. If No, what are in your opinion the reasons for the lack of women participation in the committee?

1. Community's elders' decision not to involve women
2. Municipal Officials' decisions not to involve women
3. Women nominees refusing to participate because of lack of knowledge
4. Women nominees refusing to participate because of lack of time
5. Other, please specify _____

16. From your experience, do these local development committees report back to the community on the decisions made and the outcomes?

1. Yes 2. No (*Go to question 17*) 3. Don't Know

16a. If yes, how is this done?

1. Announcement / Declaration distributed to the local community
2. Announcement / Declaration attached to the entrance of the municipality
3. Other, specify _____

17. In your opinion, who is the main responsible body to boost local economic development in your community?

1. The central government or ministries
2. The Mouhafiz (district government)
3. The Municipal Council
4. NGOs
5. Religious authorities
6. Other, specify _____

18. In your opinion, who is the main body accountable and responsible for the outcomes of the local economic development plans implemented in your community?

1. Only the grantee or direct beneficiary
2. The Municipal Council
3. The Local Economic Development Committee

- 4. The group of powerful people in your community
- 5. All community / village members including yourself
- 6. Other specify _____

19. In your opinion, did the local economic development plan implemented in your community boost incomes of community members including yourself?

- 1. Yes
- 2. No
- 3. Don't Know

20. In your opinion, did the local economic development plan implemented in your community create employment for people in the community?

- 1. Yes , specify the number _____
- 2. No (*Go to Question 21a*)
- 3. Don't Know

21. If Yes, do you know if someone you know got employed in one of the activities created by the local economic development plan implemented in your community?

- 1. Yes
- 2. No

21a. If No, why in your opinion the local economic development plan implemented in your community, did not create employment for people in the community?

22. In your opinion, do you believe that the mayor and the municipal council are trustworthy and look out for the interest of the community?

- 1. Yes
- 2. No
- 3. Don't Know

23. Do you have any comments on the overall usefulness of such programs implemented through the municipality?

For more information, please visit
<http://www.socialimpact.com>

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