

SCF LEBANON: CIVIL WAR RECONSTRUCTION PROGRAM

- I. Intertect Recommendations and Project Plans for the SCF Civil War Reconstruction Projects: Lebanon 1976
- II. Save the Children Federation/Reconstruction Proposal
- III. Proposal for a Program of Agricultural Rehabilitation Through Co-operative Development in Rural Lebanon
- IV. Minutes of Meeting of Voluntary Agencies, December 16, 1976; List of Participants
- V. Press Release: U.S. Aid to Lebanon to Include Foodstuffs to Neediest in all Parts of Country

INTERTECT RECOMMENDATIONS AND PROJECT PLANS
FOR THE SCF CIVIL WAR RECONSTRUCTION PROJECTS:

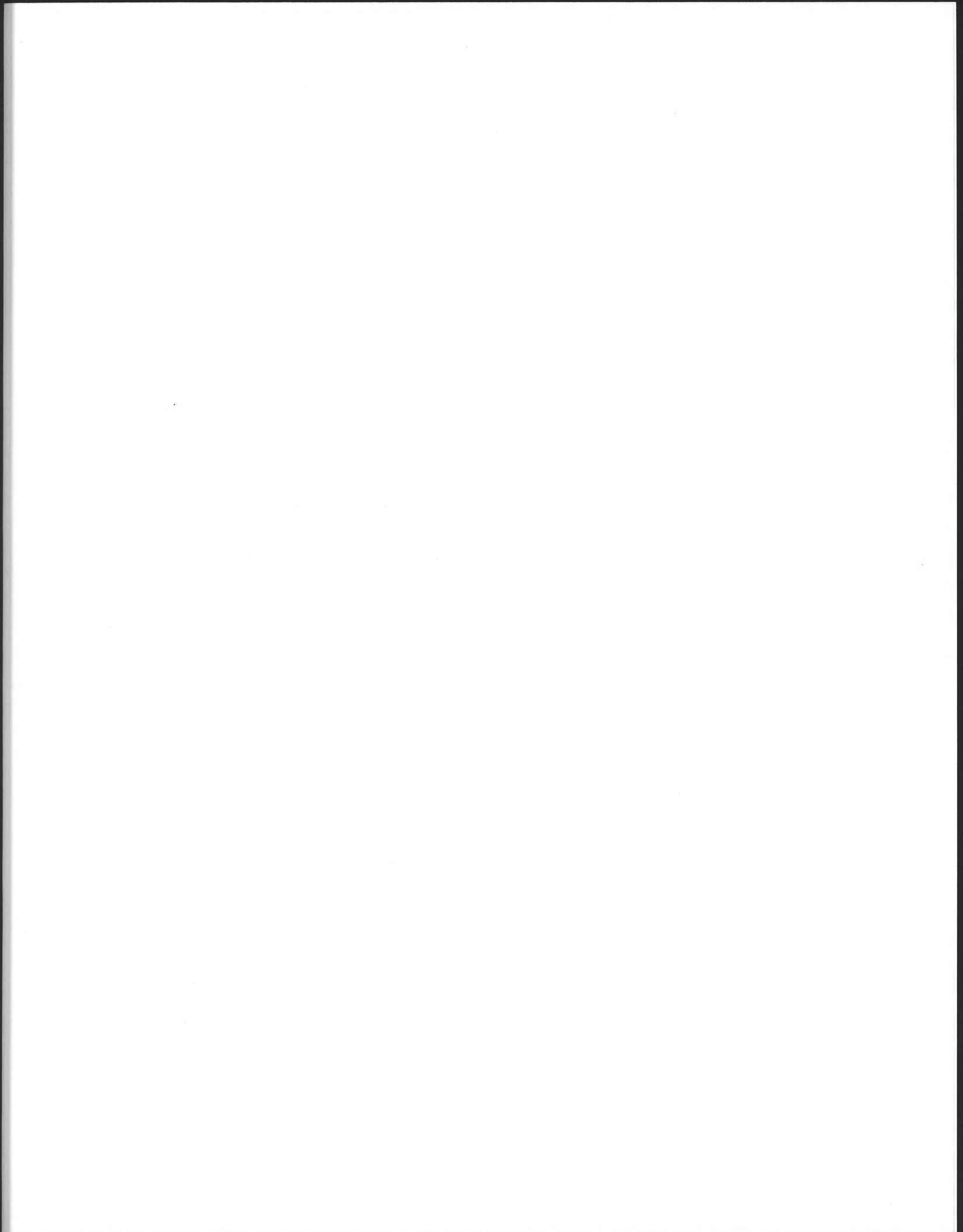
LEBANON 1976



TABLE OF CONTENTS

	<u>Page</u>
<u>Part I: Upper Baalbeck</u>	
I. Situation and Major Problems	1
II. Needs and Priorities in the Project Area	2
III. Organization of Assistance Program	6
IV. Determining Priorities	7
V. Distribution of Funds	8
VI. Schedule of Initial Operations	10
VII. Expansion of Project to Other Areas	10
VIII. Conclusions	10
<u>Appendix A-1: Save the Children Federation Questionnaire on Status of Child and His Family</u>	12
<u>Appendix A-2: Questionnaire for Farmers</u>	15
<u>Appendix A-3: Questionnaire for Small Businesses</u>	16
<u>Appendix B: Suggested Form for Estimated Repairs to Damaged Structures</u>	17
<u>Appendix C: List of Technical Assistance Con- sultants and Specialists</u>	19
<u>Appendix D: Revised Table of Organization</u>	20
<u>Appendix E: Schedule of Initial Operations, Task Assignments</u>	21
<u>Appendix F: Suggested Guide for Budget Items</u>	24
<u>Appendix G: Construction Materials List</u>	27
<u>Appendix H: Notes on Individual Projects</u>	28
<u>Appendix I: Cumulative List of Needs for all Villages</u>	31
<u>Part II: Hay Es-Sullum</u>	
I. Situation in the Area	32
II. Project Needs and Priorities	32
III. Organization of Assistance Program	33
IV. Determination of Priorities	33

	<u>Page</u>
V. Distribution of Funds	34
VI. Schedule of Operations	34
VII. Expansion of Project to Other Areas	34
VIII. Justification	35



PART I:
INTERTECT RECOMMENDATIONS AND PROJECT PLAN FOR THE SCF
LEBANESE RECONSTRUCTION PROJECT IN UPPER BAALBECK

I. Situation and Major Problems

A. While the fighting in Lebanon has resulted in widespread destruction to lives and property, the total effects of the disaster may not be realized for several years. Just as important as the actual physical and economic destruction that exists now is the fact that the fighting has resulted in the isolation and alienation of the rural villages and has set in motion the factors which can result in a second and longer-term disaster, one which is infinitely more difficult to cope with than physical reconstruction.

The Bekaa valley is the major food-producing region of Lebanon. While the actual fighting in the rural villages of this region has been fairly sporadic and the resulting physical damage relatively limited, the psychological effects of the war and the geographic isolation of the villages have combined to cause a feeling of insecurity which has resulted in a substantial reduction in the agricultural output of the region. Two factors, in particular, are prominent. First, the vital water supplies for virtually all the villages have been disrupted, often through diversion by neighboring villages, but also as a result of lack of maintenance. Second, the feeling of insecurity has kept many farmers from going out to work their fields.

One of the most critical areas of the Bekaa is the Baalbeck region. Due to the lack of water, few seasonal crops have been planted; but more important, farmers who relied on crops from orchards (such as apple trees) have lost not only this year's crop but would have to wait as much as five years for new trees to produce fruit. Water has always been a problem in the area, even in the best of times. The government of Lebanon has provided only limited water resource development assistance to this region, and the area was only beginning to develop economically. The civil war has thus not only stopped the development process but, unless assistance is provided quickly, could in fact wipe out what has been achieved to date. If preventive measures are not taken now, the resulting agricultural situation will be a second disaster with which hard-pressed Lebanon will have to cope.

B. Many of the villages in the Baalbeck have had an influx of refugees. Some of the refugees are from neighboring villages which were of mixed religious origins and the minorities fled for sanctuary to a village of their own denomination. Most of the refugees, however, came from the major urban areas where the fighting was heavy. These newcomers add to the problems of underemployment and unemployment in the village. Now that the fighting has stopped, many (especially those from Beirut) will return home; but those who remain must be put to work soon or they will draw on the already reduced capacity of the villages to sustain themselves.

C. The war has isolated many villages from their normal markets for goods and services. Not only can farmers and small artisans not get their goods to the buyers, but they also cannot obtain the supplies they need. Many farmers cannot obtain seeds or fertilizers; small shopkeepers cannot obtain goods to sell. In cases where agricultural tools or animals have been destroyed, they cannot be replaced in the usual manner. In the past, small farmers in the area were beginning to have limited access to credit; now there is none.

D. At the present time, it can be certain that the priorities of the government of Lebanon will be aimed at the repair of the massive physical damage to the urbanized areas. Foreign assistance will be limited to immediate relief needs, reconstruction of damaged areas, and economic reconstruction loans and grants to the government to assist in re-starting industry. It is doubtful that any agency -- local or foreign -- has recognized the problem of the rural areas yet. Therefore, Save the Children Federation/Community Development Foundation can play a major role in stabilizing the rural situation, rescuing the development that has already taken place and, by acting quickly, staving off a future long-term disaster.

II. Needs and Priorities in the Project Area

A. Immediate (relief) needs: At the present time, few villages or villagers need direct relief aid. All people are housed, and at present no severe food or material shortages exist. The immediate steps which should and are being taken are as follows:

1. Coordination of External Relief: Several agencies are providing limited assistance. The SCF committees can assist by coordinating between the various agencies at the local level.

2. Re-establishment of Services: SCF should move quickly to re-establish the pre-war level of all SCF services and help each village, where possible, to re-establish municipal services. Many villagers feel that as they have been isolated from medical attention, severe health problems exist. Thus, SCF should temporarily increase the medical/health outreach program as a means of calming fears of disease.
3. Tracing: In a few cases, villagers have lost contact with relatives or neighbors who have left the area. SCF should provide assistance in locating persons and determining if they will return to the village. If they do not wish to return, SCF can act as an intermediary in lease or land title transfer actions. (This will ensure that the maximum amount of land is available for production.)
4. Survey of the Population: SCF should take an immediate survey of the population of Deir el-Ahmar and Chaat to determine the number of refugees, the number of households, their background and previous jobs, skills, etc., and determine whether or not they will stay in the village or general area. This survey will be necessary to determine the needs and priorities of the reconstruction and development projects. A suggested questionnaire is attached (see Appendix A).
5. Structural Damage Report: U.S.A.I.D. indicated that funds may be available to repair structures to their original state. Thus, the INTERTECT consultant will prepare a detailed report on the extent of damage to structures in affected villages, and will develop a form whereby villagers can submit data on damage for financial or material assistance.

B. Reconstruction Needs:

1. Re-establish Water Supply: Water for irrigation is the number one reconstruction priority. While water resource development must also take precedence in the long-term development priorities, the pre-war level of supply must be re-established as soon as possible. Canals and pipes already exist and, where damaged, can be repaired. Repair of channels would be a labor intensive project which would inject vitally needed capital into the villages. SCF should immediately retain an engineer to check the system and begin repairs. In the case of intentional diversions, SCF should serve in a mediating

capacity to work out equitable solutions for all the villages in the project area. A permanent water resource committee made up of representatives from all the villages in the area should be set up as soon as practicable to see that all villages get their proper share and to work out differences.

2. Agricultural Assistance: SCF should begin an immediate program of rebuilding the agriculture in the area. Seeds, fertilizers, and loans or credit should be provided to ensure that farmers maintain as much production as possible with the goal of re-establishing the previous agricultural output by the end of calendar year 1977.
3. Repairs to Housing: Assistance should be provided in the form of loans and/or subsidized materials to enable villagers to repair homes to the pre-war standard. A brief survey indicates that most of the damage to housing in the Upper Baalbeck area is "cosmetic", i.e., little actual structural damage. A few houses will need new roofs, some cement to repair holes in the walls, paint or abrasives to remove smoke damage, and glass to replace broken windows (the latter being the most expensive item).
4. Repair and Re-opening of Public Buildings: In several villages, public buildings such as schools, community centers, clinics, etc., have been damaged by the shelling. SCF should help obtain funds for repair of these structures, especially the schools. In the event that Lebanese government funds are not available or are only partially available, a program of grants-in-aid should be instituted with villagers providing either materials or labor. This, too, would be a labor intensive activity and could provide temporary work for refugees.
5. Small Business Assistance: SCF should explore methods of assisting small businesses to re-establish their previous market or level of activity. Priority should be given to agriculture-related businesses.

C. Long-Term (Development) Needs:

1. Water Resource Development Program: A comprehensive water resource development program must be undertaken. Not only must new sources of water be found, but also consideration of the problem of water depletion must be examined. Before any subsurface source can be tapped, the effects of the withdrawal of the water from different strata must be examined for the possibility of depleting water resources at a topographically lower level in the region. SFC must

coordinate all water development with a plan for the whole Bekaa watershed, surface and subsurface. It is recommended that a water development specialist be retained as well as an irrigation conservationist. SCF might also consider the possibility of a subsurface irrigation pilot project. SCF should also explore assisting the government of Lebanon to obtain a water development grant from the World Bank or from the Arab Economic and Social Development Fund.

2. Agricultural Development Assistance:
 - a) An agricultural development plan for the area should be developed with SCF assistance. The plan should explore alternate crops, especially those that reduce the need for fertilizers; explore the question of re-establishing apple production or replanting other crops; and establish options available for organizing marketing and production cooperatives.
 - b) SCF should expand the credit/loan program established to assist reconstruction to aid in long-term agro-economic development. Expansion should be along guidelines in the agricultural development plan recommended in (a) above.
 - c) SCF should assist in obtaining an agricultural extension agent(s) for the area. As the agricultural development plan is implemented, the villagers should take over this role, possibly through a co-op.
3. Capital Improvement Projects: Each village surveyed has listed various capital projects which they would like to see implemented. These include roads, schools, multi-purpose community centers, hospitals/clinics, and, of course, irrigation channels. Such labor intensive projects carried out over a period of years could provide jobs and money which would help ease the unemployment problem in the villages, as well as providing supplemental income to farmers re-establishing their orchards.
4. Economic Development Projects (Non-Agricultural): SCF can assist in the economic development of the area in several ways. First, it can provide credit assistance to individuals starting new businesses. Priority should be given to refugees wishing to remain in their new village. Second, SCF can help identify new businesses

which could be run by the village or by co-ops. Many villagers have already suggested establishing handicraft or artisan groups. The INTERTECT consultant also feels that the area would be ideally suited for the production of construction materials such as cement blocks, cut building stones, and gravel. All these materials are and will be in great demand not only for the reconstruction period but also well into the future.

5. Education: In all villages, the need for increased educational opportunities was stressed. Most important, the villagers felt the need for increased education relevant to village needs. Throughout the reconstruction and development phase, adequate attention must be given to providing educational opportunities. For each project funded by SCF, a requirement for formal or non-formal training should be attached. SCF should also work with the Ministry of Education to explore methods for making the formal schooling more compatible to village life.

III. Organization of Assistance Program

A. Before setting up the SCF program, it is first necessary to examine what types of assistance and experience the CDF staff has had in the past and what degree of success they have achieved. In doing so, it is clear that the activities with which they have the most experience are not operational projects but the funding of local projects and extension of loans and credit at the local level. The staff has developed and are familiar with procedures for those types of programs and, most important, are comfortable with this type of work. They also claim a high success ratio which would indicate a good accompanying education program to the loans at the local level. Thus it is only logical that the emphasis be placed on SCF assuming a "bankers" role in the project. Specifically, SCF can provide funds to the formal village government or council, to SCF-organized community committees, to regional committees composed of representatives of various villages, to co-operatives, and to individuals. Money can and should be provided in the following ways:

1. Direct Assistance to Families - Revolving loan funds;
2. Financial Assistance to Co-ops - "Seed" money to initiate programs;
3. Capital Improvement Funds - Money can be provided in three ways to the villages for labor intensive capital improvements:

- a) Loans (in a revolving loan program)
- b) Matching funds - in some cases, some monies will be available but probably not in sufficient quantity to complete or initiate a project. A program to assist with matching funds should therefore be developed. It should especially allow for "in-kind" contributions of the villagers.

There are several advantages to this role. First, it puts a great deal of the administration at the local level, both relieving the staff of the burden and providing the village with the experiences. But most important, it assures that decisions on priorities and projects are made at the local level.

B. In addition to serving in a funding capacity, SCF can provide several other needed services to the project area. During the relief and reconstruction phases, the CDF community committees can help to co-ordinate the relief activities in each village. At the national level, the CDF staff will co-ordinate with the government and with international relief agencies.

C. One of the most valuable roles SCF will play will be to provide various types of technical assistance. This will be especially important in the following fields:

1. Water resource development - planning, implementation, conservation.
2. Agricultural development - planning, marketing, extension, agri-education, conservation.
3. Economic Development - planning, marketing, education.
4. Health - planning, education.
5. Community organization - planning, formalizing, management assistance.

The provision of technical assistance should be limited to securing the appropriate specialists and making them available to the local committees, and to providing a co-ordinating role with the government and other agencies who are working on similar or compatible activities (list of needed technical assistance consultants is attached).

D. A recommended (revised) table of organization is attached.

IV. Determining Priorities

The selection of overall priorities for the program and the various components should be handled in the following manner.

A. Village level: A community committee set up by the SCF Field Staff will determine the priorities in the village. They will meet with the other villagers informally to determine problems, and then will meet with the SCF staff to discuss priorities and classify them according to the category (relief, reconstruction, development) under which they fall. The staff will review the requests and priorities of the villages and determine which problems are common to all the villages in the area or region. These will then be referred to the area committee.

B. Area Level: In the development phase, problems which are common to all the villages of an area or region will be addressed. It is recommended that a committee composed of a representative or representatives from each of the villages be set up. This committee would work with the consultants and technical assistance specialists to plan and conduct the long-term area and regional projects. This area committee would determine the priorities for area-wide projects and would establish the order in which villagers in the area would receive assistance under the various plans.

V. Distribution of Funds

Funds for the project should be divided into four accounts; relief funds, reconstruction funds, development funds and director's discretionary funds. The funds would be expended according to the type of activity to be funded. The type of activity would determine who paid the actual money; the local committee, area committee or the SCF Director. As a general guideline, the following is suggested:

A. Relief funds: It is recommended that direct grants be provided to the villages on the basis of:

1. The number of refugees
2. Director's discretion
3. Health recommendations of SCF - U.K.

All monies would be dispensed by the local committees according to guidelines set by SCF.

B. Reconstruction Funds: It is recommended that loans, grants, and grants-in-aid be provided to the villages on the basis of:

1. Status/needs of local agriculture
2. Water needs (reconstruction only)
3. Percentage of damaged houses

4. Needed repairs to community/public buildings
5. Director's discretion
6. Population of the village

All monies spent by the local committees would again be according to guidelines set by SCF.

C. Development Funds

1. It is recommended that funds be provided to facilitate the implementation of the area development plans. These funds could be provided in one of two ways, either directly to the villages to allow them to execute the portion of the plan which is in their immediate vicinity or to the area committee for carrying out the project. A third alternative would be to use a combination of both, at the determination of the area committee with the approval of the SCF Director.
2. It is recommended that loans, grants, and grants-in-aid be provided to the village committees on the basis of:
 - a) Community needs not covered by the various development plans
 - b) Percent of unemployment
 - c) Degree of underemployment

The village committees would be empowered to make loans and grants to individuals according to guidelines set by SCF.

D. Director's Reconstruction and Development Funds: In order to plan and carry out the proposed program, the SCF Director will have to have a large Discretionary Fund to allow him to contract the needed specialists and technicians and to meet various contingencies. It is recommended that no guidelines be attached to this fund (other than general accounting).

It should be noted that no mention is made of sponsorships. The consultant recommends that the sponsorship program be curtailed for the duration of the program unless no additional villages are added. The sponsorship funds can be contributed to the general relief, reconstruction, and development funds and dispensed along with all the others. It is felt that, if sponsorship continues to be a basis for distribution of funds, Moslem villages with no sponsorship children will feel, rightly or wrongly, that they are being penalized because SCF has not worked the area's Moslem communities before. With the suspicion between the communities, it must appear that all are being given equal priority.

VI. Schedule of Initial Operations

A proposed schedule of activities for initial operations is attached. This schedule assumes that funds will be available for project operations in both the Christian and Moslem area of Upper Baalbeck as well as Hay es-Sullum.

VII. Expansion of Project to Other Areas

Unless other major funding sources are found, the consultant recommends that the project be limited to incorporating only the neighboring Moslem villages of the existing SCF program in the Upper Baalbeck region. The reasons are as follows:

1. The project areas of the Baalbeck region will soon be facing a major agro-economic disaster unless adequate resources are provided now. The amounts already mentioned will be consumed quickly with the work plan already recommended. The water development project will be particularly expensive.
2. The existing staff is currently operating at peak level, and obtaining the additional staff necessary to ensure proper conduct of the proposed project will be time-consuming for recruitment, interviewing, and training. At this point, it would put an undue strain on the team to expand too much.
3. Adequate assistance to the Hay es-Sullum area will necessitate high expenditures for sites and services projects.

It is suggested, however, that, if adequate sources within the existing budget can be found, limited agricultural assistance be provided to communities such as el-Qaa that have lost their orchards, unless the Government of Lebanon or another voluntary agency moves to provide assistance.

VIII. Conclusions

To summarize what the recommended project is all about, three phrases adequately state the justification for the project. First, Disaster Mitigation. This recognizes the role the proposed project will have in stabilizing the effects of the current disaster and preventing it from becoming a long-term economic disaster. Second, Village Revitalization. At the present time, the villages are stagnant; the proposed project would provide much needed stimulus

to get them moving again. And finally, Area Neutralization. At present, all the villages are isolated and suspicious of each other. The fighting that has occurred has been minimal and there is still time to get the villages co-operating with each other. By providing area-wide projects in agriculture and water resource development that require the co-operation of all the villages, SCF has the possibility of effectively neutralizing the area in the event of further outbreaks of fighting. Peace for the children of Upper Baalbeck would be the greatest contribution SCF could make.

Appendix A-1

SAVE THE CHILDREN FEDERATION QUESTIONNAIRE ON
STATUS OF CHILD AND HIS FAMILY

Code number _____ Name of child and family _____

Does family reside at present at _____

If no, where is the family living now? _____

Where is the family residing now? _____

Where did they move to? _____

Does family wish to return to _____

Is the child still in school? _____

If yes, give name of school where enrolled _____ Grade _____

If no, what is child doing now? _____

Has family been affected by the civil war? _____ If yes:

TYPE OF ASSISTANCE RECEIVED	NATURE OF "DAMAGE"	LIST FAMILY MEMBER(S) AFFECTED
1		
2		
3		
4		
5		
6		
7		
8		

Is any one of you in need of medical care? _____

NATURE OF SERVICE OR ASSISTANCE RECEIVED	AILMENT OR NEED	WHO?

Has the house been affected/damaged? _____

If yes, describe fully the nature of the effects/damage _____

Have you made the necessary repairs? _____

If not, what kind of repairs have you decided to carry out? _____

Is all your rent paid? _____

Is family in need of food commodities? _____

If yes, list the items needed below:

_____	_____
_____	_____
_____	_____
_____	_____

Is family in need of clothing? _____

If yes:

SIZE, IF POSSIBLE	KIND OF CLOTHING NEEDED	BY WHOM
	SHOES	

Does family need blankets and/or mattresses? _____

If yes, how many of each _____

Occupation of breadwinner _____

Location of his employment _____

(Breadwinner includes all family members earning a wage.)

Was breadwinner(s) unemployed during the events? _____

If yes, specify date on which breadwinner became unemployed _____

Has breadwinner returned to his job after the events? _____

If no, what are the reasons _____

Comments _____

Interviewer _____

Date _____

Appendix A-2

QUESTIONNAIRE FOR FARMERS

1. What is the status of your fields? _____

2. Will you be able to plant at the proper time? _____

3. Can you irrigate your fields at the same rate as before the fighting?
Yes _____ No _____ If not, why? _____
4. Do you have the necessary seeds? Yes _____ No _____
5. If no, what types do you need? _____
6. Quantity needed? _____
7. Can you buy them locally? _____
8. How much will they cost? _____
9. Do you have the necessary fertilizers? Yes _____ No _____
If not, what types are needed? _____
10. Quantity needed? _____
11. Can you buy them locally? _____
12. How much will they cost? _____
13. Do you have the necessary tools for this year's planting? Yes _____ No _____
14. If not, what do you need? _____
15. Estimated cost _____
16. If loans were to be available from SCF how much would you borrow? _____
17. When would you need to borrow (by what date)? _____

Appendix A-3

QUESTIONNAIRE FOR SMALL BUSINESSES

1. What is the status of your business? _____

2. How has the war affected your business? _____

3. Will you be able to return to normal by the end of 1977, without assistance?

4. If not, what type of assistance is needed? _____

5. If loans were available from SCF, how much would you borrow? _____
6. Can SCF be of other help to you in improving your business? _____

Appendix B

SUGGESTED FORM FOR ESTIMATED REPAIRS TO
DAMAGED STRUCTURES

NAME:

VILLAGE:

Roof:

1. Type of roof _____

2. Describe damage _____

What is needed to repair the roof?

3. Wood _____ (sizes) _____ Estimated cost _____

4. Cement _____ how much _____ Estimated cost _____

5. Iron _____ how much _____ Estimated cost _____

6. Other _____ how much _____ Estimated cost _____

7. Other _____ how much _____ Estimated cost _____

Walls:

8. Type of walls (Ex. block, stone, etc.) _____

9. Describe damage _____

10. What are the sizes of the longest holes? _____

11. Are the corners damaged? Yes _____ No _____

If yes, how much? _____

12. What is needed to repair the walls:

12. Stone _____ how much _____ Estimated Cost _____

13. Blocks _____ how much _____ Estimated Cost _____

14. Cement _____ how much _____ Estimated Cost _____

15. Iron _____ how much _____ Estimated Cost _____

16. Wood _____ how much _____ Estimated Cost _____

17. Other _____ how much _____ Estimated Cost _____

18. Other _____ how much _____ Estimated Cost _____

Doors and windows:

19. Describe damage _____

What is needed to repair?

20. Glass _____ how much _____ size _____ Est. Cost _____

21. Wood _____ how much _____ size _____ Est. Cost _____

22. Locks _____ how many _____ Est. Cost _____

23. Other _____ how many _____ Est. Cost _____

Interior:

24. Was the interior set on fire? Yes _____ No _____

What is needed to repair smoke damage?

25. Paint _____ how much _____ color _____ Est. Cost _____

26. Abrasives _____ how much _____ Est. Cost _____

27. Detergents _____ how much _____ Est. Cost _____

Other problems not mentioned:

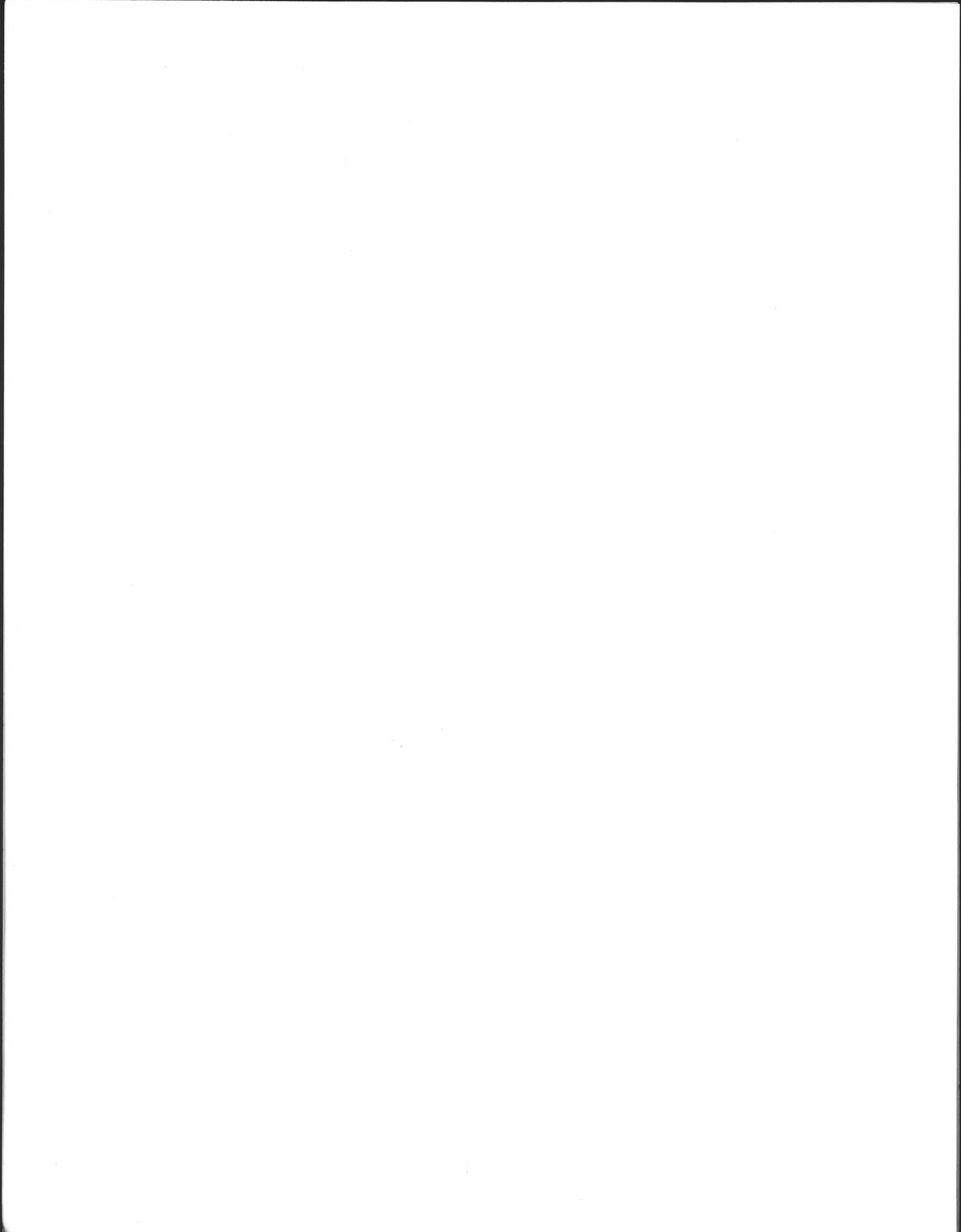
28. What is needed to complete repairs, how much, and estimated cost:

For Staff:

Comments: _____

Total Estimated Cost: _____

Priority 1 _____ 2 _____ 3 _____

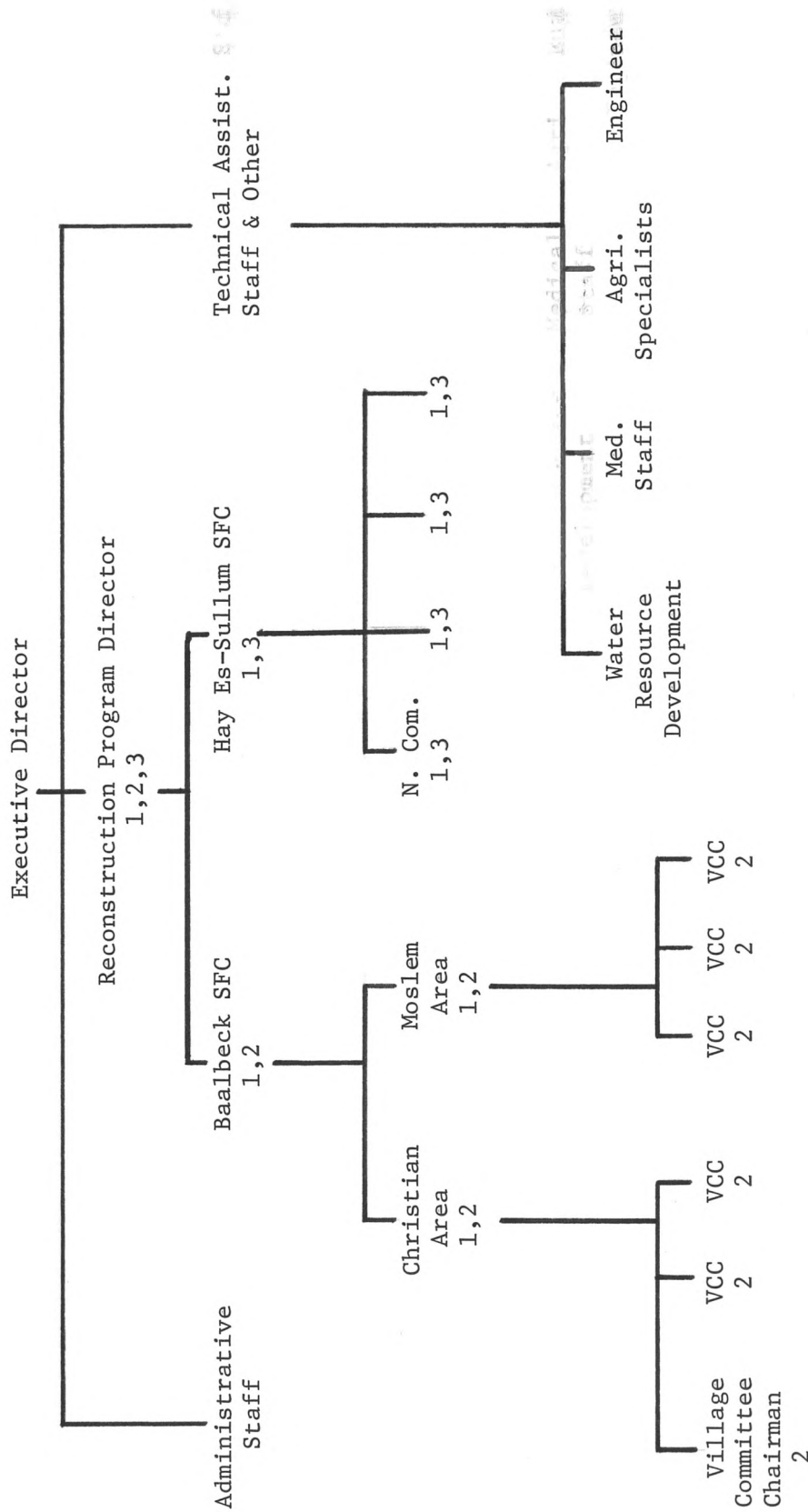


Appendix C

LIST OF TECHNICAL ASSISTANCE CONSULTANTS AND SPECIALISTS

1. Water Resource Development Planner:
To determine available water supplies; how to best develop them; and how to conserve and replenish water in this area.
2. Irrigation Engineer(s):
 - A. To restore pre-war supplies;
 - B. To implement and construct the water resource development plan;
 - C. To train local people in construction techniques.
3. Agricultural Development Planner:
 - A. To develop plan for long-term agro-economic development of Upper Baalbeck region;
 - B. To advise on crop selection for area.
4. Agricultural Extensionist(s):
 - A. To assist farmers in planting and management of fields;
 - B. To assist farmers in increasing yields;
 - C. To assure adequate interchange of ideas, problems, etc.
5. Civil Engineer:
 - A. To advise on road building programs;
 - B. To advise on potable water and sanitation projects.
6. Building Contractor:
 - A. To advise on costs of repairing buildings;
 - B. To advise on purchasing materials, tools, etc.
7. Health Program Planner:
 - A. To develop preventative medicine program;
 - B. To advise on construction of health facilities.
8. Economic Development Specialist(s):
 - A. To assist in determining and setting up small businesses;
 - B. To assist in establishing co-ops.

Appendix D
REVISED TABLE OF ORGANIZATION



1. Members of Policy Council
 2. Members of Area Committee, Upper Baalbeck
 3. Members of Area Committee, Hay Es-Sullum
- Note: Changes to Page 7 of Charlie's proposal: Have deleted various coordinators, redefined their jobs. Asst. Dir. placed in admin. staff - if needed.

Appendix E

SCHEDULE OF INITIAL OPERATIONS

TASK ASSIGNMENTS - Week 1

- Dr. Karam
- A. Interview possible staff
 - B. Interview possible consultants (Esp. water specialist)
- Issam, Samir
Abdul Majid,
and Hay Co-ord.
- A. Prepare survey for villages
 - B. Organize survey teams at village level
 - C. Get contractors estimate on school repairs
 - D. Ask villages for tracing needs
- British Save
the Children
- A. Prepare recommendations for health needs
 - B. Report on health status now (for AID grant)
- Whole staff
- A. Review recommendations and comment
 - B. Get list of material costs
 - C. Get list of seed and fertilizer costs

Week 2

- Dr. Karam
- A. Hire Moslem area co-ordinator for Upper Baalbeck
 - B. Hire water specialist to estimate cost of water system repairs for villages
 - C. Continue interviewing staff
- Issam, Samir,
M.A.C., and Hay
- A. Carry out survey of areas
 - B. Develop estimated budget for road, school, other capital projects
 - C. Begin working up loan/grant/grant-in-aid procedures and forms
 - D. Get cost estimates for repairing housing
 - E. Get estimates on amount/type of/need for seeds and fertilizers
- Whole Staff
- Review initial budget needs and obtain additional required data.

Week 3

Dr. Karam

- A. Discuss initial budget with SCF re: available funds
- B. Determine options for additional areas
- C. Form a area co-ordinating committee
(See recommendations)
(Begin by working on water settlements)
- D. Start CIP program for Hay by hiring planner to prepare cost estimates
- E. Review proposals with Board

Issam, Samir,
M.A.C., and Hay

- A. Review budgets with committees and make necessary adjustments
- B. Continue developing loan procedures and forms and review with committees
- C. Assist consultants in making initial survey of each area.
- D. Start getting cost estimates on repairing housing.

Week 4

Whole Staff

- A. Complete initial CIP for Hay
- B. Prepare detailed reconstruction budget
- C. Review with Board and CDF
- D. Obtain commitments for initial funding
- E. Issue emergency grants for agri-needs, assistance to small businesses in Hay

Week 5-6

Whole Staff

- A. Begin loans and grants for reconstruction needs (Baalbeck)
- B. Begin detailed CIP for Hay
- C. Initiate Hay technical assistance program

23
Week 5 (Cont'd)

- D. Issue initial CIP funds for Hay to start intermediate CIP (Clean-up repair, etc.)

Week 6

Whole Staff

- Review work and needs at week's end and revise work schedule as necessary

Appendix F

SUGGESTED GUIDE FOR BUDGET ITEMS

I. Phase I Budget (Master Budget)

A. Personnel

1. Staff
 - a. Benefits and salary
 - b. Travel
 - c. Misc.
2. Consultants
 - a. Salary
 - b. Travel and Expenses
3. Part-time help (in office)
 - a. Salaries
 - b. Misc.
4. Vehicles

B. Surveys

1. Printing and reproduction
2. Additional Staff
3. Misc.

C. Tracing

1. Printing and reproduction
2. Legal fees

II. Phase II Budget

A. Capital Improvements/Repairs

1. Water System
 - a. Consultant
 - b. Contributor(s)
 - c. Labor
 - d. Materials
 - e. Loans
 - f. Grants

2. Public Facilities Repair (Ex. Schools, Elect., etc.)
 - a. Contributor(s)
 - b. Materials
 - c. Labor
 - d. Loans
 - e. Grants
- B. Agricultural Assistance
 1. Loans
 - a. Type 1 loans
 - b. Type 2 loans
 - c. Type 3 loans
 2. Materials
 - a. Seeds
 - b. Fertilizers
 - c. Equipment/tools
- C. Housing Repairs
 1. Loans
 2. Grants
 3. Materials
- D. Economic Assistance (small business)
 1. Loans
 2. Grants
- E. Additional Staff
- F. Contingencies (Discretionary Funds)

III. Phase III Budget

A. Water Resource Development Program

1. Consultant(s)
2. Contractor(s)
3. Materials
4. Labor
5. Loans
6. Grants

B. Agricultural Development Assistant

1. Consultants
2. Materials/tools
3. Extensionists
4. Loans
5. Grants
6. Misc. (Est. 157)

C. Capital Improvements Projects (roads, schools, etc.)

1. Contractors
2. Consultants
3. Materials
4. Tools/Equipment
5. Loans
6. Grants
7. Misc. (Est. 207)

D. Economic Development Projects

1. Consultants
2. Loans
3. Grants

E. Additional Staff

F. Discretionary Funds

Appendix G

CONSTRUCTION MATERIALS LIST

It is estimated that the following materials will be needed for repair of damaged structures. SCF can reduce the cost to villagers in two ways: by determining the total demand in these project areas and then purchasing in bulk at wholesale costs; and by purchasing, then selling at a subsidized price.

The most needed items will be:

1. Window-quality glass
2. Wooden beams for supporting roofs
3. Wood strips for door and window frames
4. Caulk for sealing windows
5. Cement for repairing walls
6. Paint for interior walls
7. Abrasives for removing smoke damage

In repairing the schools and other public buildings, electrical cable and wiring will also be needed.

Appendix H

NOTES ON INDIVIDUAL PROJECTS

A. Hospital for region, to be built at Deir el-Ahmar

Deir el-Ahmar has stated that their number one priority is the construction of a hospital in the village. They have received \$50,000 U.S. dollars towards the hospital from contributors in Australia. The villagers want to build it in a militarily safe area, outside the village, and make it a regional hospital with full services.

Pro comments:

1. The hospital would contribute to the feeling of security in the village.
2. It would provide health services to the village and neighboring villages (the hospital at Baalbeck is 10 kms. away).
3. It is the top priority of the village.
4. They have money already given for the project.

Con comments:

1. It would contribute to the isolation of the village and area.
2. A hospital per se is probably not justified by the service area.

Recommendation: A preventive health with outreach program would be more effective. It should receive a moderate priority.

Appendix H - 2

Notes of Individual Projects

B. Repair of Damaged School at Deir el-Ahmar

The main school building has received considerable non-structural damage from both artillery, shelling and vandalism. Main cost items will be replacement of windows, repair of heating system, repair of plumbing, replacement of furnishings and supplies. Classes have resumed in another building.

Pro:

1. This repair project would provide work
2. This project would help get village life back to normal
3. Delays will increase cost of repair
4. The school employs 26 teachers plus others
5. It would get kids back to a formal learning environment and stimulate return to school.

Con:

No major comments

Recommendation: Project should receive a high priority in the construction phase.

Notes on Individual Projects

C. Well Drilling Projects

All villages have indicated that more water for irrigation of crops is required. Most of the villages have been cut-off from previous supplies brought in by canal from mountain sources and therefore want to sink wells for subsurface supplies so that they will not be cut off again.

Pro:

1. Such wells, if sufficient subsurface water exists, would help ease the existing water shortages.
2. It would help to make the villages self-sufficient.
3. It might be more cost effective than developing new sources in the mountains and bringing the water overland to the villages.

Con:

1. Well projects would contribute to isolation of villages.
2. Heavy subsurface water depletion might cause serious shortages to water supplies further south.
3. An extensive water recovery or replenishment project would have to be undertaken along with the drilling.

Recommendation: Well projects should not be undertaken unless:

1. Other water is not economically available;
2. Ground water supplies are deemed adequate.

It is recommended that the possibility of subsurface irrigation, especially in orchards, be thoroughly investigated.

Appendix I

CUMULATIVE LIST OF NEEDS FOR ALL VILLAGES

1. Water
2. Employment for refugees
3. Employment for underemployed in village
4. Agricultural assistance - fertilizers, seeds, tools, credit
5. Agricultural extension services
6. Health outreach
7. Roads to fields
8. Roads to market
9. War damage repair
10. Community buildings
11. Education (various formal/non-formal)
12. Tracing of relatives/evacuees

RECOMMENDATIONS FOR THE HAY ES-SULLUM PROJECT AREA

I. Situation in the Area

A. With the exception of higher unemployment, the area has been virtually unaffected by the fighting. A brief examination of the community indicates that all the shops are open and functioning normally, that all existing utilities are functioning at the pre-war level, and, though limited, access to and from the area is possible. During the fighting, the population remained fairly stable, increasing and decreasing as fighting ebbed in adjacent areas. Due to its location at the boundary of the airport and somewhat distant from the Palestinian camps, it is unlikely that the area would be further affected should fighting resume.

B. The SCF-organized committee in the area is functioning and active. Because the area was not physically affected, there has been little assistance from outside agencies and what little there has, has been in the form of relief commodities such as food and blankets. No other agency has plans for further activities in the Hay.

II. Project Needs and Priorities

A. Because the area was little affected, the needs and priorities of the area are essentially the same as they have always been. Despite the war, the urgency has not increased.

B. In an urbanized poor area, the biggest problem for the people is always jobs. The problem for the development agency is how to provide jobs and at the same time improve overall conditions in the area. If the agency provides a good job with good pay, the recipient more often than not moves out, leaving his place to be filled by another low-income family moving into the area. If the agency concentrates on upgrading the area with capital improvement or housing projects, the employment generated is only temporary and, unlike such projects in rural areas, they have little long-lasting effect on the neighborhood. How then does an agency "develop" an urbanized slum?

One way which has been relatively successful is what are called "sites and services" projects. In this approach, the capital improvement priorities of the residents are moulded into a long-term, labor intensive construction program prepared by the residents with technical assistance provided by the agency.

Each project, as much as is feasible, is designed to provide limited on-going employment. All jobs are only for area residents. Money is provided in loans, grants, and/or grants-in-aid to a neighborhood committee to initiate the program. As the various improvements are installed, the recipients or users pay the committee a fee decided on by the community. The committee represents the community in any transactions with the municipality such as negotiating for usage fees, and paying the community's utility bills. (By relieving the municipality of having to collect individual bills, the rates can be reduced.)

As the projects progress, the supporting agency works with the committee to identify neighborhood services that can be instituted and carried out by employing residents who are then paid by the community. The agency also provides technical assistance in developing options for a range of small business enterprises which could be set up in the neighborhood. Loans are made by the committee with preference to those working on the capital improvements. It is up to the committee whether or not to make loans to people who live in the neighborhood but wish to set up businesses elsewhere.

III. Organization of Assistance Program

The Hay es-Sullum project should be organized as suggested in Appendix D (Part 1). Technical assistance services should include:

- A. Specialists in starting and operating small businesses;
- B. Specialists in starting and operating co-ops;
- C. A planner or engineer to assist in preparing the capital improvements development plan;
- D. A specialist for training the committee in how to set up and manage the loans.

IV. Determination of Priorities

A. While all priorities are ultimately the decision of the neighborhood committee, the engineering sequences developed for the whole construction program must be taken into account. For example, the Hay es-Sullum committee has stated that roads are the number one priority with water third and sanitation 7th. However, water and sewer lines must usually go under the roads, so in a development plan, engineering realities would put them first.

B. A list of the committee's priorities are as follows:

1. Improvement of the access and interior road system
2. Upgrading the electrical system
3. Improvement to the water system
4. Increased public health services
5. Vector control
6. Schools, general improvement in facilities and curriculum
7. Extension of the sanitation system to all residents
8. Employment opportunities
9. Small business loans
10. Technical education (preferably a small technical school)

V. Distribution of Funds

The organization of the funding would be identical to that for the rural areas. (Part 1).

VI. Schedule of Operations

A suggested schedule of operations to initiate the project is incorporated in Appendix E (Part 1).

VII. Expansion of Project to Other Areas

Several members of the neighborhood committee have urged SCF to expand the project into a nearby area that was heavily damaged by the fighting. There were approximately 2,000 families in the area before; there are only 200 now. All of the structures were multi-family, high-rise apartments and condominiums. All structures received substantial damage, with some damaged beyond repair.

At present, however, it is recommended that the area not be included in the Hay es-Sullum project for the following reasons:

- A. Cost of repairs to structures.
- B. The population is not currently stable; no way to determine future needs except for housing.

- C. Due to isolation of the area, it would be difficult to generate jobs; also area not really suitable for small businesses.
- D. In the event of renewed fighting, area will be attacked again.

VIII. Justification

The spending of large sums of money in Hay es-Sullum will surely be questioned when there are so many extensively damaged communities elsewhere in Beirut. Even before the war, the area would not have been considered a high priority area. Yet a well balanced sites-and-services project could go far in promoting continued stability in the area by providing needed employment.



SAVE THE CHILDREN FEDERATION/RECONSTRUCTION PROPOSAL

LEBANON

Dr. Charles MacCormack, SCF, 1976

THE CHILDREN FEDERATION/RECONSTRUCTION PROPOSAL

LEBANON

BACKGROUND

A most revealing manifestation of the underlying problems confronting Lebanon is the impossibility of securing reliable population data. The most common estimates are in the range of 3.35 million persons, of whom one million are Christian, one million are Muslim, 350,000 are Palestinians, and one million of unknown religious persuasion, are nationals living abroad. The last official census was taken under the French Mandate in 1932 and revealed a ratio of 6 Christians to 5 Muslims. Since this census was formed the basis for governmental representation, which is according to religious affiliation, a later census has been avoided because any change in the original proportions could mean major long-term political adjustments.

The rough population estimates do reveal several of the most essential facts about Lebanon. The number of Christian and Muslim Lebanese citizens is approximately equal. A very significant proportion of the population is not living in Lebanon. At least ten percent of the resident population is not Lebanese at all; but rather Palestinians, for whom the only certain thing in life is uncertainty.

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What the statistics do not reveal is the suspicion and hostility that has grown up between the major groups in the society: Christian, Muslim, and Palestinian. Now the bewildering diversity even within the major religious communities: Roman Catholics, Maronites, Greek Catholics, Syrian Catholics, Armenian Catholics, Chaldeans, Greek Orthodox, Gregorians, Nestorians, Syrian Jacobites, Protestants of various denominations, Sunni Muslims, Shia Muslims and Druzes. Nor the fact that the fragile structure knitting these groups together has unraveled in the last two years, leaving thousands dead, the economy in shambles and the entire population shocked and embittered.

The story of Lebanon during the past two years needs no retelling. The mass media have shown the pitched battles in city, village and countryside using heavy artillery, tanks, rockets and bazookas. They have shown the ruined buildings, the dead and wounded, the rifle-toting children. They have reported that children have been brutalized to the point, that an entire generation may have to pass before trust among people is again possible.

This is the point where the members of the Save the Children group of agencies can again join together to make a significant contribution. Save the Children/US has been at work in Lebanon for eighteen years. It has worked for the benefit of children of all backgrounds and religions

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throughout Lebanon. It has implemented a variety of different types of programs in response to Lebanon's changing needs, including individual child sponsorships, scholarships, loans, community grants, and, most recently, high-impact integrated community development. SCW/US believes that at this most critical turning point in Lebanon's history the members of the Save the Children Alliance can make a significant contribution to the well-being of Lebanon and her children.

THE PROBLEM

The essence of the SCF program would be to demonstrate a self-help approach to rehabilitation, reconstruction and development. A preliminary on-the-scene survey reveals that the need for emergency relief is remarkably limited. Essential transportation and communications networks are functioning. Stores throughout the country are open and heavily stocked. Almost everyone is adequately, if temporarily, sheltered. Medical personnel report that the need is for public health rather than emergency medicine. Relief agencies are hard put to identify significant emergency needs for food, shelter or health. Certain pockets do exist, but they are rapidly being ameliorated.

That physical conditions are as good as they are is a tribute to the resourcefulness and resiliency of the Lebanese people. It is also a reflection of the more than one million Lebanese living abroad and the remittances they are forwarding to their relatives. Nevertheless, the relative hopefulness on the surface masks some extremely significant long-term problems.

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The first is the need that the fragile cease-fire be maintained and that physical security continue. Any rebuilding of Lebanon is impossible without this, and at the moment the consensus is that the outlook is very good. A second is the distrust that the war has created between Christians and Muslims. A third is that the essential structure of Lebanon's ongoing economy is in ruins. About two-thirds of the Gross National Product was derived from banking, trade, tourism and the provision of regional headquarters for foreign firms, and all of these activities have been brought to a virtual stand-still by the civil war. Finally, employment and income-generating opportunities for the bottom quarter of the population, which were bad enough before the fighting have been virtually wiped out as a result of the disruptions of the past months.

Many of the poor have scraped by during the past two years on meager savings, stored supplies and pooling resources. In many cases people are reaching the end of their resources. Ironically, the coming year could be marked by more suffering than the last one was unless small enterprise and small agriculture are gotten back on their feet. In UNF/US peri-urban Hay es-Sallum slum project for example, unemployment is 100 percent.

People are desperately anxious to work and unless they are given the opportunity to gain the income to purchase

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essentials during the coming year, it is the children who will suffer most. And with hundreds of thousands of desperate unemployed, chaos is almost to envelop Lebanon once again. Save the Children's proposed program is designed to be an innovative, direct response to exactly these most urgent problems, a program that could serve as a model for all of Lebanon in meeting the needs of its most hard-pressed people.

THE PROGRAM

The UNCF program will demonstrate a community-oriental approach to relief, reconstruction, and development in two very different target areas: one in an urban slum made up of relatively recent migrants from the countryside (Day es-Sulluz); the other in a related group of approximately fifteen to twenty villages in the northwestern part of the Bekka Valley, Lebanon's breadbasket (Upper Baalbeck). The UNCF program will also demonstrate the importance of reconciliation in rebuilding Lebanon. The program will be conducted in areas that are both Christian and Muslim; the Advisory Board will be composed of both Christians and Muslims, and the staff will be made up of individuals of both major religious groups.

The Day es-Sulluz and Upper Baalbeck target areas each will involve a population of approximately 20,000, for a

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total of 40,000 people participating in the JCF program. Both of these areas include some of the poorest people in all Lebanon, and both of them were scenes of fighting during the civil war. JCF has had a modest program in both areas for the past several years, and the vital infrastructure of people familiar with organizing community-based development activities already exists. More importantly, JCF and its staff are known and trusted in these areas, a prerequisite at this time of disruption and suspicion.

Nonetheless, until this time JCF has worked with only three villages in Upper Baalbeck and a minority of the population in Hay es-Sullam. Many other villages and neighborhoods in the two areas have been asking to be included in the JCF program, and the proposed Alliance project would respond to their expressed need at this time of greatest urgency. In each neighborhood in Hay es-Sullam and in each village in Upper Baalbeck a representative Community Planning Committee will be formed with subcommittees to organize and implement specific projects.

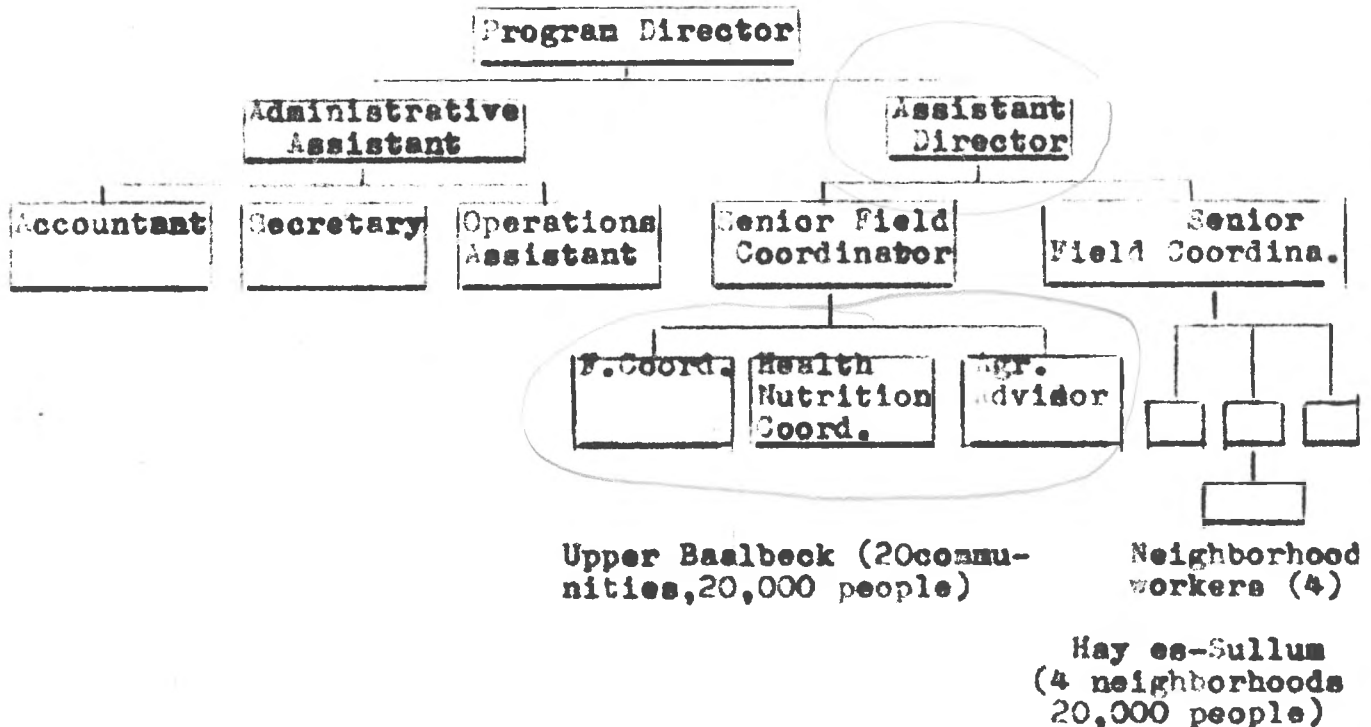
These committees and subcommittees will work with an experienced field coordinator as well as benefiting from the specialized assistance of trained advisors in health/nutrition, integrated planning, and small enterprise and agriculture. All personnel will be Lebanese nationals, balanced between the two religious groups. This team will be led by Dr. André

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Karam, for 18 years SCF's Director in Lebanon, graduate of the American University of Beirut with a Ph.D. in Social Work from Columbia University, and one of the country's most respected authorities in the fields of child welfare and community development. This team can also count on the support of SCF/US specialists in management, planning, emergency assistance, health nutrition, agriculture, small enterprise and economic development if necessary.

Lebanon Reconstruction Program:

Organization Chart



In both Upper Baalbeck and Hay es-Sullum the program will consist of four major sectors: 1) an emergency loan and

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grant program to meet the pressing needs of children and families
2) an emergency, curative and preventative health program;³⁾ a
formal and non-formal educational program; and ⁴⁾ an employment
program. Each sector will contain a preliminary phase focusing
on short term rehabilitation needs during the next several
months and a longer term reconstruction program designed to
meet the pressing need to rebuild the shattered health, edu-
cational and employment services for Lebanon's poor. The
entire program will extend for a period of three years, from
January 1977 until 31 December 1979.

Finally, Save the Children proposes to sponsor two
conferences each year dealing with critical issues confronting
Lebanon's children and poorest communities. The first confe-
rence, scheduled for April 1977, would tentatively address the
subject "The Effect of the Civil War on Lebanon's Children."
The second might address the subject of "Community Approaches
to Child Welfare". This set of activities would address
pressing issues and bring Lebanese of all persuasions together
to examine the common problems within the context of the
learning derived from Save the Children's innovative program.

The total cost of the three year program is US \$874,500.
It is hoped that each member of the Save the Children Family
might be able to contribute \$ 132,000 during the life of the
program: \$50,000 in 1977, \$42,000 in 1978, and \$40,000 in 1979.

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SCF/US provide participating members in this Alliance program with detailed annual project plans in June of each year, in-depth program reports each January and July, and comprehensive financial reports on a monthly basis. A preliminary sector outline and budget follow.

THE PROJECTS

Revolving Loan Funds

Over the past several years, SCF has provided assistance in the forms of loans to families and communities who live at such low levels of poverty and have no access to low-interest loans to buy seeds, fertilizers, livestock, tools or improve their land or start/expand small-scale income-generating enterprises.

This proposal will enable the communities in the target areas to establish, manage and control local community revolving loan funds which they do not have at the present time. Loans may be given by the management committees in the form of cash or in kind (seeds, fertilizer, machinery, etc.) In the first phase they will be available to children and families for immediate relief. Later, they may be seasonal (repayment within one year) or for a longer term - generally up to three years. Repayment will be made to the local committee and records kept by the committee's treasurer. The records will be reviewed by SCF field co-ordinators and will be available for audits and inspections. SCF will provide experienced personnel to train people in concepts, methods, operations and responsibilities involved. In this SCF staff will promote government legislation and will guide these funds to develop into credit cooperatives that are adequately institutionalized at the local and national levels. SCF will work closely with the Ministry of Co-operatives and Housing as well as with the GOL Office for Social Development. The SCF loan fund development approach may be successfully replicated with future GOL/community funding in the various GOL/OSD-assisted rural development areas in the country.

Ask
Answer
to
clarify

Neighborhood Workers

The realization of community development depends in substantial part on improved decisions made by the people themselves and on the level of their participation in the development

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process. This implies that the people are the instruments of development. In a "bottom-up" planning approach broad-based decision-making at the neighborhood is fundamental. For this purpose 4 neighborhoods have been delineated in peri-urban Ray es-Sullum which has an estimated population of 20,000.

Neighborhood workers (one worker per neighborhood in the first year and two workers - one male and one female per neighborhood in the second and third year) will be needed in Ray es-Sullum for broad-based decision making, house-to-house work, getting people involved in planning and in carrying out projects, e.g., neighborhood self-surveys, clean-up and pest control campaigns, day care center for young children in the neighborhood, etc. These workers will be recruited from the neighborhoods themselves, provided with necessary pre-service and in-service training especially in the community based integrated development approach, offered a modest salary on a full or part-time basis, and supervised by the neighborhood committee and the SCF Field Co-ordinator.

Employment Generation

Manpower surveys of target areas are needed to identify unemployment and underemployment levels and trends, the distribution of the labor force by occupation, the job potentials, the relevant formal and non-formal employment-oriented training, the viable indigenous enterprises which promote self-reliance for low income people. *refugee population*

Funds will be needed for consultants from such firms and Universities like Technoserve, Inc. and the American University of Beirut to help with small-scale project identification and evaluation. During the first year \$10,000 will finance a series of feasibility studies for cement block and stone making, clothing manufacturing, food processing and marketing, livestock and poultry production and light manufacturing. Funds will also be required for subsidizing ope-

raisons during the following 2 years. There will be funds, largely in the form of low-interest loans that people would be needing to supplement existing working capital. This loan aspect will be integrated with the envisaged community revolving loan funds. Funds will also be required for non-formal and formal job-oriented courses as needed.

Agricultural Reconstruction and Development

During the first year, an analysis of the agricultural production system of the target communities, especially the Upper Baalbeck rural villages, needs to be undertaken. Such analysis is conceived of as a key to the agricultural development of target areas.

Simultaneously, a feasibility study of ground water and tube well drilling or developing the main "Ayoum Urqush" water spring located at the bottom of the Cedars mountain range from which some 15 villages would directly benefit would be attempted.

Consultants available in the country, from such sources as the Ministry of Agriculture, the Ministry of Water and Power Resources, the School of Agriculture of the American University of Beirut would be called upon to help with the aforementioned analysis and feasibility study.

During this first phase there will also be immediate provision of needed inputs, e.g., seeds, fertilizers, tools, machinery, credit, technical know-how. To help the small farmers in agricultural reconstruction and development timely competent agricultural extension services would be needed. In view of the dearth of GOL extension services in Upper Baalbeck, one of the objectives of this proposal is to provide the services of a qualified agriculturalist who will be assigned provisionally to the area until such time when the GOL would become in a position to actually fill such a void with one of its extension agents.

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During the two subsequent years in the life of the project, intensive effort will be devoted to the promotion and organization of agricultural institutions which do not exist at the present time, e.g., farmers' associations, credit and multi-purpose service co-operatives. In connection with this local institution building phase, SCF will work closely with the newly created Ministry of Cooperatives and Housing.

Health

This proposal will make possible the needed continuation and further expansion of the community health center at peri-urban Hay es-Sullum plus three other similar health centers in rural Upper Baalbeck, specifically at the villages of Deir el-Ahmer, Barqa and Qaddan. In addition, it will become feasible to establish at least 2 other sub-centers in new communities which the project will out-reach and encompass. These health centers emphasize prevention and in that respect are different from the conventional dispensary. The health centers are focal points for the provision of minimal health services which benefit the largest possible number of the population at the smallest possible cost and include: (1) maternal and child health; (2) immunization; (3) post for first aid; (4) treatment of common illness; (5) referral system for chronically sick individuals and complex diagnostic problems; (6) environmental sanitation; (7) health/nutrition education (through schools and community groups); and (8) family planning.

Special attention will be given to the training of health auxiliary workers. A woman co-ordinator will work with all Upper Baalbeck villages, in addition to physicians and para-medical personnel.

Education

Formal and non-formal education will receive due attention and support. To the extent affected, school buildings will be repaired and expanded where necessary with maximum

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feasible reliance on local community participation in service and materials. Community involvement in education will be assisted to provide needed school equipment and educational materials. Children will be helped to the extent needed with school fees, school supplies - e.g., notebooks, pencils, erasers - a textbook loan and rental scheme, school bags, uniforms, and spectacles. Community nursery schools, day care centers, libraries, and sports fields will be maintained and developed. Special training activities will be designed and carried out for the up-grading of teachers.

As mentioned above in the employment generation and agricultural reconstruction and development sections, a variety of non-formal job oriented training courses will be organized, including courses in agriculture, trades, home economics, sewing, hygiene and small scale enterprise. Relevant education consultant services, both Lebanese and American will be resorted to. World Education and the University in Lebanon would constitute potential sources.

BUDGET

	<u>1977</u>	<u>1978</u>	<u>1979</u>
Staff			
Director	16,800	17,800	18,000
Assistant Director (1/2 time)	7,500	8,000	8,500
Administrative Ass't	6,000	6,400	6,850
Accountant	6,000	6,400	6,850
Secretary	4,000	4,250	4,500
Office Helper	4,000	4,250	4,500
Fringe Benefits	9,600	10,500	11,600
	<u>53,900</u>	<u>57,600</u>	<u>60,800</u>

Administration

Rental	3,600	4,000	4,400
Electricity	500	750	1,000
Maintenance	1,000	1,000	1,000
Telephone & Telegraph	2,000	2,250	2,500
Postage & Parcel Delivery	2,000	2,250	2,500
Legal Fees	1,700	1,700	1,700
Insurance	1,400	1,500	1,600
Office Supplies/Printing	1,000	1,250	1,500
Photocopy/Photography	1,000	1,000	1,000
Miscellaneous	1,250	1,500	1,750
Auto Operation	3,500	3,750	4,000
Currency Conversion	2,500	2,750	3,000
Capital Items	3,000	2,000	1,000
Auto Purchase	7,000		
	<u>31,450</u>	<u>25,700</u>	<u>26,950</u>
Contingency	9,000	9,000	9,000
	<u>9,000</u>	<u>9,000</u>	<u>9,000</u>
Seminars	5,000	5,000	5,000
	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>
	<u>99,350</u>	<u>97,300</u>	<u>101,750</u>

Hay es-Sullim (4 Neighborhoods/20,000 population)

	<u>1977</u>	<u>1978</u>	<u>1979</u>
Senior Advisor (V2 time) (UK)	8,000	8,500	9,000
Field Coordinator (Health)	7,000	7,400	7,800
Neighborhood Workers (4)	8,000	8,900	10,000
Planning & Evaluation	5,000	3,000	3,000
Direct Relief & Recons- truction	15,000	-	-
Health (Emergency, Cu- rative, Preventative (United Kingdom)	15,000	15,000	15,000
Educational Rehabilitation & Development	10,000	10,000	10,000
Employment Generation	30,000	35,000	35,000
	<u>98,000</u>	<u>87,800</u>	<u>89,800</u>

Upper Basalbeck (20 Villages /20,000 population)

Field Coordinators (2)	14,000	15,000	16,200
Health (Nutrition Co- ordinator (UK)	6,000	6,500	7,000
Health (Emergency, Cura- tive, Preventative (UK)	15,000	15,000	15,000
Planning & Evaluation	5,000	3,000	3,000
Direct Relief & Recons- truction	20,000	-	-
Educational Rehabilitation & Development	20,000	20,000	20,000
Agricultural Recons- truction & Development	35,000	35,000	35,000

Yearly Totals

	<u>115,000</u>	<u>94,500</u>	<u>96,200</u>
	<u>312,350</u>	<u>279,600</u>	<u>287,750</u>
Grand Total			879,700

<u>INPUS</u>	<u>1977</u>	<u>1978</u>	<u>1979</u>	<u>Total</u>
US	102,350	106,600	122,750	331,700
Canada	50,000	42,000	40,000	132,000
Denmark	50,000	42,000	40,000	132,000
Norway	50,000	42,000	40,000	132,000
IBCW	10,000	5,000	5,000	20,000
UK	50,000	42,000	40,000	132,000
	<u>312,350</u>	<u>279,600</u>	<u>287,750</u>	<u>879,700</u>

PROPOSAL FOR A PROGRAM OF
AGRICULTURAL REHABILITATION
THROUGH CO-OPERATIVE DEVELOPMENT
IN RURAL LEBANON

MARCH 1977

PROPOSAL FOR A PROGRAM OF
AGRICULTURAL REHABILITATION
THROUGH COOPERATIVE DEVELOPMENT
IN RURAL LEBANON

Submitted by

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TABLE OF CONTENTS

I. Project Summary	1
II. Project Background	2
A. The SCF/CDF Program in Lebanon	2
B. The Present Situation in Rural Lebanon	4
C. The SCF/CDF Approach to Agricultural Rehabilitation	7
III. Project Analysis	10
A. Agricultural Rehabilitation Activities	10
B. Integration and Institutionalization of Activities	16
IV. Project Implementation	20
V. Financial Plan	22
VI. Documents	31
A. Letter from Dr. André Karam to His Excellency the Minister of Housing and Co-operatives Dr. Salah Selman (in Arabic, with English translation)	
B. Letter from His Excellency the Minister of Housing and Co-operatives to the Council of Ministers of the Republic of Lebanon (in Arabic, with English translation)	
C. Mémoire Sur les Dégats Occasionnés Par la Guerre Dans les Secteurs Co-operatif et Agricole (not translated)	

I. Project Summary

The following "Proposal for a Program of Agricultural Rehabilitation through Co-operative Development in Rural Lebanon" is hereby submitted to the United States Agency for International Development in support of a request for a part of the funds allocated for relief and rehabilitation efforts in Lebanon. A total of \$1,500,000 is needed to carry out the proposed program during a twelve-month period which will begin as soon as possible after April 1, 1977.

In this proposal, agricultural rehabilitation will include all measures designed to help restore the economic conditions and levels of income which prevailed in rural areas before the outbreak of hostilities. This is seen as a prerequisite to further progress in all aspects of an integrated rural development program. SCF/CDF believes that it can help to develop an approach which will not only provide a vehicle for the rehabilitation of the agricultural sector, but will also provide a necessary link between strategies for dealing with the short-term relief and the longer-term development needs of rural Lebanon. In doing so, it will help the Government of Lebanon to create a model which can be replicated in all parts of the country which have similar needs for relief, rehabilitation and development.

The requested financial support will enable the Save the Children Federation/Community Development Foundation to intensify its agricultural rehabilitation activities in the Bekaa Valley and to extend them into additional areas, the final selection of which will remain in the hands of officials delegated by the Government of Lebanon. This grant will make it possible for SCF/CDF to make a more effective use of its own limited funds and those of collaborating agencies within the Save the Children Alliance, and also to establish an effective working relationship with the Ministry of Housing and Co-operatives, the agency most directly involved in the encouragement of agricultural and multipurpose cooperatives.

II. Project Background

A. The SCF/CDF Program in Lebanon

The executing agency for this grant will be the Save the Children Federation (SCF) of Westport, Connecticut, an organization which has the same Board of Directors and staff as the separately incorporated Community Development Foundation (CDF). The SCF/CDF Field Director in Lebanon, Dr. André Karam, will be responsible for all aspects of program administration, including any additional commitments which this proposal may entail. Dr. Karam is a graduate of the American University of Beirut, the University of Michigan, and Columbia University, where he received the degree of Doctor of Social Welfare. The permanent staff of the Beirut office consists of highly qualified community development specialists, balanced in composition between the various religious groups of the country.

The Save the Children Federation/Community Development Foundation has been working in Lebanon since 1957. During these twenty years it has operated programs in all parts of the country, for the benefit of children and communities of all social and religious backgrounds. It has acquired in-depth experience with a wide range of approaches to emergency relief, post-war rehabilitation, and long-term development, as it has carried out a variety of programs in response to Lebanon's changing needs, including child sponsorships, scholarships, revolving loan funds and integrated rural development.

In 1972 the High Impact Program was formally adopted as a means of increasing program effectiveness through the geographical concentration of activities and through improved methods of planning and evaluation, accounting and reporting. SCF/CDF is presently concentrating its efforts on two "high impact" areas, one in the peri-urban community of Hay es-Sullum, and another in a cluster of communities located northwest of Baalbeck. In recent years SCF/CDF has worked predominantly in three villages of the "Upper Baalbeck" area: Barqa, Qaddam and Deir el-Ahmar. Since the reactivation of

its programs in November 1976, shortly after the cessation of hostilities, the program has expanded to include five more villages: Bechouat, Chaat, Knaisse, Nabha and Yamoune. Many other villages in the Upper Baalbeck area have also asked to be included in the program, and the SCF/CDF staff is making plans to assist them in the context of a regional development program that is closely integrated with available government services.

The setting up of community planning committees plays a central role in the SCF/CDF program. These committees are responsible for helping each community to identify its needs, select and design priority development projects, and generate maximum local support for the realization of these projects. In each community various sub-committees have also been set up to help in the administration of projects which are of particular local concern. A major objective of the program has been to encourage maximum participation, both in committee meetings and in the range of common activities.

The community committees and sub-committees work with an experienced Field Co-ordinator assigned to each impact area. The Field Co-ordinator seeks to establish a genuine partnership with these committees, based on the recognition that each has its corresponding tasks; whereas the community committees are responsible for identifying community needs and resources, the Field Co-ordinator must assure that project funds administered by SCF/CDF are well used in helping the community to achieve its priorities.

The Field Co-ordinators are selected by, receive their assignments from, and report directly to the Field Director, with whom they share responsibility for all aspects of the SCF/CDF program that is carried out within their particular impact area. The eventual goal of the SCF/CDF staff is to enable the community itself to assume their responsibilities, as it becomes increasingly able to make and carry out its own collective decisions.

B. The Present Situation in Rural Lebanon

One presently finds in almost all parts of the country a surprising degree of hope and national self-confidence. Most essential services have been restored, most local shops and businesses have reopened, and most people have already been able to return to their homes and families. The fact that social and economic conditions are now as good as they are is a great tribute to the resilience and resourcefulness of the Lebanese people.

The return to relative prosperity is also due in no small part to the many donor organizations which have responded to Lebanon's critical need for relief supplies and services. Massive shipments of food, clothing and other commodities have by now satisfied most relief requirements. Funds have been pledged for the reconstruction of the more heavily damaged areas, including the commercial center and the port of Beirut. Economic reconstruction loans and grants should play a major role in revitalizing industry.

These positive developments can nevertheless mask a lack of attention to some very important problems, especially in rural areas. Although the fighting has nearly come to an end, and some estimate can be made of the amount of physical destruction and loss of life, the full effects of the civil war may not be realized for years to come. As important as are relief and reconstruction programs, and the return of international business confidence, attention must also be paid to agricultural rehabilitation. Failure to do so may result in a longer-term and even more serious crisis.

Many elements enter into this potentially critical situation. The people in many rural areas have survived the "events" by resorting to previously acquired savings, stored food supplies, pooled resources, and the generosity of kinsmen. Many local farmers and businessmen therefore no longer have the capital needed to purchase agricultural inputs, raw materials or machinery and equipment.

Others find that they no longer have access to their usual source of water or supply of agricultural labor. Unless problems such as these are resolved, a considerable decrease in agricultural production, and a corresponding drop in rural incomes will inevitably result. This in turn would cause a much reduced rate of economic recovery, accompanied by greater poverty, rural unemployment and rural-urban migration than is presently the case.

These diverse elements can be grouped into four types of problems which require immediate attention: (1) lack of physical and economic security; (2) lack of agricultural credit and extension services; (3) the need for infrastructure improvements; and (4) the need to integrate rural areas into the national economy. A much larger category of needed social services, such as in health and education, will also be part of a comprehensive rural rehabilitation and development plan, but is addressed in another context.

- (1) The restoration of physical and economic security is the first priority. Even where the amount of physical destruction has been limited, the psychological effects of the war and the remaining threats to physical security have resulted in lower output expectations, either because farmers are wary of going out to their fields or because they are not certain that their later needs for water, credit or market outlets will be satisfied. A related need is for the distrust between villagers of different religious and political persuasions to be dissipated, and for them to relate more closely to each other on such matters of common interest as a regional policy for water use.
- (2) Agricultural credit and extension services: There is an immediate need for credit to be provided for the purchase of irrigation pumps and for the repair of irrigation canals, lest the farmers decide not to make the needed investments in fruit and vegetable crops which will later be dependent upon the supply

of water. Even if farmers do want to make an investment in tools, seeds, fertilizers and other inputs, they are in many cases unable to obtain them, because of a breakdown in supply, or to afford them, because of a shortage of available credit. A related problem is that many farmers have in past years received their income from perennial crops, such as from apple or apricot trees, many of which have been destroyed. Others earned their income from livestock and poultry, and many animals have been lost during the events of the last two years. Since tree crops and animal production in particular require investments over a several year period before yielding a profit, a sufficient amount of credit should be extended to farmers who wish to re-establish themselves in these activities.

- (3) Rural infrastructure improvements: Wells, water pumps and irrigation canals which have been destroyed or rendered useless should be repaired, with attention then directed to water resource projects which may take a longer time to plan and execute. In some areas, residences, animal shelters and storage facilities must be replaced before attention can be concentrated upon increasing production. In other areas repairs are needed in roads which provide access to fields and markets.
- (4) Rural economic integration: An influx of refugees from elsewhere in Lebanon has counteracted efforts in many areas to attain full employment and self-sufficiency. Ironically, there is a labor shortage in other areas, as the usual supply of seasonal workers has not been forthcoming. In addition to such mismatches in the labor market, there are also problems in the product market, as many farmers have become isolated from their usual input suppliers and market outlets. Many efforts must therefore be made to increase the effective mobility of labor, capital, and agriculturally related products, so as to provide the needed employment, credit and marketing opportunities.

C. The SCF/CDF Approach to Agricultural Rehabilitation

The present challenge facing the SCF/CDF program in Lebanon is to apply its self-help approach to the critical need for agricultural rehabilitation and co-operative development. At the present time the needed food, clothing, and medicines have largely been provided, although problems of distribution remain. Essential transportation, marketing and communication networks are functioning. The most important remaining need therefore is to raise rural incomes and to restore production levels in the agriculture sector, which employs over half of the country's labor force.

The first priority activity will be that of providing agricultural inputs, technical assistance and other extension services to farmers who need them to sustain a high level of production in the coming year. Credit will be provided for all types of economic activities which are in immediate need of capital investment, including those infrastructure development projects capable of rapidly increasing the amount of agricultural production and the financial return on such production. These would include water resource projects, land reclamation and reforestation, and construction of agriculturally-related buildings and roads. Efforts will also be made to encourage the formation and continued operation of small-scale industries and consumer, producer or marketing co-operatives.

Although the primary purpose of SCF/CDF's agricultural rehabilitation activities is to provide an immediate increase in rural income and employment levels, many of these projects will be undertaken even if their income-producing and employment-generating effects take longer to achieve, the final standard of comparison being a long-term cost-benefit analysis. Other criteria for choice will be the extent to which low-income people benefit from proposed projects, the borrower's willingness to make corresponding inputs of labor and capital, and the borrower's willingness to pay the money back according to a mutually agreed-upon schedule.

It should be re-emphasized that health, education and cultural activities, including those which are oriented to the special needs of women and children, have not been relegated to a position of secondary importance. Agriculture and related activities assume a temporarily higher priority only because they are considered prerequisites to progress in other programming sectors. A large part of the funds available to SCF/CDF and the Save the Children Alliance in general will be used to satisfy other needs related to its primary goals of improved child welfare and community development. In addition, a large part of the loan repayments will be made immediately available for whatever types of projects are selected by the communities involved. SCF/CDF will assist community planning committees in selected impact areas in long-term planning which will deal with all aspects of integrated rural development during the post-disaster phase. Agricultural rehabilitation can thus become the means by which a comprehensive social and economic development program gets its start in new areas.

SCF/CDF will plan and implement all projects in such a way as to maximize the effective use of available financial resources, including local donations, savings deposits and investments, as well as loans from other credit institutions. In particular, loan repayments resulting from the proposed program will assist communities in target areas to set up and manage revolving loan funds similar to those which SCF/CDF has successfully established in all parts of Lebanon during the past twenty years. This approach will also take advantage of the demonstrated ability of local people to participate actively in their own development, making substantial contributions of cash, labor, land and materials.

The revolving loan fund management committee may extend loans in cash or in kind (seeds, fertilizers, machinery, etc.), on either a seasonal or longer term basis, to any individual, family or cooperative organization which has no other source of credit. The

loan repayments will be made to the local committee, with records kept by the committee treasurer. A small interest rate is to be charged, sufficient to compensate for the anticipated rate of default, losses due to inflation, and at least part of the total administrative costs, as well as to provide, if possible, a gradual increase in the amount of working capital. In this way, the revolving loan fund provided for agricultural rehabilitation can be made available to the community for an indefinite period of time.

The Save the Children Federation/Community Development Foundation staff which has administered this loan program in past years will also be responsible for it during the proposed agricultural rehabilitation program. Records of the revolving loan fund management committee will be reviewed regularly by the Field Co-ordinator and will be kept available for audits and inspections. SCF/CDF will provide experienced personnel to train community people in the concepts, operations and responsibilities involved. The Lebanon field office can also count on the support of home office staff specialists as they are needed in planning and evaluation, applied research, training, emergency assistance, agriculture, small enterprise and appropriate technology development.

Another source of management expertise will come from the close involvement of government agencies, in particular the Ministry of Housing and Co-operatives. With their help, and with the help of the requested grant from the U. S. Agency for International Development, SCF/CDF will be able to extend its activities into new areas throughout Lebanon. The SCF/CDF staff has decided to broaden the geographic range of its activities at this time in order to meet more of the country's immediate needs for agricultural rehabilitation, to demonstrate its approach in a greater variety of social and economic environments, and to establish a closer working relationship with the government agencies responsible for encouraging and assisting agricultural and multipurpose co-operatives.

III. Project Analysis

A. Agricultural Rehabilitation Activities

The first part of this section describes the agricultural rehabilitation activities which would be made possible through the funds requested of the Agency for International Development. The second part deals with the other components of the anticipated integrated rural development program, and with the procedures that the SCF/CDF staff will adopt in order to bring about the institutionalization of its program at local, regional and national levels.

What the various agricultural rehabilitation activities have in common is the use of revolving loans, technical assistance and approaches to community and co-operative organization which will restore prewar levels of agricultural production. What they also have in common is that they will make a major although indirect contribution to (1) the restoration of physical and economic security, and will directly address the problems of (2) agricultural credit and extension services, (3) rural infrastructure improvements, and (4) rural economic integration.

(2) Agricultural Credit and Extension Services

Where irrigation canals and pipes are still in place, although in a damaged state, loans should be made available as soon as possible for their repair. Similarly, where water pumps and other equipment has been lost or destroyed, loans should be provided where needed for their repurchase. For instance, a preliminary survey of the Bekaa Valley showed that at least sixty motor pumps had been destroyed during the fighting. Although such equipment is relatively expensive, it can promptly be obtained and installed, can be of immediate productive use, and is likely to pay for itself in just a few years' time.

Where the use of water resources requires co-operation between neighboring villages, SCF/CDF can help set up a water resources

committee, composed of representatives from all the villages involved, in order to resolve any differences which may arise over water rights. These committees will help in planning for the efficient, fair use of water from both present and future sources. In many areas, water-conserving practices such as the lining of canals and the substitution of pipes for open channels can be introduced with the help of such committees.

A more productive use of irrigated land can also be encouraged. Because of uncertainty over the supply of water, land which has in other years been planted in high-yielding fruit and vegetable crops has been planted in less profitable but more reliable dry land crops. In some areas this has even brought about a reversion to hashish production, since that crop does not necessarily require irrigation to be profitably raised.

The destruction of fruit trees may represent an even more serious loss, since fruits hold first place among crops by value, contributing more than half of total farm revenue and the bulk of the agricultural export volume. During the events many of the apple, apricot and other fruit trees were destroyed due to cutoffs in the water supply, lack of proper care, and insect infestation. It also seems that fewer trees were planted during this time. Since it takes as long as five years for many commercially productive trees to bear fruit, longer-term loans may be needed to encourage the appropriate investments.

Most agricultural products in Lebanon will continue to come from non-irrigated land, including such annual crops as wheat, barley, beans, chickpeas, lentils, sunflower seeds, and local varieties of cucumbers and melons. Production of many of these crops has also declined considerably; the marketed quantities of wheat, for example, dropped from 64,000 tons in 1974 to 15,000 tons in 1975, according to the attached Document C.

In many of these non-irrigated areas, there is an immediate need for credit to be provided for seeds and fertilizers, as well as for agricultural implements such as grain drills, planters, sprayers and manure spreaders. For all of these inputs there is a demand that is not filled because of the reluctance of suppliers and small merchants to extend credit to farmers in this uncertain year. In order to assure that the most effective use is made of its loans, SCF/CDF and the Ministry of Housing and Co-operatives will provide adequate technical assistance for demonstration and training purposes.

Livestock and poultry production was inadequate to meet domestic demand even before the war, during which many animals were killed or stolen. It is estimated that 65% of the country's swine, 50% of its cattle (including 80% of selected breeds), 40% of its sheep, and 30% of its horses have been lost. There is nevertheless a great demand for meat and milk products, and there are many interventions of proven value which can be made, especially in the raising of dairy cattle. There is an urgent need to restore poultry production, especially in the Zahle area, where it was a major export industry before the war, during which over 90% of the country's chickens were lost. If technical assistance and the appropriate inputs are made available, many rural persons could make immediate use of credit for the purchase of poultry and small animals, vaccines and feeds.

(3) Rural Infrastructure Improvements

Almost all of the villages that have been surveyed indicated a need for water resource development. In some instances, where a well has been destroyed, or where for other reasons it seems certain that a well would be a profitable or cost-beneficial investment, digging or drilling can be started as soon as time can be taken from other agricultural activities. Many potentially exploitable springs are known to exist in Lebanon, such

as the "Aryoun Urqush" near Baalbeck, from which 15 villages would directly benefit. Feasibility studies will be made in order to determine the possibilities of developing ground water resources such as these in collaboration with government and international agencies which have been given primary responsibility for developing the country's water resources.

Prior research will be undertaken wherever possible to establish that the means used in developing water resources are the most cost-effective and environmentally sound, making use of the most appropriate technology. The SCF/CDF staff and local committees will help to design a co-ordinated plan for developing both surface and subsurface water resources in each watershed area where projects are to be undertaken. Consideration must be given, for example, to the problem of water depletion; before any sub-surface water is tapped, the effects of withdrawing water are to be examined for the possibility that water resources in other areas will be reduced.

Although reclamation and reforestation activities would seem to take lower priority in times of emergency, there is nevertheless a continuing need to help farmers finance the cost of land improvements. The estimated cost of reclaiming and irrigating a single acre of land has been officially estimated to be around \$2000, thus placing it beyond the means of most small farmers. During the first year of the program, only those areas which have been damaged in the war or for other reasons are deemed capable of being restored relatively quickly to a productive state will be considered for credit. In succeeding years, however, as higher-priority needs are met, much greater efforts can be made in land reclamation and reforestation. All such activities will be carried out in full collaboration with the "Green Plan", a semi-autonomous agency responsible to the Ministry of Agriculture.

Where there are further needs for the reconstruction of housing for farm families, shelter for animals, sheds for tools and equipment, or other agricultural facilities, SCF/CDF will be able to provide assistance in the form of loans and/or subsidized building materials. Although a brief survey in Upper Baalbeck showed there to be little structural damage to homes, many houses were found to need new roofs, cement to repair holes in the walls, paint or abrasives to remove smoke damage and glass to repair broken windows. In other rural areas, as in Zahle, there has been substantial damage to housing and to public buildings such as schools and clinics. The SCF/CDF staff in each area will help those agencies which have been assigned responsibility for housing reconstruction, and will help individuals and communities to obtain funds through those agencies for needed repairs and improvements. To the extent that funds made available by other government or private agencies are not sufficient for these purposes, SCF/CDF will institute an appropriate program of loans and grants in aid.

Assistance will also be provided for constructing rural roads and bridges which are needed for the transport of agricultural inputs to farmers and agricultural produce to market outlets. These activities will be undertaken initially in those areas where there is high unemployment, and during the times of the year when there tends to be underemployment of labor. The SCF/CDF staff can help in estimating the costs and benefits of requested road projects, in securing technical assistance, materials and equipment at low cost, and in granting or securing loans for projects which have been shown to be cost-effective.

(4) Rural Economic Integration

The Save the Children Federation/Community Development Foundation will also explore ways of assisting small businesses in rural areas to re-establish themselves at their previous level

of activity. Priority will be given to industries which make use of agricultural products, such as those which prepare beet sugar, tomato paste, pickles, dried apricots and various kinds of fruit preserves. Many villagers in the surveyed areas of the Bekaa also have indicated a desire to establish handicraft or artisan groups. Another type of small-scale rural industry that will come under consideration is cement block and stone making, as well as cloth weaving and clothes making. SCF/CDF can help in identifying and evaluating these and other possibilities, and in extending credit in the amounts needed to encourage the initiation of some of the more promising ventures.

Most of the impetus for agricultural rehabilitation will be lost if farmers do not receive a fair return on their investment of labor and capital. It remains true, however, that most of the profit from the marketing of agricultural produce accrues to the wholesale and retail merchants rather than to the farmer. In order to overcome this tendency, funds can be loaned for the purchase of vehicles to be used in transporting goods directly to market, and for the purchase of storage and refrigeration facilities that can be used to hold goods locally, until the most advantageous time for their resale.

In carrying out many of the above activities, and in the administration of funds allocated for them, the most appropriate institutional mechanism must be found. Officials of the General-Directorate of Co-operatives, the National Union of Credit Co-operatives, and SCF/CDF have worked out a way to meet present rehabilitation needs through the formation and encouragement of agricultural and multipurpose co-operatives. This approach will be described in greater detail in the following pages, which deal with the integration of project activities and their institutionalization within the appropriate local and national organizations.

B. Integration and Institutionalization of Activities

The presently proposed program is primarily focused on short-term, emergency-related activities. The Save the Children Federation/Community Development Foundation nevertheless intends to administer its program in such a way as to bring about institutionalized change as well. For this reason the SCF/CDF staff attaches great importance to working closely with both national and community level organizations, and seeks to establish a more effective link between the two. SCF/CDF will involve government agencies closely in the present program in order to create a good working relationship for continuing collaboration.

The SCF/CDF-Lebanon staff will work most directly with the Ministry of Housing and Co-operatives, and in particular with the Directorate-General of Co-operatives and the National Union of Credit Co-operatives (l'Union Nationale pour le Credit Co-operatif). The UNCC is an autonomous body whose board is elected by representatives of the member co-operatives, and which represents all registered co-operatives in their dealings with other government agencies, private organizations and the public. It also provides its member organizations with technical assistance, supervision and training in co-operative principles.

The Ministry of Agriculture will also play an important role in the setting of general agricultural policy, especially through autonomous government agencies such as Agricultural Extension and the Green Plan. The SCF/CDF program will also have a complementary relationship with the Agricultural, Industrial and Real Estate Credit Bank, another autonomous body set up under the authority of the Ministry of Agriculture. Since the amount of the Credit Bank's loanable funds are far below what is needed, there is a mutually recognized need for the type of credit the SCF/CDF program can provide to small farmers who have little collateral to offer and no previously established credit record.

Several other ministries are likely to become involved in the SCF/CDF program at some point. The staff of the Rural Development Division of the Office for Social Development of the Ministry of Labor and Social Affairs has many services to offer to co-operative societies. The Ministry of Interior could also be called upon to grant legal standing (and, with it, for example, the right to borrow and loan money) to community committees that are not co-operatives, since the latter can generally obtain their licenses from the Ministry of Housing and Co-operatives. The Ministries of Health and Education, among others, will become more actively involved to the extent that community committees select projects in their respective fields of activity.

SCF/CDF, the General Directorate of Co-operatives, and the National Union of Credit Co-operatives intend to set up a "joint commission", consisting of representatives from each of these three agencies, meeting to formulate recommendations concerning terms of credit, criteria for reviewing credit applications, policies toward default, etc. No decisions concerning policy will be made without the agreement of the General Director of Co-operatives, just as no decision concerning the actual disposition of funds administered by SCF/CDF will be made without the latter's concurrence. The joint commission is presently in the process of drawing up a detailed protocol which will recommend, for example, the maximum rate of interest to be charged and the maximum amount of the loan. It is understood, however, that the joint commission does not in itself set policy, except within the guidelines of existing laws and recommendations.

The three-member joint commission will deal separately with two types of loan applications, those from registered co-operatives, and those from individuals and groups which have not been formed into co-operatives. The National Union of Credit Co-operatives will be the vehicle for making loans to registered co-operatives;

under this plan, the agreed-upon sums of money will be granted by SCF/CDF to the UNCC, which will in turn grant funds to individual co-operatives which have been selected by the joint commission. In this way, credit can quickly be placed in the hands of members of registered co-operatives. The returns on these loans will remain with the individual co-operatives as an incentive to repayment and as a permanent increase in their working capital.

In addition to the loans which pass through the UNCC, a less formal channel will be established by the joint commission for those farmers who for whatever reason have not formed themselves into co-operatives. Since less than 20% of Lebanon's farmers have joined co-operatives, and since many of the most needy are not yet ready to join one, there is good reason to complement the formal system. The joint commission may eventually be able to work out a common policy toward assisting both community organizations and multipurpose co-operatives, since both have a similar structure and the same goal, that of helping people organize themselves to further their common interests.

The Save the Children Federation/Community Development Foundation has had a long and successful record of providing credit outside of formal structures and can directly administer loans in areas where it has adequate staffing capability. It can work with unorganized farmers as individuals, small groups or community committees, in whatever way may best accomplish the immediate goals of agriculture rehabilitation. Once these needs have been met, the idea of a co-operative can again be raised in the context of planning for specific projects. For example, the owners of the sixty irrigation pumps needed in the Bekaa Valley might set up a co-operative for the maintenance and repair of this machinery. In general, SCF/CDF can use training, incentives and the many lessons of experience to encourage small farmers to form the types of organizations most appropriate to their needs.

Although loan repayments will provide most of the community's funds for agriculturally-related projects after the first year, there will nevertheless be a continuing need for experienced and technically qualified staff to help in the supervision of credit and other activities. This will be the primary role of SCF/CDF and the Save the Children Alliance, which will pay many of the administrative expenses after the first year, in addition to contributing direct aid in the first year for program activities other than those which are related to agriculture rehabilitation

SCF/CDF will organize community committees as a means of implementing present project activities and of planning and preparing for future development efforts. Community committees will become increasingly able to manage their own accumulated working capital, derived largely from the return on loans, reinvested profits and local donations. After the first year, SCF/CDF-administered project moneys can be used for a much wider range of activities, focusing more particularly on those which are of direct benefit to children. Community or co-operative organizations could, for example, decide to put a percentage of their working capital into a fund for educational activities. This is an important step, since these groups must eventually take charge of planning, implementing and funding all aspects of community development projects.

The role that SCF/CDF will play in assisting each local committee that it helps to set up will gradually be phased out, as these organizations become increasingly self-reliant and financially self-sufficient. The General Directorate of Co-operatives will, on the other hand, play a continuing role in setting up new co-operatives, as will the National Union of Credit Co-operatives in representing and serving these co-operatives once they have been established. SCF/CDF will do all it can to help such agencies work out an approach that will successfully attract more small farmers into the appropriate form of agricultural and multipurpose co-operative.

IV. Project Implementation

The Save the Children Federation/Community Development Foundation, acting through its Field Director in Beirut, Dr. André Karam, will be responsible to USAID for implementing this program. SCF/CDF will endeavor to provide or secure all of the necessary inputs and to co-ordinate the activities of the other government and private organizations which will be involved. In particular, SCF/CDF will administer or co-ordinate the financial and other inputs of the various member agencies of the Save the Children Alliance, including the Canadian Save the Children Fund, Red Barnet (Denmark), Redd Barna (Norway) and the Save the Children Fund (United Kingdom).

The SCF/CDF staff in Beirut is prepared to begin carrying out the program herein described as of April 1, 1977, and is prepared to expend funds on the more urgently needed project activities immediately upon receiving notice that its proposal has been approved. Many of the necessary field staff members are already part of the local SCF/CDF staff, and the other needed positions can be filled promptly in the event of USAID funding. The SCF/CDF home office staff will help in this effort by providing services in planning and evaluation, applied research, training and general program management, both from its own staff and in co-ordination with other private voluntary organizations, intergovernmental development assistance agencies and private contracting firms.

The SCF/CDF staff requests that a schedule for the regular advancement of funds, based upon the anticipated rate of expenditure, be arranged with the United States Agency for International Development. At the beginning of the grant period, or at the beginning of each quarter, the agreed-upon sums of money can be placed in a non-interest-bearing account, separate from the regular SCF/CDF administrative account. At the end of each specified period of time, the SCF/CDF representative will present to the USAID grant officer receipts and vouchers accounting for all expenditures for

which reimbursement is to be requested. SCF/CDF will request reimbursement only for budget items which are indicated in this proposal or subsequently agreed upon, and only for the types of expenditures which are permitted under United States Government regulations. SCF/CDF will provide the Agency for International Development with audited statements from Price, Waterhouse and Co., and will co-operate fully with whatever procedure AID may select for the external evaluation of its accomplishments.

The SCF/CDF field office will also submit periodic progress reports, prepared as part of the regular planning and evaluation process which has been adopted by all SCF/CDF field offices. This Planning and Reporting (PAR) system calls for the regular submission of both quantitative data and narrative reports, concerning both the use of personnel and financial resources, and the development changes which are to be achieved. The PAR system is used for evaluating on a quarterly basis the objectives which have been set down in each field program's multiyear plan. It will consist of four separate reports:

- (1) The Annual Implementation Plans are prepared and submitted by July 31, specifying projects to be carried out in each area during the coming fiscal year, July 1 to June 30.
 - (2) The Administrative Report, due October 31, is a statistical review of changes in the total country plan.
 - (3) The Semi-Annual Project Progress Report, due January 31, discusses in a narrative format the current status of each project, providing an opportunity to revise the annual plan.
 - (4) A Report on Programming Area Indicators, due each April 30, assesses the degree to which previously targeted indicators have been met, in order to provide information that can be used in re-planning the program for the following year.
- A separate Financial Report, covering the twelve month grant period, will be prepared on April 30, 1978, for submission to AID in completion of SCF/CDF's formal reporting obligations.

V. Financial Plan

Many of the details of the financial plan remain to be worked out among the members of the joint commission. Some information can nevertheless be provided at this time in order to clarify and illustrate certain points which have been made, and to refer more specifically to matters on which agreement has already been reached with the appropriate government officials.

The first of the following tables, the Total Budget for the Rural Lebanon Program, shows the total amounts of money which SCF/CDF plans to administer or co-ordinate during the grant period. The estimated contributions of SCF/CDF and the Save the Children Alliance represent firm commitments. The indicated AID contribution, if granted, will encourage the level and allocation of expenditures which are indicated for local and government sources. Although under the present circumstances only a rough and incomplete estimate can be made of expected host government and local contributions, such an estimate has been made in order to show the significant role which these sources are expected to play.

The second table, the Budget for an Agricultural Rehabilitation Program in Rural Lebanon, provides more detail on the budget for the twelve-month period immediately following the date on which the grant is approved. The starting date can be considered to be April 1, 1977, even though it may take some time beyond that date for the proposal to be approved and for expenditures to begin. SCF/CDF will continue to spend its funds at approximately the rate indicated, although not for capital and salary items whose purpose will be to support the AID-funded activities until such time as notification of approval is received.

The third table, Budget Items for USAID Funding, explains in additional detail why there is a need for each budget item listed in the proposal as being subject to AID grant funding.

TOTAL BUDGET FOR THE RURAL LEBANON PROGRAM

	April '77 to March '78	April '78 to March '79	April '79 to March '80	April '80 to March '81	April '81 to March '82	Five-Year Grant Per- iod Total
(A) SCF/CDF: \$	200,000	\$220,000	\$240,000	\$260,000	\$280,000	\$1,200,000
(B) S. C. A. \$	225,000	\$225,000	\$150,000	\$ 75,000	-	\$ 675,000
(C) S. I. D. \$	1,500,000	-	-	-	-	\$1,500,000
(D) D.-G. C. \$	215,000	\$240,000	\$265,000	\$290,000	\$400,000	\$1,300,000
	\$2,140,000	\$935,000	\$955,000	\$975,000	\$995,000	\$6,000,000

- (A) Save the Children Federation/Community Development Foundation:
The figures listed above include only the amount raised through the normal sponsorship program. In the period April 1977 to March 1978 the field office budget will be raised to \$200,000. In succeeding years, as other external donors phase down their level of financial involvement, provision will be made for gradual increments in the level of SCF/CDF funding.
- (B) Save the Children Alliance: These funds will be contributed by the various member organizations of the Save the Children Alliance, including the Canadian Save the Children Fund, Red Barnet (Denmark), and Redd Barna (Norway), each of which has pledged the equivalent of \$132,000. Another major donor agency is the Save the Children Fund (United Kingdom), which has been directly providing medical services. The United States Save the Children Federation/Community Development Foundation has also raised funds through a special Lebanon Disaster appeal, in addition to those raised through its regular sponsorship program. These various member agencies will, each according to the terms of its agreement with the other member agencies, pay some combination of administrative expenses and direct aid, the latter to be directed toward health, education and other services which are deemed to be of more immediate benefit to children and families in need.

- (C) The United States Agency for International Development is requested to provide the amount indicated, which is to be spent only for agricultural rehabilitation activities, as described in this proposal, and to be spent entirely within the twelve-month grant period. SCF/CDF suggests that the grant period be considered to extend between April 1, 1977 and March 31, 1978, even if formal approval and the actual disbursement of funds does not take place before some time later in the month. In this way, SCF/CDF expenditures after April 1, as recorded through its regular reporting procedures, would be considered as part of the SCF/CDF contribution to the total agricultural rehabilitation program.
- (D) The Directorate-General of Co-operatives, a bureau of the Ministry of Housing and Co-operatives, will have an operating budget of approximately \$215,000 during the first year of the program, an amount which is expected to rise gradually in succeeding years. The budget of other government agencies concerned with agriculture and rural development would increase this total considerably, but they are not expected to be as closely co-ordinated with the SCF/CDF program, and are therefore not counted in the total budget.
- (E) Loan Repayments: The maximum period of time which will be permitted for the repayment of loans is five years, usually much less. The \$1,300,000 in direct aid provided by AID will therefore be returned and re-loaned at least once during the five-year grant period. It is of course to be expected that some loans will be defaulted. On the other hand, it is to be expected that the interest rate will cover this. Although no accurate can yet be made of these and many other factors, an indication of the rate of loan repayment is nevertheless given in order to demonstrate that the program can be maintained at a significant rate beyond the AID grant period.

The total budget expenditures for (A) Save the Children Federation/Community Development Foundation, (B) Save the Children Alliance, and (C) the United States Agency for International Development, can be broken down as follows:

	(A)SCF/CDF	(B)S.C.A.	(C)A.I.D.
1. Salaries	\$ 48,000	-	\$ 166,000
2. Consultants	\$ 6,000	-	\$ 34,000
3. Fringe Benefits	\$ 15,000	\$ 5,000	-
4. Casual Labor	\$ 7,500	\$ 7,500	-
5. Travel and Conferences	\$ 5,500	\$ 3,500	-
6. Office Rental and Maintenance	\$ 5,500	\$ 5,500	-
7. Furniture and Equipment	\$ 2,000	\$ 2,000	-
8. Office Supplies	\$ 1,500	\$ 1,500	-
9. Printing/Photography/Photocopying	\$ 2,000	\$ 2,000	-
10. Electricity and Heating	\$ 1,000	\$ 1,000	-
11. Telephone and Telegraph	\$ 2,500	\$ 2,500	-
12. Postage and Parcel Delivery	\$ 2,500	\$ 2,000	-
13. Vehicle Purchase	\$ 14,000	\$ 14,000	-
14. Vehicle Maintenance and Operation	\$ 9,000	\$ 6,000	-
15. Subscriptions	\$ 1,000	\$ 500	-
16. Legal and Audit Fees	\$ 500	\$ 500	-
17. Insurance	\$ 1,500	\$ 1,500	-
18. Staff Training	\$ 5,000	\$ 5,000	-
19. <u>Miscellaneous</u>	<u>\$ 5,000</u>	<u>\$ 5,000</u>	<u>-</u>
Total Administrative Expenditures	\$135,000	\$ 65,000	\$ 200,000
	(=100%)	(=34%)	(=50%)
20. <u>Total Direct Aid Expenditures</u>	<u>\$ 65,000</u>	<u>\$160,000</u>	<u>\$1,300,000</u>
Total Donor Contributions	\$200,000	\$225,000	\$1,500,000

BUDGET ITEMS FOR USAID FUNDING

(I.a.) The Deputy Director will have responsibility for implementing and reporting on all aspects of this grant, under the direct supervision and guidance of the SCF/CDF Field Director, Dr. André Karam. This person should have a background in the social sciences, prior training or experience in agriculture or small business development, fluency in English and at least a conversational ability in Arabic and French. In view of reporting and liaison functions, this is the one position which may be filled by a U.S. citizen.

(I.b.) One Field Co-ordinator will be hired for each of five posts. Each one is expected to have B.S. level qualifications in the agricultural or social sciences, and, preferably, prior experience in community or co-operative development. It is also desirable that each of the Field Co-ordinators have acquired technical expertise in at least one of the major project emphases, such as agricultural extension or irrigation engineering.

(I.c.) Each Accountant/Loan Officer should have the skills needed for bookkeeping, disbursement of funds, review of credit applications, receipt of loan repayments, etc. These operations will come under the direct supervision of the Field Co-ordinator in each area, who, together with the Deputy Director, the Field Director, and representatives of the other involved organizations, will establish policies and monitor performance on a regular basis. The Accountant/Loan Officer in each area will in turn exercise direct supervision over the local community treasurers.

(I.d.) Two Administrative Assistants will perform the many roles of office manager, clerk/typist and correspondence secretary for the Rural Lebanon Program staff. Only this position will require fluency in Arabic, French and English, in view of the occasional need to perform translating or interpreting functions.

(2.) Consultants of many kinds will be needed to carry out the programs described in this proposal. There may be a need for the following skills in particular: agricultural economist, agricultural extension specialist, irrigation engineer, civil engineer, construction materials purchasing agent, and small business development specialist. It is expected that much of the need for specialists will be met in the selection of staff members and in the establishment of collaborative relations with other agencies.

(20.) Direct Aid will be provided for selected areas in each of the four rural Mohafazat of Lebanon. SCF/CDF makes certain suggestions below in order to provide further detail on its intended activities to the Council of Ministers and the Agency for International Development. It recognizes, nevertheless, that the choice of project areas depends entirely upon the decisions of the Council of Ministers, and requests the latter's judgment concerning the best location of project areas.

Save the Children Federation/Community Development Foundation already has a well-established program northwest of Baalbeck, with a multipurpose center at Deir el-Ahmar which could be of immediate use as office space, storage facilities or living quarters for new personnel, however it may best be used to promote agriculture rehabilitation in the Bekaa. The Field Co-ordinator and Accountant/Loan Officer assigned to this area would be an addition to the present staff, which will for the most part be occupied with ongoing SCF/CDF programs in Upper Baalbeck.

An additional staffing post would be set up in Zahle, the capital of Bekaa province, which is located about midway between the present SCF/CDF offices in Beirut and Deir el-Ahmar. Working in Zahle itself, one of the most badly damaged areas of the country, would provide SCF/CDF with an opportunity to work more closely with officials responsible for the whole Mohafazat of Bekaa.

There would then be two posts, at Zahle and Baalbeck, where Save the Children Federation/Community Development Foundation would play an especially active role. In addition to working more intensively in their respective qada, the staff of these two posts could also help to carry out projects in a secondary area, to the extent that it can be effectively administered from their posts. The secondary area would include the rest of the Mohafazat of Bekaa, with Hermel administered from Baalbeck, and with Jib Jannine and Rachaya administered from Zahle. By serving these areas in close collaboration with Mohafazat level officials, a model program could be established and later applied to other provinces.

As another dimension of its expanded operations, SCF/CDF seeks to work in a variety of different geographical, social and economic settings. In order to meet the immediate needs for agricultural rehabilitation in areas throughout the country, SCF/CDF intends to expand its operations into the other three partly rural Mohafazat of the country, in North Lebanon, Mount Lebanon and South Lebanon. In doing so, SCF/CDF will work most directly through the Ministry of Housing and Co-operatives, relying upon, assisting and supplementing the Ministry's regular staff.

The Ministry of Housing and Co-operatives would take a much more direct administrative role in the three western Mohafazat, while SCF/CDF would act in an advisory capacity and in the role of liaison with other donor organizations. SCF/CDF would provide the funds for the additionally needed staff for a period of three to five years, during which time it will seek to integrate them into on-going government or SCF/CDF programs. SCF/CDF will eventually concentrate its activities in a smaller number of impact areas, but will continue to work closely with the Ministry of Housing and Co-operatives in a common effort to evolve the most appropriate organizational structure for meeting the many needs of low-income people in the rural areas of Lebanon.

The preceding presentation can now be focused upon the intended allocation of the funds that are requested of the United States Agency for International Development. The following table gives the SCF/CDF staff's recommendations concerning the provisional allocation of funds according to region. It should be re-emphasized, however, that the final decisions concerning the allocation of funds between regions and the location of projects within each region remains in the hands of government representatives.

SUGGESTED ALLOCATION OF USAID FUNDS

	North		South		Mount	
	<u>Baalbeck</u>	<u>Zahle</u>	<u>Lebanon</u>	<u>Lebanon</u>	<u>Lebanon</u>	
Deputy Director	\$ 3,600	\$ 3,600	\$ 3,600	\$ 3,600	\$ 3,600	\$ 18,000
Field Co-ordinators	\$ 14,400	\$ 14,400	\$ 14,400	\$ 14,400	\$ 14,400	\$ 72,000
Acc't/Loan Officers	\$ 9,600	\$ 9,600	\$ 9,600	\$ 9,600	\$ 9,600	\$ 48,000
Admin. Assistants	\$ 4,800	\$ 4,800	\$ 3,200	\$ 3,200	\$ 3,200	\$ 19,200
Consultants	\$ 7,600	\$ 7,600	\$ 9,200	\$ 9,200	\$ 9,200	\$ 42,800
Direct Aid	<u>\$260,000</u>	<u>\$260,000</u>	<u>\$260,000</u>	<u>\$260,000</u>	<u>\$260,000</u>	<u>\$1,300,000</u>
	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,500,000

The Deputy Director will be posted at Zahle or Beirut, but will have a role to play in each of the program areas. His salary has therefore been distributed equally among the five regions. There will be one Field Co-ordinator and one Accountant/Loan Officer assigned to work in each region, each receiving the salary indicated. Two Administrative Assistants will also be hired, one assigned to Zahle and given responsibility for all operations within Bekaa province, and the other assigned to Beirut and given responsibility for the remaining three Mohafazat. The Administrative Assistants' first year salary of \$9600 has therefore been divided into two parts for Baalbeck and Zahle, and into three parts for the other three regions. The estimated need for Consultants in each region is indicated. The total expenditure for staff and consultants per region is \$40,000, for a total of \$200,000.

In each of the two primary areas of Baalbeck and Zahle there is a population approaching 260,000 persons. Since the expected amount of direct aid for each region is \$260,000, the external assistance amounts to less than \$1 per capita. Similarly, in the other three Mohafazat, the investment per capita is less than \$1. In each of the five areas about 25 villages, each with about 2000 residents, will be organized in such a way as to receive direct benefit from the joint SCF/CDF and Ministry of Housing and Co-operatives program for agricultural rehabilitation. Therefore, approximately 250,000 persons will benefit directly from the USAID grant of \$1,500,000, at an estimated cost of about \$6.00 per person.

This budget suggests a flexible strategy, able to accommodate any of several possible variations. If, for example, a program cannot be administered in South Lebanon, or, alternatively, if additional funds are needed there, the balance of available funds can be distributed among the other regions. Similarly, if for any reason the Government of Lebanon or the Agency for International Development reduces the amount available for this program, there could be a corresponding reduction in either the number of regions addressed or in the amount of direct aid for each region.

The Save the Children Federation/Community Development Foundation believes, however, that this program should be undertaken at the suggested level of funding, representing the U. S. contribution to what may become a multinational effort. There is a very great need; as the attached Mémoire indicates, the estimated amount of direct and indirect destruction to the co-operatives of Lebanon was 16.2 million Lebanese pounds, or \$5.4 million. Since this considers only the losses of registered co-operatives, the total amount of destruction may be around five times that much. The presently proposed effort can nevertheless serve as a major initiative, and demonstrate to other donors and investors the important role of agricultural rehabilitation in Lebanon's recovery.

TRANSLATED FROM ARABIC

Community Development Foundation
Bliss Street, Beirut, Lebanon

Beirut 14 March 1977

H.E. Minister of Housing and Cooperatives

Pursuant to the discussions that the Community Development Foundation has had with the Agency for International Development in Washington and the Ministry of Housing and Cooperatives - the General Directorate of Cooperatives concerning the rehabilitation of the rural sector in general and the agricultural sector in particular, we have the honor to present the following:

We wish to undertake a program designed to help Lebanon restore its productive capabilities in the agricultural and rural sectors utilizing scientifically established principles of cooperatives, community organization and integrated development according to a program now being formulated by the Community Development Foundation and the Ministry of Housing and Cooperatives.

And as the Agency for International Development favors the utilization of appropriated funds, that it has available for helping Lebanon, in the best manner that would meet Lebanon's present and future agricultural needs,

And as the Agency for International Development would upon the approval of the Government of Lebanon, become disposed to make a grant in an amount of 1,500,000 one million and five hundred thousand United States Dollars for the implementation of an agricultural and rural development program through cooperatives according to an agreement to be formulated to this end by your ministry and our foundation in the light of the main guidelines of the Government of Lebanon,

Therefore,

We would like to have the preliminary approval of your Excellency and that of the Lebanese Government regarding what has been said in our letter so that we will be able to pursue our efforts with the Agency for International Development in order to obtain the grant in the amount of 1,500,000 one million five hundred thousand United States Dollars for the purpose of carrying out the program mentioned in our letter. And all this is in the service of Lebanon,

With our highest respects.

Representative of the Community Development Foundation

Doctor Andre Karam

مؤسسة العمران الاعلى
المكتب الاقليمي لافريقيا والشرق الاوسط
شارع بلس، بيروت - لبنان

بيروت في ١٤ آذار سنة ١٩٧٧

معالي وزير الاسكان والتعاونيات

بناء على المباحثات التي أجرتها مؤسسة العمران الاعلى مع وكالة التنمية الدولية في
وشنطن ومع وزارة الاسكان والتعاونيات - المديرية العامة للتعاونيات بشأن اعادة بناء القطاع
الريفي عامة والقطاع الزراعي خاصة ، نشرف بعرض ما يلي :

نوفد في تنفيذ مشروع يرمي الى مساعدة لبنان على استعادة طاقاته الانتاجية الزراعية
والريفية على اساس تعاونية علمية مدروسة تعتمد مبادئ التنظيم الجماعي والانماء المتكامل وفقا
لبرنامج يعد من قبل مؤسسة العمران الاعلى ووزارة الاسكان والتعاونيات ... المديرية العامة
للتعاونيات .

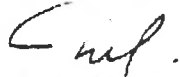
ولما دانت وكالة التنمية الدولية ترغب في استعمال الاموال المتوفرة لديها والمخصص
لمساعدة لبنان بأفضل الوسائل التي تسد حاجات الزراعة الحالية والمستقبلية ،

ولما كانت الوثالة المذكورة ، في حان موافقة الحكومة اللبنانية على استعداد بان
تخصص لبنان بمبلغ إجمالي قدرة // ١ ، ٥٠٠ ، ٠٠٠ مليون وخمسة الف دولار أميركي
لتنفيذ برنامج تعاوني للانماء الريفي والزراعي وفقا لاتفاقية توضع خمينما لهذه الغاية من
قبل وزاراتكم ومؤسستنا في ضوء توجيهات الحكومة اللبنانية ،
لندنت ،

نرجو موافقة معاليكم برافقة الحكومة اللبنانية البعثية على مضمون ما ورد في كتابنا
اعلاه حتى في ضوء ذلك نتمكن من متابعة المساعي لدى وكالة التنمية الدولية للحصول على
مبلغ // ١ ، ٥٠٠ ، ٠٠٠ مليون وخمسة الف دولار أميركي لتنفيذ البرنامج موضوع
كتابنا هذا ، وكل ذلك اسهاما منا في خدمة لبنان .

وتفضلوا بقبول فائق الاحترام ،

ممثل مؤسسة العمران الاعلى


الدكتور اندره كرم

الجمهورية اللبنانية
وزارة الاسكان والتعاونيات
رقم الصادر ٢٤٠٢ / ٢٧
بيروت ٢٧ / ٢ / ١٩٧٧

جانب رئاسة مجلس الوزراء

الموضوع : طلب مساعدة مالية قدرها ١٥٠٠٠٠
مليون وخمسمائة الف دولار اميركي من
وكالة التنمية الدولية لتنفيذ برنامج
استعادة الانتاجية الزراعية في الريف
اللبناني على اسس تعاونية بالاشتراك مع
مؤسسة العمران الاهلي وتكليف وزير
الاسكان والتعاونيات التفاوض مع
المؤسسة المذكورة وتوقيع الاتفاقية اللازمة
لهذه الغاية .

المرجع : كتاب مثل مؤسسة العمران الاهلي
تاريخ ١٤ / ٣ / ١٩٧٧

بالاشارة الى الموضوع والمرجع المبينين اعلاه ،

ولما كانت وكالة التنمية الدولية ترغب في استعمال بعض
الاموال المخصصة منها لمساعدة لبنان بالسبل التي تسد حاجاته
الزراعية الحالية والمستقبلية .

ولما كانت مؤسسة العمران الاهلي قد اجرت مباحثات
مع وكالة التنمية الدولية في واشنطن بهذا الشأن وترغب في تنفيذ برنامج
استعادة الانتاجية الزراعية في الريف اللبناني على اسس تعاونية علمية
مدروسة بالاتفاق مع وزارة الاسكان والتعاونيات .

ولما كانت مؤسسة العمران الاهلي قد تقدمت بكتاب بهذا
المصدر نرفقه ريثما .

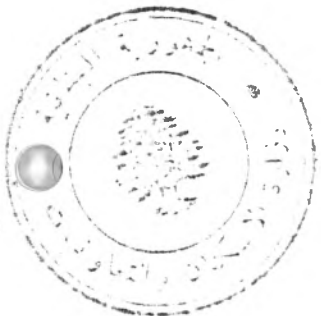
ولما كان البرنامج الذي من اجله سيخصص المبلغ المشار
اليه يستلزم اتفاقية تتخذ بين الحكومة اللبنانية - وزارة الاسكان والتعاونيات -
والمؤسسة المذكورة .

لذلك

نرجو عرض الموضوع على مقام مجلس الوزراء للنظر فيه والمصادقة

المبدئية على

././.



١ - الاقتراح الرامي الى طلب مبلغ مليون وخمسمائة الف دولار اميركي لتنفيذ برنامج تعاوني للانماء الزراعي والريفي وفق اتفاقية تعقد بين وزارة الاسكان والتعاونيات ومؤسسة الصمران الاهلي .

٢ - تفويض وزير الاسكان والتعاونيات متابعة المباحثات مع المؤسسة الصادر اليها وتوقيع الاتفاقيات اللازمة لتحقيق تنفيذ البرنامج المنه عنه .

وزير الاسكان والتعاونيات

الدكتور صلاح سلمان

المرفقات :

١ - كتاب مؤسسة الصمران الاهلي

Translated from Arabic

THE LEBANESE REPUBLIC
MINISTRY OF HOUSING AND CO-OPERATIVES
Ref. No. 246/3c

Beirut, 23 March 1977

To the Presidency of the Council of Ministers

Subject: Request of Financial Aid in the Amount of 1,500,000 One Million and Five Hundred Thousand United States Dollars from the Agency for International Development to Undertake a Rehabilitation Agricultural Production Program in Rural Lebanon through Co-operatives in Collaboration with the Community Development Foundation and the Designation of the Minister of Housing and Co-operatives to Pursue Negotiations with the aforementioned Agency and Sign the Necessary Agreement for this Purpose.

Reference: Letter from the Community Development Foundation representative dated March 14, 1977

With respect to the subject and reference cited above,

And as the Agency for International Development favors the utilization of a portion of its appropriated funds for assisting Lebanon in a manner that would meet present and future needs in the agricultural sector,

And as the Community Development Foundation has actually started discussions with the Agency for International Development in Washington regarding this subject matter and expressed its wishes to undertake an agricultural rehabilitation program in rural Lebanon on the basis of scientifically established co-operative principles in collaboration with the Ministry of Housing and Co-operatives,

And as the Community Development Foundation has conveyed its intention in the attached letter,

And as the program, for which the aforementioned funds are to be allocated, calls for an agreement to be concluded between the Government of Lebanon - Ministry of Housing and Co-operatives - and the above named agency,

therefore,

We would like to submit this subject to the Presidency of the Council of Ministers for its consideration and preliminary endorsement and approval of:

1. The proposed request of the amount of one million five hundred thousand United States dollars for the implementation of the collaborative program for agricultural and rural development according to the provisions of an agreement to be concluded between the Ministry of Housing and Co-operatives and the Community Development Foundation.

2. The designation of the Minister of Housing and Co-operatives to pursue negotiations with the aforementioned agency and to sign the necessary agreement for the implementation of the program referred hereto above.

Minister of Housing and Co-operatives

Doctor Salah Selman

Attachments : Letter from the Community Development Foundation

MÉMOIRE SUR LES DÉGÂTS OCCASIONNÉS PAR LA GUERRE
DANS LES SECTEURS COOPÉRATIF ET AGRICOLE

I - Le Secteur Coopératif - Sa situation - Dégâts et besoins

A - Le Secteur Coopératif avant la guerre

En vue d'illustrer l'importance de l'évolution du Secteur Coopératif et du progrès accompli préalablement à la période de la guerre, nous présentons ci-après 3 tableaux récapitulatifs de la situation globale et sectorielle pour les années 1971 - 1972 - 1973 - 1974.

A1 - Situation globale

<u>Année</u>	<u>Nombre de Coopératives</u>	<u>Nombre d'adhérents</u>	<u>Capital libéré</u>	<u>Chiffre d'affaires L.L.</u>
1971	41	3507	1088570	27505032
1972	67	7602	2068943	39108441
1973	87	15142	2671926	50696972
1974	104	22269	3988171	76735045

A2 - Coopératives de Consommation

A la faveur d'une politique d'encouragement des coopératives, et grâce à l'institution du Crédit Coopératif, les Coopératives de consommation connurent un grand essor entre les années 1971 à 1974. Elles se sont développées dans toutes les régions libanaises, en milieux ruraux et urbains, et permirent l'approvisionnement de leurs adhérents en biens de consommation, produits ménagers et divers articles d'habillement, à des prix modérés. Elles infléchirent de ce fait au climat social des couches populaires de la population, davantage de sérénité. Elles ont constitué, en outre, dans certains cas, des débouchés naturels pour les produits agricoles dont elles ont assuré la distribution d'une manière satisfaisante.

Année	Nombre de Coopératives	Nombre d'adhérents	Capital libéré en L.L.	Chiffre d'affaires en L.L.
1971	8	1383	51970	724503
1972	16	4784	318682	1661610
1973	22	11458	643095	6505200
1974	35	18147	1469552	25867287

A3 - Coopératives Agricoles

L'importance du secteur agricole au Liban sur le double plan économique et social, et le besoin de ce secteur d'être réorganisé et modernisé, en ont fait un champ propice pour l'activité coopérative, tant en ce qui concerne le financement et la production qu'en ce qui concerne l'industrialisation et l'écoulement de la production.

Préalablement à la guerre, un certain nombre de coopératives agricoles avait atteint l'importance de grandes entreprises. Parmi celles-ci, nous citons la coopérative des planteurs de la betterave sucrière, qui continue à écouler toute la production, la coopérative de la Békaa pour la production et la distribution des oeufs, qui collectait et écoulait près de 40 % de la production nationale d'oeufs et la coopérative des producteurs de pommes de terre de la Bekaa qui ^{écoulait} 55 % de la production.

Ajoutons à cela les coopératives de légumes, des fruits, des vigneronns, d'oléiculture, de l'élevage du ver à soie, de ramassage et d'écoulement du lait etc... qui étaient toutes actives, et donnaient une dynamique particulière au secteur agricole.

Année	Nombre de Coopératives	Nombre d'adhérents	Capital libéré L.L.	Chiffre d'affaires L.L.
1971	32	2110	1036320	26768753
1972	50	2804	1749981	37446330
1973	61	3596	2009426	44155172
1974	64	4007	2482138	50767541

B - Dégâts occasionnés au Secteur coopératif

B1 - Dégâts globaux

Les dégâts directs du secteur coopératif occasionnés par la guerre sont évalués à 5.000.000 de L.L. et les dégâts indirects à 11.200.000 de L.L.

B2 - Dégâts dans les coopératives de consommation

Les dégâts dans les coopératives de consommation sont estimés à :

- Dégâts directs : 3.500.000 L.L.
- Dégâts indirects : 1.200.000 L.L.

Il convient de signaler ici que 6 supermarkets coopératifs ont été complètement détruits et 3 magasins partiellement endommagés.

B3 - Dégâts dans les coopératives agricoles

Les dégâts occasionnés aux coopératives agricoles sont estimés à :

- dégâts directs : 1.500.000 L.L.
- dégâts indirects : 10.000.000 L.L.

C - Besoins du Secteur Coopératif

C1 - Exigences générales

La reconstruction du Secteur coopératif exige diverses mesures d'ordre

- administratif
- réglementaire
- structurel
- technique
- économique et financier

Sur le plan administratif et financier, il convient de doter la Direction Générale des Coopératives de cadres techniques et administratifs dont elle a besoin. pour qu'elle puisse s'acquitter des multiples tâches qui lui sont imparties. Il faut signaler à cet égard que la Direction en question fonctionne avec 20 % seulement des effectifs prévus.

Pour ce qui est de l'aspect législatif et réglementaire, il faudrait :

- adopter de nouveaux textes en vue d'assurer la continuation de l'évolution coopérative et mutualiste
- amender certaines dispositions en fonction de la situation engendrée par la guerre et des exigences actuelles du mouvement coopératif.

Sur le plan structurel, il convient de repenser la structure actuelle des fédérations et unions coopératives, qui ont failli dans l'accomplissement de leurs tâches. Il serait souhaitable, dans la conjoncture actuelle, de renforcer les attributions de la structure étatique, afin qu'elle puisse soutenir la coordination recherchée entre les coopératives en général et celles de consommation en particulier. Il faut également entreprendre une réorganisation complète des marchés populaires auxquels il conviendrait de donner séparément un statut de coopérative de base.

Sur le plan technique, les efforts entrepris en vue de la formation d'un personnel qualifié doivent être poursuivis. Il faudrait également continuer à animer les sessions de formation destinées à former des coopérateurs, gestionnaires et responsables de coopératives.

Quand aux mesures à caractère économique et financier, elles peuvent revêtir la forme de subventions aux coopératives détruites totalement ou partiellement par la guerre (mesures budgétaires); ou encore, d'avances du Trésor en faveur de l'Union Nationale pour le Crédit Coopératif, pour l'octroi des prêts nécessaires au secteur coopératif. La réanimation du mouvement coopératif, et l'aide qui pourrait lui être accordée sont de nature à réactiver la production agricole et les activités économiques à la campagne. Elles peuvent être source d'emplois productifs, ainsi que d'implantation de réseaux de distribution rationnels, en milieux ruraux et urbains.

C2 - Besoins des coopératives de consommation

5.000.000 de Livres Libanaises sont nécessaires pour la reconstruction d'un réseau solide de coopératives de consommation. L'affectation de ce montant servirait :

- au réaménagement des supermarkets détruits (location,

travaux de génie civil, faux-plafonds, vitrines, charriots, paniers métalliques etc.)

- à la constitution des fonds de roulement indispensables à l'achat des marchandises et biens, et pour leur stockage, ainsi que pour faire face aux charges relatives aux salaires et indemnités du personnel.

- à l'importation directe de certaines denrées, ou à la conclusion de marchés avantageux.

C3 - Besoins des coopératives agricoles

Un montant de 2.000.000 de L.L. serait nécessaire pour la réparation des dégâts occasionnés.

Ce montant pourrait notamment être affecté à :

- l'achat d'un matériel de remplacement de celui qui a été détruit à la coopérative de la Békaa (calibreuse, chaudière, pompe à œufs, et autres...)

- l'achat de tracteurs destinés à remplacer ceux qui ont été détruits dans les coopératives

- l'acquisition de divers facteurs de production tels que : engrais, semences sélectionnées, matériaux d'emballage, en vue de leur vente à prix réduits aux coopératives agricoles, directement ou indirectement affectées par la guerre; le produit de ces ventes servirait à renflouer la situation financière et économique de l'Union Nationale pour le Crédit Coopératif d'une part, et à combler d'autre part, le déficit des coopératives en question.

II - Le Secteur Agricole - Sa Situation - Dégâts et besoins

La contribution du secteur agricole au revenu National en 1973 était de 675.000.000 de L.L., soit près de 11 % de ce Revenu. Le nombre de travailleurs utilisés dans l'Agriculture était pour la même année de 101.760, soit 19 % de l'ensemble des travailleurs absorbés par l'ensemble de l'Economie Nationale.

A1 - Situation globale de l'Agriculture pour les années 1972, 1973, 1974 . 1975

Le Tableau ci-après reflète la situation des principales spéculations de la production agricole et animale au cours des années 72,73,74 et 75.

Nom de la spéculation	Année	Superficie en 1000 ha	Production		Valeur en millions de L.L.	Consommation Nationale		Importation 1000 tonnes	Exportation 1000 tonnes
			en milliers de tonnes	milliers d'unités		en milliers de tonnes	mill. d'unités		
Blé	1972	55	64	-	21,1	324	-	260	-
	1973	53	64,6	-	22,2	352	-	287,6	-
	1974	51	64	-	21	360	-	296	-
	1975	15	15	-	6	-	-	-	-
Orge	1972	7,8	7,55	-	1,8	49	-	41,45	-
	1973	7,8	7,60	-	1,9	54	-	46,40	-
	1974	8	7,60	-	1,9	60	-	52,40	-
Maïs jaune	1972	0,99	1	-	0,3	90	-	89	-
	1973	1	1,02	-	0,35	100	-	100	-
	1974	1	1,02	-	0,32	109	-	109	-
Pomme de terre	1972	9,1	116,5	-	34,1	63	-	4,5	58
	1973	9,15	118	-	34,5	63	-	5	60
	1974	9,20	127	-	34	70	-	10	67
	1975	3	35	-	17,5	-	-	-	-
Betterave	1972	3,8	190	-	11,4	190	-	-	-
	1973	3,8	200	-	12	200	-	-	-
	1974	4,3	235	-	15,3	235	-	-	-
Sucre	1972	-	22,8	-	22,8	60	-	37,2	-
	1973	-	12	-	18	68	-	56	-
	1974	-	26	-	45,5	75	-	49	-
	1975	-	18	-	-	75	-	57	-
	1976	-	6	-	-	-	-	-	-

Nom de la spéculation	Année	Superficie en 1000ha	Production		Valeur en millions de L.L.	Consommation Nationale		Importation 1000 tonnes	Exportation 1000 tonnes	1000 uni- tés
			en milliers de tonnes	milliers d'unités		en milliers de tonnes	millier d'uni- tés			
Pommes	1972	12,8	216,5	-	56	30	-	-	186,5	-
	1973	12,8	205	-	57,4	33	-	-	172	-
	1974	12,8	172	-	-	35	-	-	137	-
Olives	1972	28	36,5	-	35	-	-	-	-	-
	1973	28	35	-	38	-	-	-	-	-
	1974	28	40	-	38,3	-	-	-	-	-
Huiles d'olives	1972	-	6,3	-	18	12	-	-	-	-
	1973	-	6,1	-	18,5	13,5	-	-	-	-
	1974	-	7	-	21	15	-	-	-	-
Oeufs	1972	-	-	530000	37	-	120000	-	-	410000
	1973	-	-	580000	52,2	-	135000	-	-	445000
	1974	-	-	600000	70	-	150000	-	-	450000
	1975	-	-	100000	20	-	-	-	-	-
Produits laitiers	1972	-	96	-	50	180	-	84	-	-
	1973	-	95	-	50	200	-	105	-	-
	1974	-	100	-	50	220	-	120	-	-
<u>Engrais</u> - N.P.K. - Superphosphate - Nitrate d'ammoniac	1974	-	-	-	-	35	-	35	-	-
		-	480	-	-	15	-	-	465	-
	-	-	-	-	-	35	-	35	-	-

Nom de la Spéculation	Année	Superficie en 100 ha	Production		Valeur en millions de L.I.	Consommation Nationale		Importation 1000 tonnes	Exportation 1000 tonnes	1000 unit.
			en milliers de tonnes	milliers d'unités		en milliers de tonnes	milli. d'unité			
(Suite Engrais)										
- Sulfate d'Ammoniac	1974	-	-	-	-	35	-	35	-	-
- Sulfate et Chlorure de Potasse		-	-	-	-	5	-	5	-	-
<u>Viandes</u>	1974									
- Moutons bovins et caprins		-	4	-	24	-	-	-	-	-
- Moutons		-	-	-	-	-	-	18	-	-
- Bovins		-	-	-	-	-	-	17,5	-	-
- Congelées		-	-	-	-	-	-	8	-	-
- Poulets		-	20	-	80	-	-	-	-	-

Il ressort des statistiques ci-dessus présentées que certaines spéculations ont accusé un fléchissement marqué, et d'autres un véritable écroulement. Cela est notamment le cas de la production animale en général, sérieusement affectée par les retombées de la guerre. L'aviculture libanaise est détruite dans une proportion de près de 90 % et la production de blé a sensiblement décru.

A2 - Situation antérieure et dégâts occasionnés au cheptel et à la production animale

La balance commerciale libanaise enregistrait préalablement à la guerre un déficit important en viandes et produits laitiers. Mais un effort soutenu était accompli dans ce domaine, et se traduisait par une croissance encourageante de la production. Dans le domaine avicole, le Liban était parvenu à des techniques de pointe et était devenu le premier exportateur d'œufs et de poussins sélectionnés de la région. La guerre fut un véritable désastre pour la production animale, que le tableau ci-après illustre de manière évidente.

		Nombre en 1974	Nombre actuel	Pertes en %	Pertes en millions de L.L.
Vaches	Sélectionnées	25000	5000	80%	90
	Locales	60000	30000	50%	
Pondeuses		3000000	300000	90%	200
Poulets à viande		20000000	2000000	90%	100
Ovins et caprins		500000	300000	40%	50
Porcs		15000	5000	65%	6
Chevaux		3000	2000	30%	12
Total		-	-	-	458 millions de L.L.

B - Dégâts divers occasionnés par la guerre dans le secteur agricole

B1 - Dégâts subis par les Laboratoires du Ministère de l'Agriculture:

Destruction ou perte d'appareils et de matériel dans les 6 laboratoires agricoles et zoo-techniques du Ministère de l'Agriculture à Beyrouth, Chtaura, Tripoli, Fanar. Ces pertes sont évaluées à : 920.000 L.L. dont : 720.000 pour Beyrouth, Tripoli, Chtaura et Fanar, et 200.000 L.L. pour le seul laboratoire de l'Ecole d'Agriculture de Fanar.

Parmi ces équipements et matériel, nous citons notamment:

- réfrigérateurs
- congélateurs
- incubateurs
- étuves
- microscopes
- centrifugeuses
- balances de précision
- verreries diverses
- stérilisateur
- autoclaves
- microtomes
- agitateurs rotatifs
- bains-marie automatiques
- bains de sable électriques
- fours et fourneaux électriques
- pompes à vide et compresseurs électriques
- secoueurs de tamis
- pH - mètres
- creusets en platine
- insinérateurs de grande capacité
- appareils et instruments d'insémination artificielle
- 6 taureaux reproducteurs
- 119 véhicules perdus

B2 - Dégâts occasionnés aux bâtiments et Usine de l'Office de la soie à Kfarchima

1- Bâtiments de 3.000 m2 de surface bâtie, partiellement détruits: pertes évaluées à 200.000 L.L.

2- Dégâts à l'usine évalués à 300.000 L.L.

Total des pertes : 500.000 L.L.

Le matériel détruit est réparti comme suit : -11-

- 18 moteurs électriques : 33.000 L.L.
- Cuiseuse (boiling machine) : 80.000 L.L.
- Chaudière : 35.000 L.L.
- Atelier de réparation : 20.000 L.L.
- Pièces de rechange : 30.000 L.L.
- Mobilier et matériel de bureaux (machines à écrire et à photocopier, calculatrices etc. : 75.000 L.L.
- Pièces diverses : 27.000 L.L.

B3 - Moto-pompes

Pour la seule région de la Békaa, 60 unités furent détruites. Elles sont d'une capacité unitaire de pompage de 200 à 300 M3/h (6 à 8 inches).

Le coût unitaire est de l'ordre de 100.000 L.L. et la perte totale est de : 600.000 L.L.

A ce matériel, il convient d'ajouter de nombreux tracteurs, réservoirs à eau et unités de pompage à la Békaa et dans d'autres régions et pour lesquelles une évaluation précise ne peut être effectuée à l'heure actuelle.

B4 - Dégâts dans les usines de production d'aliments pour animaux

- Perte de marchandises stockées ou de marchandises en cours d'importation.
- Arrêt de certaines usines de production de tourteaux.
- Destruction partielle des usines de traitement et de production de produits laitiers.

B5 - Dégâts considérables dans les plantations et vergers de productions fruitières et maraichères dans toutes les régions libanaises ainsi que dans les exploitations d'élevage bovin et avicoles.

Ces dégâts touchent :

- les serres
- les vergers d'agrumes
- les vergers de pommiers
- les vergers d'arbres fruitiers divers
- les bananeraies
- les plantations de blé, betteraves sucrières, pommes de terre
- les oliveraies

qui n'ont pu être ~~effectués~~, entretenues, irrigués, poursuivis ou

Il serait présomptueux d'avancer à l'heure actuelle une évaluation spécifique des dégâts, dont le présent rapport n'en reflète qu'une partie.

Il serait indispensable d'entreprendre d'abord un recensement systématique et précis des pertes au niveau de chaque Secteur et dans toutes les régions libanaises.

Observation

Les dégâts occasionnés aux bâtiments officiels dépendant du Ministère de l'Agriculture ont volontairement négligés pour avoir fait l'objet d'une évaluation particulière de la part d'une Commission ad-hoc.

Beyrouth, le 21/1/77

Camille KOBEH

Directeur Général des
Coopératives

70/1

Beirut, Lebanon

March 29, 1977

Dr. Charles MacCormack, Program Director
Save the Children Federation/
Community Development Foundation
48 Wilton Rd., Westport, Conn., 06880

Dear Dr. MacCormack,

Enclosed is a copy of the proposal for an agricultural rehabilitation program in Lebanon, as it was submitted yesterday to the Council of Ministers. It is complete and fully prepared for submission to the U. S. Agency for International Development. Together with the proposal you will find a letter of endorsement from the Minister of Housing and Co-operatives to the Council of Ministers.

I am only sorry that the proposal could not have been sent to you earlier. The major reason for delay has been a series of troublesome events, from the Jumblatt assassination to, most recently, demonstrations over the naming of a new army commander, all of which has preoccupied the Council of Ministers, and, in particular, Dr. Salah Selman, who also serves as Minister of the Interior. In view of these unavoidable and unforeseeable delays, Dr. Selman has given us his permission to send his letter of recommendation to you, in lieu of a statement from the Council of Ministers, which will be forthcoming shortly.

As soon as possible, we will send you a copy of the Council's decision, together with a detailed protocol that we are in the process of drafting together with the Director-General of Co-operatives, Dr. Camille Kobeh. In the meantime, please encourage prompt action on this proposal, and let us know of any new developments.

Best regards,

André Karam

André Karam



Meeting of Voluntary Agencies

December 16, 1976

Mr. Lorry started the meeting saying:

It is an informal meeting and let us start with writing our names on a piece of paper with our address and areas in which we are working. I suggest that each organization give us a brief report on what they are, what they are doing and what they are planning to do in 1977. SCF is typing the minutes and will have them distributed to all members.

Minutes of Meeting of Voluntary Agencies,

December 16, 1976

List of Participants

Mr. Lorry is Bill Lowry, of International Union for Child Welfare. Our main activities have been working through local groups in 2 production units, production of children's clothing. One is in the north and one is in the south Beirut. These projects aim at providing clothing for the women and young girls, while producing needed children's clothing for this winter. The initial phase is to distribute these clothes, and we hope that later they will produce clothes for winter. These are the projects which are actually operating. One is just starting and the other started several weeks ago at Ain Jar in the south. These projects are in operation. Other projects which have been suggested to us and we are interested in, but have not been started yet. One is a temporary care center for abandoned children and orphaned children. Will units for about 50 children temporarily care for waiting to have their families traced, and returned to their parents, if not send them to special organizations. This would be in East Beirut. Another project is rather a relief type of project, supplementing feeding to school children, particularly children from displaced families in various parts of the south of Beirut such as Damour, Chateau, Nabatieh, Marjayoun, Sidon and Tyre. Another project suggested to us is assistance to school children to provide them with the necessary fees, and materials, school articles, etc. on both sides. We are also assisting through UNICEF in relief work with orphans, abandoned milk children, and UNICEF purchases monthly in Beirut household food for displaced families. We have also

Meeting of Voluntary Agencies

Dec. 16, 1976

Mr. Lowry started the meeting saying:

It is an informal meeting and let us start with writing our names on a piece of paper with our address and areas in which we are working. I suggest that each organization give us a brief exposé on who they are, what they are doing and what they are planning to do and so on. SCF is typing the minutes and will have them circulated to all members.

- My name is Bill Lowry, of International Union for Child Welfare Geneva, I've been here since October 26, and I'll be leaving next Monday. Our main activities so forth have been working through local groups in 2 production units: production of children's clothing, one is in Metn North on the other side and one is in Mreijeh in south Beirut. These projects aim at providing employment for few women and young girls, while producing needed children's clothing for this winter. The initial phase is to distribute these clothes, and we hope that later they will produce clothes for sale. These are the projects which are actually operating. One is just starting and the other started several weeks ago at Ain Aar in the Metn. These projects are in operation. Other projects which have been suggested to us and we are interested in, but have not been started yet. One is a temporary care center for abandoned children and orphaned children. Small units for about 50 children temporarily cared for waiting to have their families traced, and returned to their parents, if not send them to special organizations. This would be in East Beirut. Another project is rather a relief type of project, supplementing feeding to school children, particularly children from displaced families in various parts of the south of Beirut such as Damour, Chalets, Nabatiyeh, Bint Jbeil, Saide etc. Another project suggested to us is assistance to school children to provide them with the necessary fees, and materials, schools actually operating on both sides. We are also assisting through ICRC in relief goods such as blankets, powdered milk, mattresses, and ICRC purchases locally in Burj Hammoud goods for displaced families. We have also

.../

distributed children's clothing (350 tons) which now we have stopped.

- I am David Bryer from Oxfam. Oxfam has not a program in Lebanon, anything that we are doing is just during the civil war. I don't have an office in Beirut, I am just visiting. Most of the aid given last year by Oxfam was by way of medical supplies, blankets through ICRC and rubbish containers. We are interested in the rehabilitation work in Beit Chebab and now in the Red Crescent Hospital near Sabra camp. We hope to do something with the sewing and production center in Damour again through the Palestinian Red Crescent, perhaps to find out the second phase of the Kreijeh production center, we hope to do some rebuilding through Unrwa, and possibly some vocational training work such as the YMCA is proposing to us.

- OSD : We have many centers in Lebanon but unfortunately during the war only the medical centers have been working. We have concentrated our efforts on the relief program. We have been receiving big amounts of food from Japan and mostly we are involved in this program and this program will not last more than 2 months. We are preparing to re-start our day care centers and the regular activities of OSD which we hope will improve a lot. We will be working according to the needs that we will encounter after the civil war. A committee for relief has been created & the OSD General Director is the vice-president of this committee. The president is the Minister of Social Affairs. So with this new committee, everything will be settled after being divided into 2 groups: East and West. OSD is working with and through local groups.

- The ICRC has been working during the civil war in the relief field. It has been giving food, medical supplies. Now, as the ICRC is an emergency institution, we plan to withdraw step by step from our direct action. We believe that OSD mainly will be able to step by step cover all of Lebanon. So now we have launched in a 4-months program. We plan to receive, flour, fat, meat, cheese, sugar, rice, blankets, kitchen sets. We don't plan to make direct contact for a long time as the OSD is doing.

We will be receiving 2,400 tons of flour monthly, 400 tons, of milk monthly, 400 tons of meat monthly, 200 tons of sugar monthly, 400 tons of fats, butter monthly, 70,000 pieces of kitchen set, 600 tons of clothes monthly and 5,000 blankets and buy some locally.

- Michel Guillaume, Terre des Hommes. We are working on two ways:
1) Permanent assistance to children who have lost one or two parents. This is in all areas. 2) To finance the treatment of children coming out of the war with the amputation of one leg or other, or children struck by polio, either treat them locally or abroad. We are building a team to come to Lebanon.

- I am Han Schellenberg from an Armenian Social Welfare organization, but here I am rather representing some European church-related groups from Switzerland, Germany, and other places. We had food distribution programs, together with other materials, to local people from the Karantina area, Nabaa, who had fled from these areas to south Lebanon. We are continuing those programs through a number of local organizations depending on the place. We are also in touch with other groups' representatives.

- I am Joe Thompson from the Lutheran World Federation, Geneva. I am here on a very short term assignment, for about 3 months. The purpose of this assignment will be to provide emergency system and possibly participate in some of the projects that may go on after we leave here. Our main assistance so far has been with some bedding materials, kitchen kits, etc. to refugees who have fled into Syria of most of which have since moved back, we provide medicaments for the Zahleh hospital, we're looking at some assistance to the villages in the Akkar area. Commitments have been made since I came include about 5,000 mattresses and 1,000 sweaters for school children, glass for damaged homes in villages of the Zahleh area and for assistance to secretarial schools at Damour. A request has been submitted from Marjeyoun area for mattresses, blankets and food for displaced persons and other. A request is being submitted for a cooperative among the women at Nabatiyeh.

- I am Mary Hawkins. I am Field Director for Save the Children Fund, operating in Lebanon since the 27th of November. We have approximately a 6-month program of relief for children in areas of need. In East Beirut, we have a small program, in the children's section at the St. Georges' Hospital. On the West side, we have work in all refugee camps starting from St. Simon, down to Khaldeh. We have

clinics in 4 places, and assisting in 4 other clinics in conjunction with the American Save the Children Federation in the Baalbeck area and in Beirut. We have 3 qualified nurses and one public health nurse who have been doing work among women and children in welfare clinics, helping in public health services, visiting the families and finding out what their needs are. We are going to make a distribution of clothing and blankets in Nabatiyyeh, especially in the large and cold technical school where a great number of refugees host, but unfortunately, owing to the non arrival of the ship with supplies, and the bottle-neck at London Airport, we have not any large packages to distribute. We have just enough medical supplies, milk for another 2 or 3 weeks. We will extend our services to other places if we find them manageable to our place in Beirut.

(ANDRÉ KARAM & FRIENDS)

- The Save the Children Federation has ^{FORMER} ~~made~~ an alliance ^{with other SCF organizations} to provide assistance to the areas in which the Save the Children group previous had activities. These two areas include the Upper Baalbeck region which is a cluster of villages of Christians and Moslems to the North and West of the city of Baalbeck and the Hay es-Sullum peri-urban area which is south of the Airport. The approach that is going to be carried ^{out}, will combine relief, reconstruction and development projects, trying to re-start immediately the development projects that we have and expand on the staff that was already in that area with the purpose of conducting a coordination ^{of} relief and ^{construction} ~~reconstruction~~ plan and moving right into ^{development} ~~reconstruction~~. The relief program itself will be very very limited, mainly it is going to be the coordination of villages, the reestablishment of services and so forth as it is shown here on the list. We hope very quickly to get in the reconstruction and long-term development. The reason we have picked the Baalbeck areas is because of the previous experience we have had in that area ~~and~~ in terms of long-term development projects and also because we feel the Bekaa valley, which is the bread-basket of Lebanon, is a potential second disaster area; ~~but~~ right now the farmers have not planted the crops because of the insecurity in the area. Some of the apple trees and other fruit trees have been wiped out because of the lack of water. We feel that now we have the chance to acting quickly against the coming larger disaster, so we will be working immediately in these areas.

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We will ask the help of various organizations for funding and when the funding becomes available we will probably expand and take other areas in the Bekaa valley, hopefully the area North, ~~at~~ ^{near El C} ~~Alce~~ and Ras-Baalbeck and possibly the South. We are also working in the Hay es-Sullum area as I indicated before. The programs there will be, the health programs in conjunction with the British Save the Children Fund and the program concerning sanitation and revolving loans for housing improvements, and emphasis on employment generating projects. But at the moment, the major emphasis ^{will} be ~~being~~ on the Baalbeck region, to help ^{FARMERS AND HIS} the refugees there ^{WHO} ~~and who~~ wish ~~to~~ to stay in the area.

- I am Ben Weir, representing the United Presbyterian Church, resident in Beirut. We have provided emergency medical assistance through the Hospital in Hammana that has been serving casualties and now is providing community health services in the area. We have also provided certain emergency assistance to 7 elementary and secondary schools and about a dozen village elementary schools through the National Evangelical Senate with which we have close relationship, in fact we turned up over to them a good deal of work we had formerly established as of 1959. We have also been working with the YMCA in food distribution program in South Lebanon which Mr. Scellenberg has referred to. These are the main things we're doing. We are also helping families in various areas of Lebanon even Lebanese families who are temporarily located in Syria but on a very short term basis.

- Mr. Lowry suggested that meetings should continue to take place. It is very important that we should exchange every 2 weeks information not only about what we are doing but about other practical things which could be discussed together.

- SCF: In addition to what the International Committee has by way of information, there is needed also information background aspects, social structure in Lebanon, which might indirectly relate the situation, now if the information is made available, I think we can assign a person really to provide the service. In so far as this committee is concerned, I see the value of having meetings of this kind at several levels. I see the need for meeting with local

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organizations but those meetings with local organizations should not be the only kind of meetings, we should be having our own meetings for if the other meetings do not succeed in any way. that we stop meeting ourselves, and it seems to me that there is a very important thing that we can do together, mainly to set the pattern of effective coordination among ourselves so that if we do want to exchange reports this should be something that we will be willing to exchange also with local groups and what to ask of local groups, because the term coordination is an ambulant type of term. If we try to identify it in a way so that we would be able to work some of the mechanics of the coordination, it might be useful by way of experience for ourselves and for the local groups as well.

- There should be an open file with everyone having to offer something to put in and that everyone requesting something to put it in, and everyone can go and look at this.

The Catholic Relief Services is an American organization. Our plan is at the moment an emergency plan which would be for about 4 months. We are going to import about 20,000 tons of commodities, mainly flour, milk, and oil. We are working directly with the Lebanese government. Last Monday I've signed a full agreement with the Prime Minister, concerning our action in Lebanon, and we are strict to abide by it. When our merchandise arrives, the Lebanese government will protect our merchandise. For the same reason, that the commodities are always the responsibility of the Catholic Relief Services. We are responsible that the commodities get to the right needy people. We will assist for the moment 4000 needy people. We have collected statistics that we are furnishing to the Government. We are working in very strict collaboration with the Caritas, Lebanon which is all over the country. Those lists are always approved by the Government. We make no difference whatsoever between religious, party etc. We will distribute our merchandise without discrimination whatsoever and this is more
less now the main point we are dedicating ourselves to. We want to collaborate with all the agencies in order to avoid

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duplication. We are only helping the needy Lebanese, that's what the government of Lebanon has decided. We are sure that other nationalities are being taken care of by special organizations.

- Mr. Cuny suggested that during the next meeting each agency gives a list of different things:

1. Where are the distribution centers, and where are the personnel located.
2. What technical assistance you have available which you could share with other people.
3. A report that you have on the situation of the areas. The area that you cannot meet, some other agencies whom you could coordinate with within your area will be helpful.
4. What kind of project you have now and what you are expecting to do

If we have all these we could help all the organizations to have this as a first step to coordinate some of the activities.

- It was decided to hold a meeting next Tuesday, December 21, 1976 at 3:00 p.m. at the Training Center.

After the Xmas holidays we will have a meeting every 2 weeks.

FRED CUNY
INTERTECT ops.
= DO NOT REMOVE =

MEETING OF VOLUNTARY AGENCIES

December 16, 1976

PARTICIPANTS

<u>NAME</u>	<u>ORGANIZATION & TEL. No. BEIRUT</u>
1. William (Bill) Lowry	International Union for Child Welfare, Geneva Coral Beach Hotel Tel. 317200 (Leaving Beirut Dec. 20, 1976)
2. David Bryer	OXFAM, Oxford, England (No office in Beirut)
3. Nadia Tewtel	Office of Social Development Tel. No. Home 228680 Office 271275 - 272302
4. Catharina Kipp André Tieche Sven Lampell	ICRC Coral Beach Hotel Tel. 317200
5. Michel Guillaume	Terre des Hommes Tel. 265450 / 221172
6. Hans Schellenberg	(Jinishian Memorial Program) Representing Swiss and German Evangelical Relief Organizations Tel. 261008 / 354274
7. Joseph Thompson	Lutheran World Federation, Geneva (Local address) May Flower Hotel 3 month Emergency Assistance
8. Mary Hawkins	Field Director, Save the Children Fund Tel. Office/Home 364260 Dana Bldg., Behind Riviera Hotel
9. André Karam	Save the Children Federation Community Development Foundation Tel. Office 348906 Bliss Street

Fred Cuny

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10. Benjamin Weir

United Presbyterian Church in USA
Resident in Beirut
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11. Joseph P. Carmine
Martin J. McDermott s.t.
Elie Ma'mary, s.t.

Director, Catholic Relief Services
Co-Director
Caritas
Zaidan Street, Ashrafieh
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Home 335750

12. Archbishop Zghorby
(Zorbes)

Head of Greek Catholic Church
Baalbek

Press Release: U.S. Aid to Lebanon to Include
Foodstuffs to Neediest in all Parts of Country

USIS-Beirut, 1976

press

RELEASE

USIS, AMERICAN EMBASSY, BEIRUT

December 9, 1976

US AID TO LEBANON TO INCLUDE FOODSTUFFS TO
NEEDIEST IN ALL PARTS OF COUNTRY

The United States Agency for International Development is making available approximately 24 million pounds of food to help feed needy Lebanese through Catholic Relief Services (CRS), a voluntary Relief Agency.

The foodstuffs to be delivered to Lebanon within the next four months will include 10.8 million pounds of all purpose flour, 1.5 million pounds of vegetable oil, 1.9 million pounds of wheat-soy blend and 9.7 million pounds of bulgur wheat. The food is provided under Title II of the food for peace program.

This quantity of food is expected to feed approximately 400,000 persons for three months. Additional foodstuffs may be forthcoming, depending on developments in the relief situation and further assessments of food requirements.

Distribution of these foodstuffs in Lebanon will be made to all parts of the country where the need exists, without regard to religious affiliation, on the basis of a detailed survey of Lebanon conducted by Caritas.

U.S. Official relief to Lebanon since October of 1975 is approximately 18.9 million dollars, of which 7 million has been provided to the International Committee of the Red Cross, 6.7 million to the American University Hospital, 1 million to the United Nations in support of their relief activities, and assistance now being provided through Catholic Relief Services, totaling 4.2 million dollars.