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Economic and Social Commission for Western Asia (ESCWA)

Workshop Report

Capacity Building Workshop for Akkar Al Atiq and Chaqdouf municipalities on “Projects Design, Proposals Development, Feasibility Studies, Management, Implementation and Monitoring of Water-Energy-Food Nexus Projects”.

Public Library, Akkar Al Atiq, Lebanon, 5-6 July 2021

Summary

The UN Economic and Social Commission for Western Asia (ESCWA) organized a capacity building workshop at the "Public Library" in Akkar Al Atiq on 5-6 July 2021 entitled “Projects Design, Proposals Development, Feasibility Studies, Management, Implementation and Monitoring of Water-Energy-Food Nexus Projects”. The workshop aimed at supporting the outcomes of the “Regional Initiative for Promoting Small-Scale Renewable Energy Applications in Rural Areas of the Arab Region (REGEND)” project funded by the Swedish International Development Cooperation Agency (Sida), in conducting a series of theoretical and practical capacity-building workshops that cover food manufacturing, labelling, and packaging; digital marketing and social media branding and advertising; entrepreneurship and cooperatives; embroidery; and local and rural development and governance.

This workshop enabled the participants, who are municipality board members and civil society members from Chaqdouf and Akkar Atiq, to acquire theoretical and technical capabilities in the identification of projects and sources of funding; development of project proposals and feasibility studies; specific thematic areas such as RE technologies and the water-energy-food nexus; and on planning, managing, implementing, and monitoring nexus projects and their impact on rural development in Lebanon.

This report presents a summary of the implemented capacity-building workshop, the lessons learnt, and the recommendations received from the participants.

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I. INTRODUCTION

1. The UN Economic and Social Commission for Western Asia (ESCWA) organized a capacity building workshop at the "Public Library" in Akkar Al Atiqa on 5-6 July 2021 entitled "Projects Design, Proposals Development, Feasibility Studies, Management, Implementation and Monitoring of Water-Energy-Food Nexus Projects".
2. The main objective of the workshop was to support the outcomes of the "Regional Initiative for Promoting Small-Scale Renewable Energy Applications in Rural Areas of the Arab Region (REGEND)" project funded by the Swedish International Development Cooperation Agency (Sida), in conducting a series of theoretical and practical capacity-building workshops that cover food manufacturing, labelling, and packaging; digital marketing and social media branding and advertising; entrepreneurship and cooperatives; embroidery; and local and rural development and governance.
3. The workshop was attended by 14 representatives from the municipalities and civil society members from the villages of Akkar Al Atiqa and Chaqdouf in the Governorate of Akkar, Lebanon.
4. The workshop, which was conducted over a period of two days, consisted of 4 sessions on day 1, and 3 sessions on day 2. Section II of this report summarizes the workshop's recommendations while Section III provides a summary of the presentations and the main topics of discussions held during each session. Section IV presents the organization of work, including information regarding the workshop agenda and list of participants. The full documentation of the workshop is available at the following address:

<https://www.unescwa.org/events/capacity-building-workshop-%E2%80%9Cprojects-design-drafting-proposals-feasibility-studies-and>

II. RECOMMENDATIONS

5. The workshop concluded with the following recommendations:
 - a) Actively participate in the development of projects' proposals for the village, as they could create employment opportunities and sustainability for the local community.
 - b) Always look for new funding opportunities while building on already achieved projects as they could create continuity and trust with the funding agencies.
 - c) Create a networking group with surrounding villages, beneficiaries, and funders as it could increase funding sources for the village.
 - d) Participate in the villages' activities and never fear to discuss problems as they could end up in a proposal.
 - e) Consider water-energy-food nexus projects for your villages while developing and writing proposals.

III. MAIN TOPICS OF DISCUSSIONS

6. Presentations and discussions are summarized in the following sections which are organized according to the substantive sessions of the workshop.

A. INTRODUCTION TO PROJECT MANAGEMENT

7. During this first session, participants were introduced to the concept of nexus projects and the interconnection between water, energy and food. They were also introduced to the concept of sustainable development and they were shown how to use resources in a sustainable manner that kept the resources available for future generations. They were also introduced to the pillars of good governance upon which all development policies and projects must be built.

8. They were then familiarized to the concept and importance of projects management and the life cycle of projects including planning and preparation, organization, implementation, evaluation and sustainability.

B. DESIGN OF PROJECTS PROPOSALS

9. During this session, participants were introduced to the concept of assessing the local community's needs. They were first offered an explanation of primary and secondary data, and consequently the main available approaches to collect primary data, i.e. surveys, key informant interviews, public forums, focus groups etc., while stressing on the importance of integrating different stakeholders

10. Afterwards, participants were introduced to the problem and objective trees in order to highlight the community needs and how to move from those needs to the idea of a project. Through an interactive process they were shown how to define project objectives, activities, and results in addition to the indicators. Then, they were provided with a template of logical framework and were introduced to the concept of indicators.

11. Finally, there was an overview on the fundamentals of how a project should mainstream cross-cutting issues such as promoting human rights, gender equality, good governance, youth support, children's rights, environmental sustainability and other subjects.

C. DEVELOPMENT OF PROJECTS' PROPOSALS

12. In this session, participants were familiarized with the writing of the proposal. They were taught how to move from the project's logical framework to the writing phase. They were provided with templates for the different parts of a proposal, i.e. the cover page, the project summary, objectives, goals, beneficiaries, results, activities, timetable, in addition to the financial management part including budget development, accounting and feasibility studies.

13. They were also introduced to the different sources of funding, conventional (self-funding, partnership, loans, investors, etc.) and non-conventional (crowdfunding, international donors), and other means for income increase such as networking and marketing.

D. ORGANIZING, MANAGING AND IMPLEMENTING PROJECTS

14. In this session, the trainers emphasized on the importance of the workplan for the project. This project's timetable delineates each activity in time and its allocated in charge person(s) who is

(are) responsible in implementing each activity. All human resources are identified, job descriptions and salaries are defined and clarified.

15. Next, participants were introduced to the concepts and difference between documentation and reporting. They were taught that all project's documentation should be kept in files according to themes for easier access and that these documentations can be used as means of verification (i.e. proofs such as reports, pictures, videos, press releases, numbers of attendees, etc.) are used in reporting. Reporting is used to better assess the status of the project in terms of achieved activities and goals in comparison with planned ones, financial reporting, lessons learned, suggested changes and modifications, problems that were faced, and next phase of the project.

16. Also, participants were introduced to determining the project budget and managing its accounting and financial operations.

17. Next, the presentation tackled the issue of monitoring and evaluation (M&E). Participants were explained the difference between monitoring and evaluation and the need for this stage to assess the performance of projects and enhance current and future management of outputs, outcomes and impact. They were also provided with templates of monitoring tables and examples of means of verifications needed to prove that the objectives have been reached and results achieved.

18. Finally, a special focus was set on the sustainability of projects. In addition to the necessity of preparing a detailed risk analysis and contingency plan, participants were introduced to the different aspects that should be tackled to ensure the sustainability of their actions after the project completion, i.e. financial, environmental and organizational. Participants were also invited to assess the impact of their ongoing and future projects on the technical, economic, social and political levels and to develop plans to disseminate and expand the results of projects (for replicability purposes).

E. DESIGN OF A PROJECT IDEA AND DEVELOPMENT OF A PROJECT PROPOSAL

19. On Day 2, participants moved to the practical side of the training. Participants were asked to design a project idea and then to develop it into a proposal. They were asked to divide into two groups and to join into a participatory session in order to choose a project idea. They were given a call targeting subnational governments at the local and community levels on "Investing and operating renewable energy applications in the context of the water, energy and food nexus".



Figure 1: Group 1 (Akkar Al Atiq) during group work

20. Each group was asked to come up with a project idea, develop its logical framework and estimate its budget and duration of implementation. The ideas were to focus on the WEF nexus.



Figure 2: Group 2 (Chaqdouf) during group work

F. PRESENTATIONS OF THE PROJECTS PROPOSALS

21. During this last session, each group chose 2 presenters to present their work to a jury that assessed the presented work and gave their remarks on the points of strength and of weakness of each presented proposal along with the recommendations to the participants.



Figure 3: Group 1 (Akkar Al Atiq) presenting their work

22. After a first round of discussions within the groups, the participants decided to work on WEF topics that are considered as key priorities for their villages:

- a. The first group suggested to **“develop a sewage treatment plant in Akkar Al Atiq”** in order to control the village's wastewater that is currently being discharged in one major river in Akkar without any treatment. The “problems and objectives” tree was then developed, in addition to a simplified logical framework.

The proposal's overall objective is to develop a wastewater treatment plant that uses solar energy for its operation. The specific objectives and benefits of the proposed project are:

- a. reuse of the treated water in the agricultural sector.
 - b. creation of job opportunities.
 - c. development of eco-touristic projects.
 - d. women empowerment.
- b. The second group suggested to **“increase the capacity of the sewing factory in Chaqdouf”** along with the installation of a water pump operating on solar energy for both the factory and for the agriculture cooperative that produces “mouneh” local products.

The overall objective of the proposal is to improve local livelihoods and control pollution using solar energy. The specific objectives and benefits of the proposed project are

- a. Increase the hours of energy supply.
 - b. Create new job opportunities for women.
 - c. Increase the levels of production in the sewing and the "mouneh" factories.
 - d. Increase the quantities of pumped water.
23. The major comments and advices received from the jury were as the below:
- a. The budget and the workplan required further focus from both groups.
 - b. In particular, the procurement phase was clearly underestimated.
 - c. The need for transparency and respect of procurement rules that are key requirement from donors.

- d. The importance of keeping records and having solid justification elements to any aspect that is integrated in a proposal.



Figure 4: Group 2 (Chaqdouf) presenting their work

G. CLOSING SESSION

24. The workshop sessions were closed by Ms. Radia Sedaoui, Chief of Energy Section, Climate Change and Natural Resources Sustainability Cluster (CCNRSC), ESCWA, covering the next topics to be covered in the upcoming capacity-building workshops.

IV. ORGANIZATION OF WORK

A. DATE AND VENUE

25. The capacity-building workshop was held by ESCWA on 5-6 July 2021 at the “Public Library” of Akkar Al Atiq village, in the Governorate of Akkar, Lebanon. The workshop activities started at 09:00 AM and ended at 01:30 PM on Day 1, and at 09:00 AM and ended at 02:00 PM on Day 2, as per the agenda and detailed concept note.

B. OPENING

26. Dr. Mohamad Khalil, Head of the Municipality of Akkar Al Atiq, and Mr. Paul Saoud, Head of the Municipality of Chaqdouf, respectively welcomed the attendees, the trainers and ESCWA team. They thanked ESCWA, Sida and REGEND project for their support to the local community in Akkar and especially the agriculture cooperatives and the municipalities in Akkar Al Atiq and Chaqdouf, and the sewing factory in Chaqdouf, particularly in light of Lebanon’s economic and financial crises and the COVID 19 pandemic.

27. Next, Ms. Radia Sedaoui, Chief of Energy Section, CCNRSC, ESCWA summarized the REGEND Project, its objectives, main pillars, expected accomplishments, sustainability, and approach, highlighting the achievements in Akkar. She welcomed everybody and wished for a successful training.

28. Finally, the opening remarks were concluded with a discussion of the workshop's agenda and expected outcomes.

C. PARTICIPANTS

29. The training workshop was attended by 14 participants who are municipalities' board members and civil society member from Akkar Al Atiqa and Chaqdouf, in the Governorate of Akkar, Lebanon. The following is a list of all participants:

1. Mireille Nidal Shwar
2. Jamila Ibrahim Saoud
3. Bothayna Monsef Ismail
4. Iman Yusuf Dabboul
5. Julie Abdo Saoud
6. Paul Elias Saoud
7. Samer Othman
8. Zafer Othman
9. Bahij Shameddine
10. Mohammad Khalil
11. Adnan Suleiman
12. Kosayy Khaled
13. Fatima Khaled
14. Kamil Mikhail Saoud

D. DETAILS OF THE PRESENTERS

30. Presentations were made by the following experts in the development of projects proposals and project management:

- Sabine Saba, Consultant, ESCWA.
- Nancy Zaarour, Consultant, ESCWA.

E. AGENDA

31. Presentations and discussions were made over four sessions on Day 1, and three sessions on Day 2, for a total of seven sessions. The agenda of the workshop is summarized below:

Monday 5 July 2021	
09:00 – 09:30	Registration
09:30 – 10:00	<p>Opening Session</p> <p>Welcoming Remarks:</p> <ul style="list-style-type: none"> ▪ Dr. Mohamad Khalil, Head of the Municipality of Akkar Al Atiq. ▪ Mr. Paul Saoud, Head of the Municipality of Chaqdouf. ▪ Ms. Radia Sedaoui, Chief of Energy Section, Climate Change and Natural Resources Sustainability Cluster (CCNRSC), ESCWA - REGEND Project, its objectives, main pillars, expected accomplishments, and approach, and capacity building workshops. ▪ Introduction of the trainers.
10:00 – 10:20	<p>Session One: Introduction to Project Management Dr. Sabine Saba, Consultant, ESCWA Dr. Nancy Zaarour, Consultant, ESCWA</p> <ul style="list-style-type: none"> ▪ Introducing water, energy and food nexus projects. ▪ Concept and importance of projects management and their life cycle. <p>Questions and Answers</p>
10:20 – 11:00	<p>Session Two: Design of projects proposals Dr. Sabine Saba, Consultant, ESCWA Dr. Nancy Zaarour, Consultant, ESCWA</p> <ul style="list-style-type: none"> ▪ Assessment of the village’s needs in terms of water-energy-food nexus projects: <ul style="list-style-type: none"> - Surveys. - Participatory analysis. - Gender equality and jobs creation. ▪ Project Logical Framework: <ul style="list-style-type: none"> - Project objectives and outcomes. - Project activities. - Building a logical framework. <p>Questions and Answers</p>
11:00 – 11:15	Coffee Break
11:15 – 12:00	<p>Session Three: Development of projects proposals Dr. Sabine Saba, Consultant, ESCWA Dr. Nancy Zaarour, Consultant, ESCWA</p> <ul style="list-style-type: none"> ▪ Development of projects proposals : <ul style="list-style-type: none"> - Writing the proposal. - Budget and feasibility study. ▪ Sources of funding.

	Questions and Answers
12:00 – 12:15	Coffee Break
12:15 – 13:15	<p>Session Four: Organizing, managing and implementing projects Dr. Sabine Saba, Consultant, ESCWA Dr. Nancy Zaarour, Consultant, ESCWA</p> <ul style="list-style-type: none"> ▪ Design of a workplan and allocation of resources ▪ Documentation and reporting ▪ Design of monitoring and evaluation systems ▪ Determining the project budget and managing its accounting and financial operations ▪ Monitoring and evaluation: <ul style="list-style-type: none"> - Monitoring and evaluation of the project - Sustainability of the project <p>Questions and Answers</p>
13:15 – 13:30	End of Day 1
Tuesday 6 July 2021	
09:00 – 09:30	Registration
09:30 – 11:00	<p>Session One: Design of a project idea Dr. Sabine Saba, Consultant, ESCWA Dr. Nancy Zaarour, Consultant, ESCWA</p> <ul style="list-style-type: none"> ▪ A participatory session in order to choose a project idea. ▪ Develop a model of a Project Logical Framework. <p>Questions and Answers</p>
11:00 – 11:15	Coffee Break
11:15 – 12:30	<p>Session Two: Development of a Project Proposal Dr. Sabine Saba, Consultant, ESCWA Dr. Nancy Zaarour, Consultant, ESCWA</p> <ul style="list-style-type: none"> ▪ Writing a project proposal. ▪ Development of a timetable. ▪ Development of a budget. <p>Questions and Answers</p>
12:30 – 12:45	Coffee Break
12:45 – 13:30	<p>Session Three: Presentations of the Projects Proposals Dr. Sabine Saba, Consultant, ESCWA Dr. Nancy Zaarour, Consultant, ESCWA</p> <ul style="list-style-type: none"> ▪ Presentation of project proposals by participants. <p>Questions and Answers</p>
13:30 – 14:00	<p>Closure of the training workshop Distribution of participation certificates Group picture</p>

ANNEX I: AGENDA



اللجنة الاقتصادية والاجتماعية لغربي آسيا (الإسكوا)

ورشة تدريبية للبلديات حول "تصميم المشاريع، وتطوير المقترحات، ودراسات الجدوى الاقتصادية، وإدارة وتنفيذ ومراقبة مشاريع الترابط بين المياه والطاقة والغذاء"

عكار العتيقة، عكار، لبنان
5-6 تموز/يوليو 2021

البرنامج

الاثنين 5 تموز/ يوليو 2021	
تسجيل الحضور	09:30 - 09:00
الجلسة الافتتاحية	10:00 - 09:30
كلمات ترحيبية:	
<ul style="list-style-type: none">الدكتور محمد خليل، رئيس بلدية عكار العتيقةالسيد بول سعود، رئيس بلدية الشقوفالسيدة راضية سداوي، رئيسة قسم الطاقة، مجموعة تغيّر المناخ واستدامة الموارد الطبيعية، الإسكوا -- تقديم مشروع "REGEND" وأهدافه وأنشطته وأهداف سلسلة التدريبات ومحتواهاالتعريف بالمحاضر	
الجلسة الأولى: التعريف بإدارة المشاريع د. سابين سابا، مستشارة، الإسكوا د. نانسي زعرور، مستشارة، الإسكوا	10:20 - 10:00
<ul style="list-style-type: none">التعريف بمشاريع الترابط بين المياه والطاقة والغذاء.مفهوم وأهمية إدارة المشاريع ودورة حياتها.	
أسئلة وأجوبة	

<p>الجلسة الثانية: مرحلة تصميم مقترحات المشاريع د. سابين سابا، مستشارة، الإسكوا د. نانسي زعرور، مستشارة، الإسكوا</p> <ul style="list-style-type: none"> ▪ تقييم احتياجات البلدة من حيث مشاريع الترابط بين المياه والطاقة والغذاء: <ul style="list-style-type: none"> - دراسات استقصائية - التحليل التشاركي - المساواة بين الجنسين وخلق فرص العمل ▪ إطار المشروع المنطقي: <ul style="list-style-type: none"> - أهداف ونتائج المشروع - نشاطات المشروع - بناء الإطار المنطقي <p>أسئلة وأجوبة</p>	11:00 - 10:20
<p>استراحة قهوة</p>	11:15 - 11:00
<p>الجلسة الثالثة: مرحلة تطوير مقترحات المشاريع د. سابين سابا، مستشارة، الإسكوا د. نانسي زعرور، مستشارة، الإسكوا</p> <ul style="list-style-type: none"> ▪ تطوير مقترحات المشاريع <ul style="list-style-type: none"> - كتابة المقترح - الميزانية ودراسة الجدوى الاقتصادية ▪ مصادر التمويل 	12:00 - 11:15
<p>استراحة قهوة</p>	12:15 - 12:00
<p>الجلسة الرابعة: تنظيم وإدارة وتنفيذ المشاريع د. سابين سابا، مستشارة، الإسكوا د. نانسي زعرور، مستشارة، الإسكوا</p> <ul style="list-style-type: none"> ▪ تصميم خطة العمل وتوظيف الموارد ▪ التوثيق والتقارير ▪ تصميم نظم المتابعة والتقييم ▪ تحديد موازنة المشروع وإدارة عملياته المحاسبية والمالية ▪ التنفيذ والتقييم: <ul style="list-style-type: none"> - متابعة وتقييم المشروع - استدامة المشروع <p>أسئلة وأجوبة</p>	13:15 - 12:15
<p>ختم اليوم الأول من الدورة التدريبية</p>	13:30 - 13:15
الثلاثاء 6 تموز/ يوليو 2021	
<p>تسجيل الحضور</p>	09:30 - 09:00
<p>الجلسة الأولى: تصميم فكرة مشروع د. سابين سابا، مستشارة، الإسكوا</p>	11:00 - 9:30

<p>د. نانسي زعرور، مستشارة، الإسكوا</p> <ul style="list-style-type: none"> ▪ جلسة تشاركية من أجل اختيار فكرة مشروع ▪ تطوير نموذج إطار المشروع المنطقي <p>أسئلة وأجوبة</p>	
استراحة قهوة	11:00 - 11:15
<p>الجلسة الثانية: تطوير مقترح مشروع</p> <p>د. سابين سابا، مستشارة، الإسكوا</p> <p>د. نانسي زعرور، مستشارة، الإسكوا</p> <ul style="list-style-type: none"> ▪ كتابة المقترح ▪ تطوير نموذج خطة عمل ▪ تطوير نموذج موازنة <p>أسئلة وأجوبة</p>	11:15 - 12:30
استراحة قهوة	12:30 - 12:45
<p>الجلسة الثالثة: عرض مقترحات المشاريع</p> <p>د. سابين سابا، مستشارة، الإسكوا</p> <p>د. نانسي زعرور، مستشارة، الإسكوا</p> <ul style="list-style-type: none"> ▪ عرض مقترحات المشاريع من قبل المشاركين في التدريب <p>أسئلة وأجوبة</p>	12:45 - 13:30
<p>ختام الدورة التدريبية</p> <p>توزيع شهادات المشاركة</p> <p>صورة جماعية</p>	13:30 - 14:00