



Arab Gulf Programme For United Nations Development Organizations
- AGFUND -



United Nations Economic & Social Commission for Western Asia
- UNESCO -

BUILDING HUMAN RESOURCES CAPACITIES

In Local Community Development



WORKERS



TRAINERS



RESEARCHERS



PROJECT DESCRIPTION

This project aims to increase the impact of local development approaches, at both the regional and local levels, by providing comprehensive training and capacity-building programmes. These programmes reflect the two pressing needs for stakeholders involved in implementing Local Community Development (LCD) approaches and for those concerned in field development work, namely government bodies and departments, Non-Governmental Organizations (NGOs), regional and international agencies. The present project entails several benefits and advantages, namely:

A IMPLEMENT A COMPREHENSIVE TRAINING PROGRAMME ON THE COMMUNITY DEVELOPMENT PHASES, BY

- Promoting an integrated LCD approach, according to a tested training manual and upon beneficiaries' feedback.
- Developing work capacities and skills of stakeholders in LCD approach.

B IMPLEMENT A COMPREHENSIVE TRAINING PROGRAMME ON THE TRAINING METHODS AND PHASES, THROUGH

- Promoting the training of trainers programme according to a tested training manual and upon beneficiaries' feedback.
- Developing work capacities and skills of trainers to enable them execute training workshops.

C IMPLEMENT A COMPREHENSIVE TRAINING PROGRAMME ON THE PARTICIPATORY RESEARCH PROCEEDINGS, PHASES AND METHODS, THROUGH

- Promoting an integrated approach on training researchers in LCD pursuant to a tested Manual and upon beneficiaries' feedback.
- Developing work capacities and skills of researchers in order to enable them to undertake field research in LCD.

D CREATE A NETWORK OF QUALIFIED INDIVIDUALS TO COORDINATE COMMUNITY DEVELOPMENT PROJECTS AND EXCHANGE EXPERIENCES WITH RESPECT TO THIS

E FOLLOW-UP ON THE WORKSHOPS' BENEFICIARIES AND PROVIDE THEM WITH THE REQUIRED TECHNICAL AND MANAGERIAL SUPPORT

F PROVIDE AN IDEAL TRAINING PACKAGE CONSISTING OF REFERENCES, DOCUMENTS AND MATERIAL FOR TRAINING AND TECHNICAL ASSISTANCE IN LCD

PROJECT BACKGROUND & JUSTIFICATION

The follow-up of LCD experiences demonstrates that there is a need to enhance the economic and social capacities for local communities in order to enable them to meet their basic needs and to face problems related to poverty, unemployment and marginalization. Despite the positive impact of the development strategies at the national level, and the success of some policies and programmes in reaching specific sectors and groups within local communities, the general impact of these strategies, policies and programmes remains limited regarding alleviating poverty, creating job opportunities and achieving social cohesion.

The basic bottlenecks of development are still present in local communities, and there is still a wide gap between these communities and others within one country. This results in a number of problems, such as:

- A** Lack of availability of resources, investments and productivity, which hamper the economic growth.
- B** Human resources are affected by lack of knowledge, skills and social cohesion principles, in addition to limited access to education, health, housing and other basic services.
- C** Increasing disparity in the distribution of wealth, in gender and poverty level, with fewer job opportunities and deterioration of social safety nets.
- D** Lack of institutional frameworks aiming to mobilize resources, coordinate efforts, ensure popular participation and preserve the environment within these communities.

The follow-up to LCD experiences has shown that important obstacles are constraining the success of these experiences, namely:

- A** Dissension among various stakeholders in the implementation of these experiments regarding the concept of LCD and its basic components.
- B** Acute shortage of literature, especially Arabic references and booklets on practical applications.
- C** Low number of qualified and competent personnel capable of managing local development projects, training programmes and participatory research programmes.
- D** Limited availability of expertise in LCD approach, practical training techniques and participatory research.

These obstacles have had a negative impact on the implementation of LCD projects and programmes, where a multidisciplinary approach is required. Such an approach may facilitate the implementation of various activities and interlocked goals, given the variety of LCD issues and the mutual impact of its different integrated factors and levels.

Thus, the impact of LCD experiences on grass-roots, government bodies and civil society institutions is still limited in terms of improving mobilization, techniques, knowledge and expertise necessary for decision-making and for the follow-up on LCD projects. This has inclined ESCWA, according to its field projects, to cooperate with the Arab Gulf Programme for United Nations Development Organizations (AGFUND) in order to provide training material such as the “Manual on Local Community Development”.

This manual is a technical and methodological summary of the most important topics and issues faced in the application of the local development approach and in the management of its various activities. Furthermore, ESCWA has designed an integrated training programme that covers the subjects addressed in the training manual and provides access to a collection of documents on national LCD experiences as well as field studies on income-generating activities, enhancing the role of civil society organizations and promoting methods to support popular participation, the role of the informal sector, as well as documents on other matters related to loans, case studies and practical exercises.

ESCWA, the Regional Center on Agrarian Reform and Rural Development for the Near East (CARDNE) and Mercy Corps, with the support of AGFUND, have combined efforts to work as partners for the implementation of the first phase of the project “Training of local community development workers”. In addition to the technical and organizational experiences gained from the implementation of the first phase, this joint effort has led to the publication of a series of reference documents in training human resources, management training and mobilizing programmes.

THE PROJECT OUTPUTS

The evaluation reports for each of the training workshops have proved the complete achievement of the project objectives, summarized as follows: four national workshops for training LCD workers were held in Jordan, Syria, Lebanon, Egypt and one regional workshop for training LCD trainers was held in Lebanon. The number of beneficiaries has reached 122 persons. However, the success of the project in “Phase I” was not limited to achieving the objectives mentioned above but also included the following:

- 1 Adopting the LCD approach as a basis for regional cooperation and coordination between ESCWA and other International and Regional organizations (CARDNE, AGFUND, Mercy Corps, High Commission for Human Rights (HCHR), International Labor Organization (ILO), Torino International Training Center, etc...).
- 2 Adopting the project and increasing the number of beneficiaries at the national level, according to a participatory mechanism undertaken with Ministries and government agencies, educational institutions (Lebanese University), Non-Governmental Organizations (Safadi Foundation, Fares Foundation, Azm and Saade Association, etc...) as well as with municipalities and national offices of Regional and International Organizations (UNDP, UNICEF, etc...).
- 3 Creating networks of qualified individuals to participate in local community development. The number of beneficiaries has increased from 122 to 710 (with regard to gender) from national and regional workshops held in Jordan, Syria, Lebanon and Egypt.
- 4 Preparing a manual on “Training of LCD trainers” that includes training methods and techniques, and testing the manual according to the “Training Programme of Trainers” based on topics and chapters included in the relevant Manual.

IN LIGHT OF THE IMPLEMENTATION OF “PHASE I”, THE PROJECT REQUIRED ADDITIONAL RESOURCES FOR COORDINATION AND COOPERATION. 36 WORKSHOPS HAVE BEEN HELD AND THE NUMBER OF BENEFICIARIES REACHED AROUND 710 PARTICIPANTS.

- 5 Organizing one regional and one national workshop on “Training of LCD Trainers” resulting in around 42 beneficiaries currently working in majority in the training field or in Technical Advisory and projects management.
- 6 Preparing the “Trainer’s Manual on how to design, manage and evaluate LCD training programmes”, as an approach reference which includes training materials, organizational procedures and technical directives for the distribution of sessions. This is in addition to the issuance of several reports and studies on the practical experiences and expertise in LCD.
- 7 Preparing a “Manual on research participatory approach in Local Community Development”, and designing a training programme based on topics and chapters included in the manual. The preparation of the Manual was followed by the implementation of a sub-regional workshop where 22 participants benefited from the programme upon testing the Manual and the relevant training materials.
- 8 The Arab Council of Ministers of Social Affairs adopted in its 24th Session ESCWA’s programme on training human resources in LCD, and required further cooperation with the League of Arab States in order to uphold the programme benefits.
- 9 Preparing a “Comprehensive Training Package” as a reference for training and technical advisory in LCD.

THE PROJECT OBJECTIVES

The project objectives are allotted according to three training programmes:

A- OBJECTIVES OF THE PROGRAMME ON “ TRAINING OF LOCAL COMMUNITY DEVELOPMENT WORKERS”

General Objectives

- 1 Disseminating knowledge of the LCD approach.
- 2 Developing the capacities of those involved in the development process and enabling their participation in relevant activities.

Direct Objectives

Providing participants with basic skills, building their capacities, and achieving the following:

- 1 Disseminating knowledge of the LCD concept.
- 2 Providing an approach on the management of LCD projects.
- 3 Disseminating knowledge techniques on the needs of local communities.
- 4 Providing information on communication methods and motivation of local communities.
- 5 Mobilizing local community resources and popular participation in the implementation of LCD approach.
- 6 Providing expertise on measures to follow-up on LCD projects and on approaches to evaluate their performance.

B- OBJECTIVES OF THE PROGRAMME ON “TRAINING OF LOCAL COMMUNITY DEVELOPMENT TRAINERS”

General Objectives

- 1 Providing organizational skills and technical knowledge in the field of training.
- 2 Building capacities for the management of Training Programmes.

Direct Objectives

Providing participants with basic skills, building their capacities and achieving the following:

- 1 Disseminating knowledge of the training concepts, approaches and various phases.
- 2 Providing procedures and methods of assessing the training needs.
- 3 Designing training programmes and objectives.
- 4 Managing the training programmes and its methods of implementation as well as the mechanisms for coordinating its effectiveness.
- 5 Evaluating the training programmes in all its phases as well as the relevant report requirements.
- 6 Providing expertise on communication skills for training.
- 7 Providing experience in methods and tools for training.
- 8 Disseminating knowledge of selected training methods on effective speech, goal-oriented discussion, case study and role-play, as well as solving problems.

C- OBJECTIVES OF THE PROGRAMME ON “TRAINING OF LOCAL COMMUNITY DEVELOPMENT RESEARCHERS”

General Objectives

- 1 Providing expertise in LCD participatory research approach.
- 2 Building capacities in managing the participatory research process.

Direct Objectives

Providing participants with basic skills, building their capacities, and achieving the following:

- 1 Disseminating knowledge of the LCD participatory research approach.
- 2 Presenting the work methods of the team working on the participatory research.
- 3 Providing information and database required for a participatory research approach.
- 4 Providing knowledge on the preliminary procedures that need to be taken for a participatory research approach.
- 5 Providing information on planning for a participatory research approach.
- 6 Providing basic skills for executing a participatory research approach.
- 7 Carrying out procedures on evaluating a participatory research and writing the final evaluation report.

The Training package is comprised of the following manuals, training programmes, documents and technical material:

- ✓ **Manual on “Local Community Development.”**
- ✓ **“Training programme on building the capacities of LCD Workers”**, including: transparencies reading material and practical exercises, application forms, questionnaires and technical material.
- ✓ **“Manual on Training Local Community Development Trainers”.**
- ✓ **“Training Programme on building the capacities of LCD Trainers”**, consisting of: transparencies, reading materials and practical exercises, application forms, questionnaires, and technical materials.
- ✓ **A series of documents** on: “Local Community Development in Arab Rural Areas: Concepts and Experiences”, “Increasing incomes and its impact on facing poverty...”, “The role of Arab NGOs in Local Community Development”, “The leading support of Local Community participation”, “The situation of informal sector and its roles in developing Arab Local Communities”, “Monetary assessment of the Local Community Development experiences in the Arab Region”, “Experience of Oman in Local Community Development”, “Shourouk: National Program for integrated Rural Development in Egypt, achievements and challenges”, “Building workers’ capacities in Development Services Centers in Lebanon”, “Report on local development policies and programmes in the ESCWA region”.
- ✓ **“Trainer’s manual on how to design, manage and evaluate LCD training programmes”.**
- ✓ **“Manual on research participatory approach in Local Community Development”.**
- ✓ **“Training programme on building the capacities of LCD Researchers”.**

PROJECT IMPLEMENTATION APPROACH AND TRAINING METHODS

Measures for the implementation of the project are based on the application of the integrated training programme derived from a Memorandum of Understanding regulating cooperation and coordination between ESCWA, AGFUND and CARDNE. The second phase will be implemented in collaboration with other relevant parties on the regional level, i.e. the UNDP (the Sub-Regional Resource Facility for Arab States and the Capacity 2015 Programme for Arab States), the Islamic Bank for Development and ILO. This is in addition to cooperation with governmental parties (Ministries of Social Affairs, Labor, Planning, Agriculture, etc...), NGOs (Safadi Foundation, Fares Foundation, Azm & Saade Association), and with the United Nations Development Programme (UNDP), with a view to organizing training workshops at the national level in accordance with special agreements on the allocation of duties and responsibilities.

Bringing together the various parties involved (government employees, local leaderships, cadres in civil society organizations, international agencies, as well as other Arab and regional organizations) within the framework of training workshops, provides an ample opportunity for the exchange of experiences and expertise and the clarifying of a joint vision to confront the problems facing local development. In addition, the project entitled “Training of human resources (trainers, workers and researchers) in Local Community Development” provides a tested approach for coordinating and promoting complementarities between the approaches and various literatures developed by official sources, civil society organizations, United Nations agencies and other regional and international organizations. These opportunities are reflected in the implementation mechanism of training workshops, in the evaluation mechanism adopted by the project for the revision of the benefits of both training manuals and training materials as well as the follow-up on these beneficiaries in future workshops.

Consequently, the training method involves the following: discussion groups, practical training, field training, the use of techniques for the presentation of documentaries, slides and slip charts and the participation of trainees in the evaluation of the training programme.

PROJECT IMPLEMENTATION STAGES

SURVEY

A survey of the government parties, civil organizations, regional and international agencies, universities and research institutions interested in LCD, paves the way for the first stage. These entities are called upon to list the names of their personnel related to this kind of development. The participants will then be selected and questioned on their actual needs to improve their performance and to develop their skills in LCD.

ORGANIZATION AND IMPLEMENTATION OF TRAINING PROGRAMMES AND WORKSHOPS

This stage begins with the formulation of measures for the implementation of training programmes and the holding of training workshops of approximately six days each, in which around 25 trainees from government bodies, NGOs, regional and international agencies as well as individuals active in social service would participate. Such workshops would be held at the national level in selected Arab countries based on the available financial resources. Furthermore, a few regional workshops will be convened and will include participants from national workshops who will be selected according to specific criteria, with a view to train them to become trainers and in order to implement the participatory research approach and build the researchers' capacities in LCD.

EVALUATION OF THE TRAINING PROGRAMMES

This is the stage at which the relevance of the training programmes to the needs of the trainees is examined, along with the extent to which the methodology of the programmes is consistent with the concerns of the institutions to which the trainees belong and the acquired skills that have contributed to the evolving of their work methods. This stage also includes daily follow-up during the workshops to pave the way for the preparation of evaluation reports for each national workshop, as well as an overall report to evaluate the regional workshops.

UPDATING THE TRAINING PROGRAMMES

The evaluation reports on the above-mentioned workshops, and the feedback of beneficiaries from these workshops are drawn upon to update the training programmes in a way that makes it more relevant to the needs of the beneficiaries.

FOLLOW-UP ON TRAINEES

The nature of this stage requires the establishment of a link between the trainees and the agencies implementing the training programme in order to follow-up the activities of the trainees and to ascertain the opinion of their institutions about the technical support provided by the training programme. Furthermore, it also provides technical advice, which might be needed for the involvement of these beneficiaries in application of the skills and expertise acquired through the training programme, in their various fields of activity.

PROVISION OF A TRAINING PACKAGE

This stage includes the preparation of a standard training package to be granted to the participants, which covers a wide range of training material and documents regarding training of workers, trainers and researchers in LCD. This package is organized according to the topic and prepared for presentation in the form of slides or as a computer programme. Both of these methods can be used as references in training and in the provision of technical advice.

PROJECT BENEFICIARIES

- 1 **Ministries, government agencies and local entities involved in LCD.**
- 2 **Non-Governmental Organizations (NGOs) working in the field of Community Development.**
- 3 **United Nations agencies and other international and regional agencies interested in LCD.**
- 4 **Leaders of local communities and field workers in development projects.**
- 5 **Universities, institutes and research institutions as well as academics involved and interested in local community development.**

COOPERATING ORGANIZATIONS IN THE PROJECT



- UNESCWA -

The United Nations Economic and Social Commission for Western Asia (UNESCWA) is a part of the United Nations General Secretariat and is one of the five regional commissions that report to the Economic and Social Council, the principal organ of the United Nations responsible for coordinating economic and social activities within the United Nations System. ESCWA was established in 1973 and was entrusted with the fundamental responsibility of proposing policies and measures aimed at supporting development and promoting cooperation and economic integration in Western Asia. To achieve this, ESCWA collects, analyses, evaluates and disseminates statistical and technical information and prepares economic and social and development studies on the regional and sub-regional levels. ESCWA also offers advisory services and expertise to member states in various fields related to economic and social development. ESCWA also holds conferences, workshops and scientific seminars and implements regional and sub-regional projects. It is not a specialized agency but rather a multidisciplinary organization working to achieve development within the framework of regional cooperation. ESCWA submits its recommendations directly to the governments of member states and submits to the Economic and Social Council its Report on Global Developments having a significant impact on Western Asia. ESCWA, as part of its activities, consults and cooperates with regional organizations and NGOs in order to facilitate the implementation of its programmes. It also coordinates its activities with the principle offices and administrations at the United Nations Headquarters, and with specialized agencies and international and regional organizations, in order to avoid duplication and promote the integration and exchange of information.



- AGFUND -

The Arab Gulf Programme for United Nations Development Organizations (AGFUND) is a regional development institution established in 1981 upon the initiative of his Royal Highness Prince Talal Bin Abdul Aziz and with the support of the leaders of the Arab Gulf States, which constitute its membership and contribute to its budget. AGFUND supports sustainable human development efforts targeting the most under-privileged groups in developing countries, particularly women and children, in cooperation with development organizations, NGOs and others active in this field. The programme contributes to the support and funding of health and education projects and programmes, especially those designed to assist mothers, children and other less privileged groups. It also participates in the establishment, promotion and development of the institutional structures of organizations active in the fields of sustainable human development. In this context, the programme has provided funding and support to hundreds of projects in the education, health, training and institution-building sectors as well as for relief operations in more than 125 developing countries.



SAFADI Foundation is a Non-Governmental Organization, and was officially established in 2001 by its President Mr. Mohammed El-Safadi. The Foundation principles focus on promoting the development process, equality, the participation of all social groups as well as promoting cooperation among various sectors of the society. The Safadi Foundation strives to promote human Development through improving the quality of life in deprived societies, as well developing human capacity, strengthening the role of various community groups, especially those that are marginalized, as well as mobilizing the necessary resources (financial and human resources, etc...) in order to confront all that affect the welfare of the society. Safadi Foundation has multiple of developing activities in each of the following areas: (1) Information and Communication Technology; (2) Rural Development Sustainable Agriculture; (3) Social Development and Health; (4) Education and Youth; (5) Sports; and (6) environment. Safadi Foundation has succeeded in achieving the following: establishing around 19 Information Technology (IT) Training Centers aiming to teaching the basics of using computers and Internet; donating more than 300 computers to 120 schools, institutes, universities, municipalities, and civil associations; constructing the Rural Development and Agricultural Quality Center; supporting the public education institutions via providing office and administrative equipment; establishing new libraries; sponsoring and supporting sports tournaments; holding a series of conferences, seminars and training workshops on Community Development, agricultural extension services, beekeeping and honey production, eradication of child labor, as well as on the empowerment of women.



- ESCWA -

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