

STAKEHOLDER ANALYSIS REPORT – LEBANON



TABLE OF CONTENTS

TABLE OF CONTENTS.....	ii
LIST OF TABLES.....	iii
LIST OF PHOTOS.....	iii
LIST OF ACRONYMS.....	iv
1. INTRODUCTION.....	5
2. Identified Stakeholders.....	8
3. Stakeholder Workshops.....	9
4. Stakeholder Profiles.....	17
5. Stakeholder Analysis.....	39
6. Risk Assessment.....	46
7. Conclusions and Recommendations.....	47
References.....	49
Appendix A List of Workshop Participants.....	50
Appendix B Workshops PowerPoint Presentations.....	51
Appendix C Questionnaires.....	52
Appendix D Answered Questionnaires.....	53
Appendix E Selected Media Coverage.....	54

LIST OF TABLES

Table 2-1 List of Stakeholders	8
Table 3-1 Stakeholder Expectations from the Project	12
Table 3-2 Expected Project Benefits.....	12
Table 3-3 Resources and Activities of Stakeholders Related to Energy, Water and Food.....	12
Table 3-4 Level of Interest, Influence and Knowledge on the Issues of Energy, Water and Food and Access to High Quality Information	13
Table 3-5 Interrelations Between some of the Stakeholders	15
Table 5-1 Stakeholder Interests, Potential Project of Project on Interests and Relative Priority of interests.....	39

LIST OF PHOTOS

Photos 2-1 Photos taken during Workshop.....	11
Photos 2-2 Round Table/Group Works.....	11

LIST OF ACRONYMS

ACS	Al-Shouf Cedar Society
DREG	Decentralized Renewable Energy Power Generation
EMPOWERS	Euro-Med Participatory Water Resources Scenarios
ESFD	Economic and Social Fund for Development
EWBM	Establishment of the Water of Beirut and Mount Lebanon
FAO	Food & Agriculture Organization
GAPS	Green Alternative Power Sources
LARI	Lebanese Agricultural Research Institute
LCEC	Lebanese Center for Energy Conservation
MoA	Ministry of Agriculture
MoEW	Ministry of Energy and Water
MORES	Management of Resources and Environmental Solutions
RAAKS	Rapid Appraisal of Agricultural Knowledge Systems
SDCA	Stakeholder Dialogue and Concerted Action
TOR	Terms of Reference
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund

1. INTRODUCTION

This “Stakeholder Analysis” report was prepared by Al-Shouf Cedar Society (ACS) with the technical support of MORES s.a.r.l. (Management of Resources and Environmental Solutions) in relation to the implementation of the stakeholder’s analysis component within the framework of the MINARET project.

1.1 Project Background

The MINARET project (MENA Region Initiative as a model of NEXUS Approach and Renewable Energy Technologies) offers a regional strategy framework that aims at assisting local authorities, municipalities, private sectors and civil society in: 1) achieving sustainable development; 2) facing challenges posed by fast population growth, scarcity of energy and water resources and regional instability; and 3) combatting poverty, unemployment and the growing demand for energy, water and food.

The project addresses sustainable development through the NEXUS approach, which consists of creating balance between energy, water and food, by managing these resources in an integrated way that is essential for human wellbeing.

The project employs a participatory approach with stakeholders at selected municipalities, in order to ensure sustainability of results at the end of the project. The stakeholders are involved in all stages of the project, namely: planning, assessing the risks which threaten project success and proposing mitigation factors, determining the specific activities and applications of project deliverables, implementing and monitoring.

The project benefits the community by improving energy efficiency, reducing water consumption for food production, implementing renewable energy as an alternative power source, creating job opportunities and providing cheaper and more reliable energy sources. Thus, a transition to sustainable water and energy management, leading to increased food security can be achieved.

The MINARET project is being implemented in Lebanon, Tunisia and Jordan.

1.2 Project Area in Lebanon

In Lebanon, the area covering the towns of Jdeidet Al-Chouf and Semqanieh was selected for the implementation of the MINARET project. The towns are located in Mount Lebanon Governorate, Chouf District/Caza and are members of the Federation of Chouf Es-Souayjani Municipalities (FCSM). Several criteria were considered for the selection of Jdeidet Al-Chouf: most importantly, the high level of cooperation of the Mayor, Mr. Hisham Fatayri, who is active and willing to accommodate such a project, in addition to Jdeidet Al-Chouf being a medium-sized town that has witnessed a fast and uncontrolled urban sprawl. This sudden expansion led to increased stress on the local natural resources as well as on the infrastructure in the area since it had been originally designed for a significantly smaller population. For example, in the first five months of 2017, permits were issued for the construction of 7,600 m² of building area in Jdeidet El-Chouf alone; this is equivalent to 50 new apartments (an average of 10 apartments per month). This number is significant in a town having the size of Jdeidet Al-Chouf. Currently, the water network system is supplying 35,000 people, i.e. almost four times more than the foreseen numbers at the design stage. Similarly, the sewage network and wastewater treatment

plant were not equipped to treat the generated quantities that are considerably more than designed capacities. Moreover, the road network is not well organized, leading to traffic jams in the area. The ratios of agricultural lands to total surface and populated areas are small, therefore agricultural production does not cover the local need. Finally, the municipality lacks funding from donors and the government.

Semqanieh, which borders Jdeidet Al-Chouf to the west, shares several of its aforementioned problems as there is a continuation in the urban sprawl between the two towns, therefore both will be considered hereafter as one area.

Based on the aforementioned fact and factors, the main variables of the project are met in the chosen area, which seem to verify the project components.

1.3 Project Team Lebanon

The team involved in the stakeholder analysis component consists of four members from Al-Chouf Cedar Society (ACS): Mr. Nizar Hani, Mr. Samer Zebian, Ms. Jana Harb and Ms. Lara Kansou, who were supported by three members from MORES s.a.r.l.: Mr. Raji Maasri, Ms. Salam Nassar and Ms. Sabine El-Khazen.

The team members had extensive backgrounds in agriculture, biochemistry, geology and hydrogeology, business and administration, geography, social science and chemical engineering.

The team worked in collaboration with the municipality of Jdeidet Al-Chouf harmoniously in the various stages, namely: planning, stakeholder's invitation, workshops organization, progress reporting, data research, information solicitation and analysis of results.

The ACS is an environmental NGO, established in 1994 with an aim to protect the Cedars forests in Lebanon, namely in the Shouf area; it has played a key role in announcing the Al-Shouf Cedar Reserve in 1996 and Shouf Biosphere Reserve in 2005. ACS plays a key role in the management of the Shouf Biosphere Reserve through 5 main programs: research and monitoring, environmental awareness, eco-tourism, women empowerment /rural development and capacity building. ACS Executive Committee includes the mayors of the reserves (main villages) and works under the umbrella of Ministry of Environment.

Founded in 2001, MORES s.a.r.l. is a consulting company providing services in environmental protection, resource management, strategic planning and sustainable development. MORES office is registered, qualified and recognized in Lebanon as a consulting firm by the Council for Development and Reconstruction (CDR) on project with budgets exceeding 20 million US dollars and acknowledge by the Ministry of Environment.

1.4 Methodology

The stakeholder analysis was performed using the following methodology:

- **Stakeholder identification:** The three active members of this task, the ACS, the Mayor of Jdeidet Al-Chouf and MORES, have put forth the list of stakeholders, using a formal and informal approach. First, being oriented by the project Terms of Reference (TOR) and following the presented guidelines, the primary list of stakeholders was formed due to the experience of the Mayor and ACS who are active in the area and who have implemented several projects with the local communities. Then, after initial face-to-face meetings with these stakeholders, through word of mouth, central and local authorities' data basis and experience, the list was expanded.
- **Workshops:** The workshops were designed and implemented using RAAKS tools, SDCA approach and the EMPOWERS guidelines, through documents presented by IUCN and others found online. Two workshops were conducted, three weeks apart, and included Power Point Presentations and working groups.
- **Analysis:** Stakeholder analysis was performed using the information gathered from the workshop participants, phone calls, face-to-face meetings and through consultation with the mayors.

2. Identified Stakeholders

Table 2-1 lists the stakeholders that were identified and solicited to date, in this project. Profiles were developed and are presented under **Section 4** of this Report.

Table 2-1 List of Stakeholders

Stakeholder List

- Municipality of Jdeidet Al-Chouf
- Municipality of Semqanieh
- Population of Jdeidet Al-Chouf and Semqanieh
- Al-Shouf Cedar Society
- Syrian Refugees in Jdeidet Al-Chouf and Semqanieh
- Jdeidet Al-Chouf- Baqaata Women Organization
- Progressive Women’s Union – Jdeidet Al-Chouf
- Popular committees – Jdeidet Al-Chouf/Baqaata
- Echotech Solutions Middle East
- Green Alternative Power Sources
- Green Orient
- LANA Youth Organization
- Ministry of Agriculture
- Lebanese Agriculture Research Institute
- Ministry of Energy and Water
- Ministry of Economy
- Ministry of Finance
- Investment Development Authority of Lebanon
- Establishment of the Water of Beirut and Mount Lebanon
- MoEW- LCEC
- Schools and universities
- Farmers
- Water cisterns owners
- Generator owners
- Association of Traders
- Electricite Du Liban
- The Economic and Social Fund for Development
- Progressive Social Party
- Religious notables
- Intellocomp
- UNDP
- FAO

3. Stakeholder Workshops

Two (2) stakeholder workshops were conducted at the municipality of Jdeidet Al-Chouf. The first workshop took place on May 19, 2017 and the second on June 6, 2017. The workshops were planned based on RAAKS tools, SDCA approach and the EMPOWERS guidelines, through documents presented by IUCN and others found online. The goals of the workshops were to:

- Introduce stakeholders to each other,
- Inform stakeholders about the project taking place in Jdeidet Al-Chouf and Semqanieh,
- Create a platform for the stakeholders, where they can explicitly share their opinions, perceptions, assumptions and visions.
- Improve the flow of information among stakeholders and create appropriate conditions for innovation.
- Train participants on problem identification, analytical methodologies, scoping visions and developing strategies.
- Support the local stakeholders in making technical and political decisions.
- Form and encourage shared objectives, beliefs and information among the stakeholders.
- Identify stakeholders who could work effectively together and raise awareness on the factors, constraints and opportunities that affect their performance and promotes networking among them.

A brief description of these workshops is presented thereafter, followed by the results.

- The list of participants is presented in **Appendix A**
- The PowerPoint presentations are shown in **Appendix B**
- A copy of the distributed questionnaires is presented in **Appendix C**
- The scanned copies of answered questionnaires are presented in **Appendix D**.

3.1 First Workshop

On Friday May 19, 2017, a meeting with the stakeholders was held at the municipality of Jdeidet Al-Chouf. The proceedings of the workshop progressed as follows:

- The attendees introduced themselves
- Mr. Nizar Hani introduced the speakers and the topics to be discussed during the workshop.
- Mr. Rami El-Akhras introduced the MINARET project, its objectives and expected results.
- Mr. Raji Maasri explained the NEXUS approach, presented the available data for the study areas related to the project and finally defined food security and presented the various renewable energy sources.
- A survey was distributed to the stakeholders to be filled up by them. The survey consisted of questions on their expectations / expected project results and benefits for in favor of stakeholders, respective levels of involvement, interest, knowledge and influence on the three components of the NEXUS approach and finally, their capacities and needs related to these components.

- Attendees were divided into three groups to discuss topics on energy, water and food security. Each group was assigned a topic and was required to present a definition of the relative concepts, enumerate the problems faced in the area related to the topics, and come up with ideas on how to solve them and propose projects that fall within the MINARET framework.
- The generated ideas were then presented and discussed; the stakeholders' concerns were expressed.
- The stakeholders – at the end of this session, defined the problematic areas that were related to energy, water and food, analyzed the constraints and opportunities and proposed various solutions to tackle these problems.
- Having answered the questionnaire the stakeholders were able to perceive their potential roles in the project, what they could offer and what they expected to gain from its implementation.
- Having worked in groups with other stakeholders or representatives of other stakeholders, the attendees exchanged information and started to create networks with other stakeholders.

3.2 Second Workshop

The second stakeholder workshop was held on Tuesday June 6, 2017, as follows:

- Mr. Nizar Hani first introduced the topics that will be discussed during the workshop
- Mr. Raji Maasri proceeded to present a summary of the previous workshop and the formed list of project stakeholders. He defined the importance and influence of stakeholders.
- Mr. Maasri explained the general stages of a project which consisted of: identification, planning, implementation, monitoring and evaluation.
- An exercise was prepared for the working groups; it was first explained and an example was given and then discussed.
- The attendees proceeded to fill up the questionnaire and participate in the exercise. The exercise consisted of three parts, as follows:
 - Part I: used the “problem tree” approach, whose purpose is to conduct problem analysis by identifying the root causes of a problem and the resulting consequences. The problem tree helps in forming a clearer understanding of the analyzed problem, leading to a better decision on how to address it.
 - Part II: projects to solve the problem were proposed and one project was selected for the final part of the exercise.
 - Part III: a network mapping the influence of each stakeholder on the proposed project was designed.

The problem tree was used mainly to address the use of fossil fuel to operate the existing generator at Jdeidet Al-Chouf, the resulting pollution and the relative high operation and maintenance costs. The related proposed project was the deployment of a hybrid PV (photo voltaic) diesel and a save fuel controller.

At the end of the exercise, the stakeholders had learned how to identify the root causes and consequences of a problem and propose a solution accordingly and build a network of the most influential stakeholders whose participation and work are essential for the success of the project. The resultant problem tree is graphically represented at the end of this section (Section 3).

Photos 3-1 and **Photos 3-2** were taken during the workshops.



Photos 3-1 Photos taken during Workshop



Photos 3-2 Round Table/Group Works

3.3 Workshop Results

The analysis of the filled-up surveys by the various stakeholders is presented in the following **Table 3-1** and **Table 3-2**; it includes the expectations from the project in general and the expectations in relation to specific areas to each stakeholder, in particular.

Table 3-1 Stakeholder expectations from the project

Expectations from Project
Establish a comprehensive plan for areas covering energy, water and food
Provide funds for small projects
Spread awareness on water/energy/food related issues and environmental sensitization
Improve agriculture quality, increase agricultural land, farmers' awareness and agricultural investments
Improve the situation in areas related to water and renewable energy
Provide solutions to the society in an eco-friendly manner
Conserve the identity of the area (mountainous)
Development of renewable energy use in the area
Lobbying and advocacy (on laws for electricity generation)
Improve youth engagement in water/food/energy related issues
Reduce environmental impacts by replacing currently used irrigation and power generation methods

Table 3-2 Expected Project Benefits

Expected Project Benefits
Alleviate financial burdens related to water and energy sectors on the public
Support the local economy
Increase the green cover in the area
Build the capacities of related NGOs and municipalities
Raise awareness on agriculture issues
Provide alternative, renewable sources for energy generation
Raise awareness on energy efficiency.

The resources offered by each stakeholder and their activities related to the project are presented in **Table 3-3**.

Table 3-3 Resources and Activities of Stakeholders Related to Energy, Water and Food

Organization	Resources Offered for the Project	Activities related to water management, food security renewable energy and energy efficiency
<ul style="list-style-type: none"> • Municipality of Jededet Al-Chouf 	<ul style="list-style-type: none"> • Human Resources • Provision of needed studies for the project • Support the project 	<ul style="list-style-type: none"> • Collaborating with EBMW in the operation of the wastewater treatment plant, the pumping station and provision of funds for the installation of filters on the water tanks.
<ul style="list-style-type: none"> • Jdeidet Al-Chouf- Baqaata • Women Organizations 	<ul style="list-style-type: none"> • Human Resources • Awareness campaigns 	<ul style="list-style-type: none"> • The provision of an electric generator which supplies Jdeidet Al-Chouf
<ul style="list-style-type: none"> • Municipality of Semqanieh 	<ul style="list-style-type: none"> • Human Resources • Provision of needed studies • Support for the project 	<ul style="list-style-type: none"> • Maximize the benefit from springs and water wells
<ul style="list-style-type: none"> • Al-Shouf Cedar Society / • Shouf Biosphere Reserve (SBR) 	<ul style="list-style-type: none"> • Human Resources • Advocacy with local and national authorities • Ecosystem restoration including water and agriculture 	<ul style="list-style-type: none"> • Develop an advocacy and awareness strategy • Develop an ecosystem restoration plan including water and integrated, ecofriendly agriculture • Develop a capacity building plan for the project stakeholders

Organization	Resources Offered for the Project	Activities related to water management, food security renewable energy and energy efficiency
• Green Orient	<ul style="list-style-type: none"> • Human Resources • Trainings and awareness campaigns 	<ul style="list-style-type: none"> • Conduct workshops, seminars and conferences to raise awareness among students
<ul style="list-style-type: none"> • Ministry of Agriculture / • Agriculture Guidance Center 	<ul style="list-style-type: none"> • Human Resources • LARI (cooperation) • Green Project (hill lakes) 	<ul style="list-style-type: none"> • Provide guidance for farmers regarding the use of drip irrigation and the installation of ponds to harvest water
• LANA Youth Organization	<ul style="list-style-type: none"> • Human and technical resources 	<ul style="list-style-type: none"> • Awareness campaigns on water use and storage (guidance) • Encourage the use of renewable energies • Organizing events to encourage the use of bicycles • Reforestation
<ul style="list-style-type: none"> • Ecotech Solutions Middle East 	<ul style="list-style-type: none"> • Technical Support • Contribute to awareness • High quality products 	<ul style="list-style-type: none"> • Design, deliver and implement green products • LED solutions to hospitals, municipalities • Provide consultancy and studies related to LED and green energy • Deliver and implement solutions • Support in marketing via a budget to be decided later
• Green Alternative Power Sources (GAPS)	<ul style="list-style-type: none"> • Human and technical resources 	<ul style="list-style-type: none"> • Installation of solar water heaters • Installation of solar PV electricity generators • Installation of water sterilizers and air purifiers • LED and solar street lighting
• Electricite du Liban (EDL)	<ul style="list-style-type: none"> • Provision of information on available technologies 	<ul style="list-style-type: none"> • Rehabilitation of the network • Construction of distribution stations • Construction of power generation stations where needed • Replacement of copper cables by insulated cables
• Women's Union / Jdeidet Al-Chouf	<ul style="list-style-type: none"> • Workshops and awareness campaigns • Financial Support 	<ul style="list-style-type: none"> • Conduct seminars and workshop related to food safety and security and environmental issues

Level of interest, influence and knowledge on the issues of energy, water and food and access to high quality information are presented in **Table 3-4**. The levels of influence presented in that Table mostly reflected the opinions of the stakeholders, although some over-exaggerated the influence levels which had to be objectively analyzed and adjusted.

Table 3-4 Level of interest, influence and knowledge on the issues of energy, water and food and access to high quality information

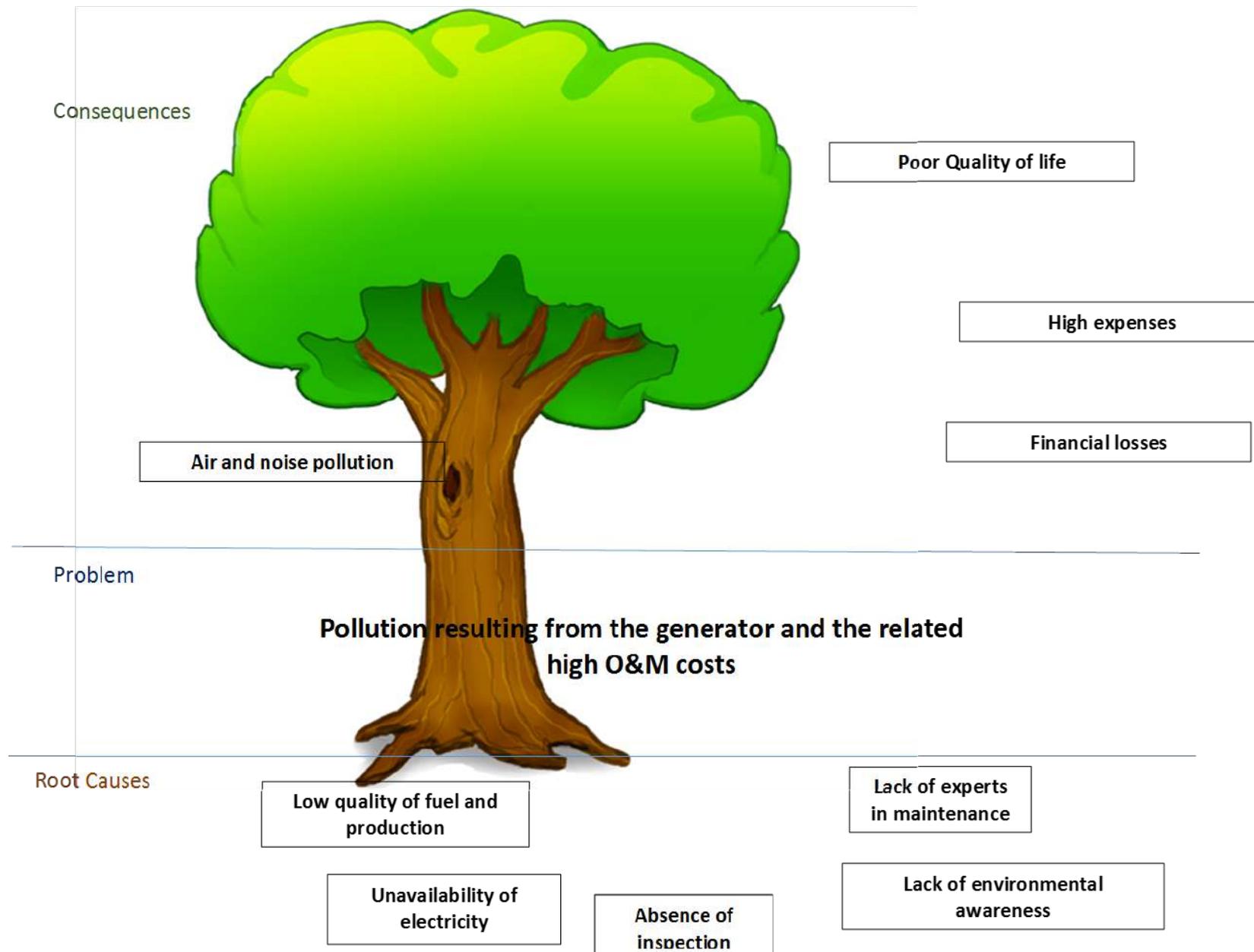
Organization	Municipality of Jdeidet Al-Chouf	Jdeidet Al-Chouf- Baqaata Women Organization	Municipality of Semqanieh	Al-Shouf Cedar Society /SBR	Green Orient	Ministry of Agriculture	L/ANA Youth Organization	Popular Committees	Ecotech Solutions Middle East	GAPS	Electricite Du Liban	Progressive Women's Union
Level of interest in energy	H	H	H	M	H	H	H	H	H	H	H	H
Level of interest in water management	H	M	H	H	H	H	H	H	M	M	M	H
Level of interest in food security	H	M	M	H	M	H	H	H	M	M	L	H
Level of knowledge about energy	M	L	M	M	M	M	H	M	H	H	H	L
Level of knowledge about water	M	L	M	H	L	M	H	M	L	M	L	L
Level of knowledge about food security	M	L	M	H	L	M	M	M	L	M	L	M
Level of knowledge about climate change issues and impact mitigation	L	L	L	H	H	L	M	M	M	H	M	L
Access to high quality information about Energy related issues	L	M	H	M	H	H	H	M	H	H	H	H
Access to high quality information about Water related issues	M	M	H	M	M	M	H	M	L	M	M	M
Access to high quality information about Food security related issues	L	M	H	H	L	M	M	M	L		L	H
Influence on renewable energy issues	L	M	M	M	H	M	M	L	H	H	H	M
Influence on energy efficiency issues	M	H	M	M	H	M	M	L	H	H	H	M
Influence on water management issues	M	M	M	M	M	L	M	L	L	M	L	L
Influence on food security issues	M	M	M	M	M	L	H	H	L	M	L	H

Legend: H= High, M=Medium, L=Low

Table 3-5 attempts at presenting the interrelationships among some of the stakeholders.

Table 3-5 Interrelations among some of the stakeholders

Stakeholders 1	Stakeholders 2
• Municipality of Jdeidet Al-Chouf	• Has relations with all local stakeholders
• Jdeidet Al-Chouf- Baqaata Women Organization	• Jdeidet Al-Chouf Municipality • LANA Youth Organization
• Municipality of Semqanieh	• Jdeidet Al-Chouf Municipality
• Green Orient	• Federation of Municipalities of Chouf Swayjani • Al-Shouf Cedar Society
• Al-Shouf Cedar Society / SBR	• LANA Youth Organization • Green Orient • Ministry of environment (MOE) • FAO • MOA
• MoA	• FAO/ UNDP
• LANA Youth Organization	• Ministry of Social Affairs • Intersos • UNICEF



4. Stakeholder Profiles

This section presents the generated profiles of the stakeholders.

Municipality of Jdeidet Al-Chouf

Address	Jdeidet Al-Chouf- Baqaata
Phone	05/507130
Email	jdeidehmunicipality@gmail.com
Members/ employees	9 members/5 employees
Website	

Contact Person

Name	Hisham El-Fatayri
Phone	03/855122
Email	Fatayrih@yahoo.com
Position	President

Mission
Socio-economic development
Projects and Activities
Development in the food, energy and water sectors
Goals which converge with project
Development of the energy and water sectors.

Needs related to energy, water and food	Supply the existing pumping station with power Install pumping stations for agricultural lands' irrigation
Capacities related to energy, water & food	Increase the amount of potable water Develop solutions for irrigation water supply
Capacities related to energy	Train farmers Provide water
Capacities related to water	
Capacities related to food	

Municipality of Semqanieh

Address	Semqanieh
Phone	05/507109- 05/507997
Email	
Members/ employees	6
Website	www.semqanieh.gov.lb

Contact Person

Name	Helmi Harmoush
Phone	03/667787
Email	
Position	President

Mission
<p>Improving and maintaining infrastructure</p> <p>Issuing building permits</p> <p>Implementing social activities</p> <p>Planning for development projects</p> <p>Assisting in environmental activities</p>
Projects and Activities
<p>Rehabilitation of some archaeological sites.</p> <p>Planning projects for the better exploitation of existing springs and wells</p>
Goals which converge with project
<p>Raising awareness within the community</p>

Needs related to energy	
Needs related to water	Procurement of a land to install a water tank that would supply a deprived area
Capacities related to energy	Human resources
Capacities related to water	Guidance and raising awareness
Capacities related to food	

Ministry of Agriculture- Center of Agricultural Guidance

Address	Deir el Qamar
Phone	05/505227
Email	
Members/ employees	12
Website	

Contact Person

Name	Wissam Abou Daher
Phone	03/505205
Email	
Position	Manager

Mission
Awareness and guidance Agricultural consultancy Inspection in food factories
Projects and Activities
Educate farmers to adopt drip irrigation system and install ponds for water collection Provide seedlings for farmers Provide pesticides and traps
Goals which converge with project
Increase farmer's awareness and rural development.

Needs related to food	Improve agriculture quality
Capacities related to energy	
Capacities related to water	
Capacities related to food	Training sessions and awareness

Lebanese Agricultural Research Institute -LARI

Address	Baakline
Phone	03/905161
Email	fattouch@hotmail.com
Members/ employees	
Website	Lari.gov.lb

Contact Person

Name	Nadine Ouwaydat
Phone	70/041632
Email	
Position	Manager

Mission
Agricultural research Testing samples (water, soil, honey, food products) Weather station operation Precipitation
Projects and Activities
Agricultural seminars Agricultural projects and research
Goals which converge with project
Working on water quality

Needs related to energy, water and food	
Capacities related to energy, water and food	
Capacities related to energy	
Capacities related to water	Testing water (lab technician)
Capacities related to food	Chemical and bacteriological testing of products

MoA- Green Plan

Address	Ramleh Al-Bayda- Baltaji Building- G3- Beirut
Phone	01 853165
Email	
Members/ employees	
Website	www.greenplan.gov.lb

Contact Person

Name	Raymond Khoury
Phone	03 838982
Email	
Position	General Director

Mission
Rural Development including helping farmers and motivating them
Projects and Activities
Agriculture roads, hill lakes and outlets for irrigation systems, Offering Funds for farmers and community services
Goals which converge with project
Support and encourage agriculture activities

Needs related to energy	
Needs related to water	
Needs related to food	
Capacities related to energy	
Capacities related to water	Experts, hydrologists
Capacities related to food	Experts, funds and donations

The Lebanese Center for Energy Conservation

Address	
Phone	00961 (0)1 565 108-101
Email	Energy@lcecp.org.lb
Members/ employees	
Website	www.lcec.org.lb

Contact Person

Name	Rola Tabbara
Phone	00961 (0)1 565 108-101
Email	Energy@lcecp.org.lb
Position	Senior administrative Coordinator

Mission
The Lebanese Center for Energy Conservation (LCEC) is the national energy agency for Lebanon, it is a governmental organization affiliated with the Lebanese Ministry of Energy and Water. LCEC is the technical supporter of the Ministry in all subjects related to energy efficiency, renewable energy and green buildings.
Projects and Activities
<p>The National Energy Efficiency and Renewable Energy Action (NEEREA) is a national financing mechanism initiated by the Central Bank of Lebanon (Banque du Liban-BDL) dedicated to the financing of green energy projects in Lebanon. A sample of the listed projects implemented through this program: Metropolitan & Habtour.</p> <p>The project implemented by Green Power Generation in 2013 is a LED lighting system at the Metropolitan City Center and the Metropolitan Palace Hotel in Sin El Fil. The main components of the installed system are the E14 and E27 4 Watts Queen Series and Candle Queen Series LED lamps. LED tubes are also installed for indirect lighting and common working places like the kitchen and the laundry. 6 Watts LED lamps can be noticed at the entrance of the ballroom in Hilton. This system is meant to reduce the peak load by around 80% and to replace the existing fluorescent lamps.</p> <p>The solution leads to a reduction of 2,007,115 kwh/year in terms of energy, 341,209\$/year in terms of cost and 1,505 tCO₂/year in terms of CO₂ emissions. An energy management system will be also part of the next steps to be conducted by the Metropolitan City Center and the Metropolitan Palace Hotel in order to reduce the electricity use and save greenhouse gases emissions to the environment.</p>
Goals which converge with project
The goals are totally converged with MINARET project especially in the energy field.

Needs related to energy	
Needs related to water	
Needs related to food	
Capacities related to energy	LECE has all the capacities related to energy like experts, finance and professional experience.

Capacities related to water	
Capacities related to food	

Electricite Du Liban

Address	Ainbal
Phone	05/300150
Email	
Members/ employees	25 employees
Website	

Contact Person

Name	Wassim Nasser
Phone	
Email	
Position	Manager

Mission
Production, transfer and distribution of electricity
Projects and Activities
Maintenance of the network Building main stations and factories Distributing electricity
Goals which converge with project
Reduce the cost of electricity bills and mitigate the negative impact on the environment.

Needs related to energy	
Needs related to water	
Needs related to food	
Capacities related to energy	Technicians with high competencies
Capacities related to water	
Capacities related to food	

Al-Shouf Cedar Society / SBR

Address	Maasser Al-Chouf
Phone	05-350250/150
Email	info@shoufcedar.org
Members/ employees	34 permanent staff, 30 seasonal staff 70 members, 150 volunteers
Website	Jam3eyatsaydetjdaydibakaata@outlook.com

Contact Person

Name	Nizar Hani
Phone	05-350250
Email	nizar@shoufcedar.org
Position	Manager

Mission
A world class biosphere reserve where natural and cultural heritage are conserved, resources are treated as wealth, investment receives due care and development is controlled by citizens, businesses and the managing authority
Projects and Activities
Many projects and activities under the four objectives hereunder <ol style="list-style-type: none"> 1. Taking care of the Capital 2. Empowering the management team 3. Supporting the shareholders 4. Putting the SBR on the global map
Goals which converge with this project
Sustainable use of the ecosystems and natural resources mainly forest, water and food management

Needs related to energy, water and food	Knowledge on new innovative technologies
Capacities related to energy, water and food	More than 10 years' experience in ecosystem management including water and food
Capacities related to energy	
Capacities related to water	Water assessment and sustainable management
Capacities related to food	Integrated agriculture, old terraces, high quality processing food production and marketing and ecotourism

Jdeidet Al-Chouf- Baqaata Women Organization

Address	Baqaata
Phone	71/410038- 78/934241

Email	
Members/ employees	26 members
Website	Jam3eyatsaydetjdaydibakaata@outlook.com

Contact Person

Name	Rania El Fatayri
Phone	71/410038
Email	
Position	President

Mission
Disseminate the principles and values of citizenship within the framework of rights and duties Encourage the participation of citizens in local development Evaluate the principles, values and behaviors of citizenships Support the role of women in the development of social and cultural life
Projects and Activities
Implement cultural and educational activities Provide support for students and the elderly Manage the operation of a generator in Jdeidet El-Chouf
Goals which converge with this project
Provide solar power panels to support electricity production in the village. Mitigate pollution and fuel consumption.

Needs related to energy, water and food	Technical and financial support Development of human resources in the organization.
Capacities related to energy, water and food	
Capacities related to energy	Procurement of a generator
Capacities related to water	
Capacities related to food	

Progressive Women's Union – Jdeidet Al-Chouf

Address	Jdeidet Al-Chouf
Phone	71/201449
Email	
Members/ employees	10 members
Website	

Contact Person

Name	Raeda Beaini Sarieddine
Phone	78/951941- 05/310387
Email	raedabeaini@hotmail.com
Position	Member

Mission
Raising awareness Activating the role of women in the community.
Projects and Activities
Courses with official certificate Sewing, drawing, makeup and flower arrangement sessions Activities for children
Goals which converge with project
Claiming the female quotas Empowerment of rural women Fighting the violence against women and the prostration of women.

Needs related to energy	Knowledge and use of alternative energy
Needs related to water	Awareness and knowledge about the management of water investment projects
Needs related to food	Awareness on the current economic situation
Capacities related to energy	
Capacities related to water	Awareness campaigns related to water
Capacities related to food	Organize workshops to educate people about this component

LANA Youth Organization

Address	Jdeidet El-Shouf
Phone	03/755125
Email	Bahaazghayar@gmail.com
Members/ employees	3
Website	

Contact Person

Name	Bahaa Zghayar
Phone	03/755125
Email	
Position	President

Mission
Financial support for people in need, human resources and socio-economic development.
Projects and Activities
Awareness sessions, environmental projects, sport activities and service projects
Goals which converge with project
Human resources development Improvement of the socio-economic situation Finding solutions for the problems facing communities.

Needs related to energy	Funds for projects related to the energy and alternative energy sectors
Needs related to water	Funds
Capacities related to energy	Raising awareness and encouraging the use of alternative energy
Capacities related to water	Training sessions about water conservation.
Capacities related to food	

Green Orient

Address	Baakline Al-Marj, Shouf, Lebanon
Phone	81 600391
Email	Greenorient1@gmail.com
Members/ employees	2 nutritionists among its members
Website	

Contact Person

Name	Nabil Saredidine
Phone	03 823879
Email	nabilmm@hotmail.com
Position	Manager

Mission
Natural Heritage conservation and Development
Projects and Activities
Awareness, training, rural development and organic agriculture Technical experience in the water sector.
Goals which converge with project
Raise awareness and minimize pollution

Needs related to energy	
Needs related to water	
Needs related to food	
Capacities related to energy	
Capacities related to water	Experience in the water sector
Capacities related to food	Training in the organic farming field

Ecotech Solutions Middle East

Address	Baqaata- El Shouf
Phone	05/503603- 76/505605
Email	info@ecotechsolutions.me
Members/ employees	
Website	www.ecotechsolutions.me

Contact Person

Name	Ghassan Audi
Phone	71/155165- +966560000526
Email	ghassan.audi@ecotechsolutions.me
Position	Co-Founder & CEO

Mission
Ecotech is committed to the environment. Design, sell, implement after sales services, support green technologies (solar system, LED, security, etc.)
Projects and Activities
Design, implement, support and sell products related to solar systems, LED, etc.
Goals which converge with project
Support the implementation of the best green technologies. Expand their business

Needs related to energy	24/7 green power at a low cost Arrange financial aids to support community to be able to switch lightning products to LED for example
Needs related to water	Supply Clean water
Needs related to food	Healthy food and environment
Capacities related to energy	A qualified team to determine requirement and solutions- electrical engineers with 3 years of professional experience.
Capacities related to water	
Capacities related to food	Limited capacities

Intello.comp

Address	Ainbal
Phone	03/194565- 03/901868
Email	Ashwak.bn.sd@hotmail.com
Members/ employees	
Website	

Contact Person

Name	Wael Saredidine
Phone	03/901868
Email	
Position	

Mission
Water purification Provide, implement and maintain water filters
Projects and Activities
Selling and maintaining water filters for houses and institutions.
Goals which converge with project
Serving local community in the field of water filtering and providing water with good specifications and conditions

Needs related to energy	
Needs related to water	
Needs related to food	
Capacities related to energy	
Capacities related to water	Lab technician in LARI- MOE Labs for water testing
Capacities related to food	

GAPS – Green Alternative Power Sources

Address	Bakaata Main street- Shouf - Lebanon
Phone	03 334555
Email	info@gapssolar.com
Members/ employees	
Website	

Contact Person

Name	Marwan Kiwan
Phone	03 334555
Email	info@gapssolar.com
Position	Owner & General Manager

Mission
Installation of solar panels and water filters
Projects and Activities
Goals which converge with project

Needs related to energy	
Needs related to water	
Needs related to food	
Capacities related to energy	Renewable energy experience, Energy efficiency
Capacities related to water	
Capacities related to food	

UNDP/United Nations Development Programme

Address	Arab African International Bank Bldg., Riad El Solh Street, Nejmeh, Beirut 2011 5211 Lebanon
Phone	+ 961-1-962500
Email	registry.lb@undp.org
Members/ employees	
Website	www.lb.undp.org

Contact Person

Name	Mr. Luca Renda
Phone	00961 1 962500/ 01 981944
Email	registry.lb@undp.org , info@cedro-undp.org
Position	Country Director

Mission
The CEDRO 4 project is a three-years (2014-2016) European Union (EU) funded project aiming to continue the on-going assistance provided by the UNDP to the Government of Lebanon to develop and implement a national sustainable energy strategy and action plans to mitigate climate change.
Projects and Activities
<p>CEDRO aims to:</p> <ul style="list-style-type: none"> • Support the Ministry of Finance to lessen public and private financial burdens related to energy expenditure, reducing therefore income burden and increasing security of supply. • Support the Ministry of Energy and Water to promote renewable energy up to 12% of the energy mix by 2020 and increase energy efficiency by 5%. • Promote small-scale renewable energy sources through demonstration projects, capacity building and awareness-raising on the one hand and analysis on renewable energy resources in terms of potential and policy recommendations. • Enhance the drive towards a green economy, creating new 'green' jobs, particularly through engaging the private sector. <p>Hanging Gardens is one of the implemented projects. The UNDP CEDRO project, in a joint venture with the Central Bank of Lebanon, has implemented the first hydroponic intensive green roof on one of the Bank's main buildings in Hamra. Roof gardens provide additional roof insulation, which would reduce the air conditioning need in the space below it. Furthermore, the garden enhances the building aesthetically and helps reduce CO₂ emissions while providing an outdoor scape for the employees to network.</p> <p>Other activities include: powering from waste, powering from hydro, solar lit port, etc.</p>
Goals which converge with project

Needs related to energy	
Needs related to water	

Needs related to food	
Capacities related to energy	Studies, experts.
Capacities related to water	
Capacities related to food	

UNDP- Small Decentralized Renewable Energy Power Generation - DREG

Address	Ministry of Energy and Water- Beirut – Lebanon
Phone	01 565090
Email	Jil.amine@undp.org
Members/ employees	
Website	www.lb.undp.org/DREG

Contact Person

Name	Jil Amin
Phone	01 565090
Email	Jil.amine@undp.org
Position	Project Manager

Mission
The Small Decentralized Renewable Energy Power Generation Project, also known as DREG, is funded by the Global Environment Facility (GEF), it is nationally executed by the Ministry of Energy and Water (MoEW) of the Government of Lebanon in coordination with the Lebanese Center for Energy Conservation (LCEC) and is implemented by the United Nations Development Programme (UNDP).
Projects and Activities
<p>The project aims at reducing greenhouse gas emissions through the removal of barriers in order to widely spread application of decentralized renewable energy-based power generation which will be achieved through three outcomes:</p> <ol style="list-style-type: none"> 1. Investments in decentralized renewable energy (RE) power generation increased <ul style="list-style-type: none"> ▪ The project will provide co-financing for the selected projects in the form of a grant ▪ Project ranking will follow the “best value for money” approach: projects requesting the smallest grant contribution per the projected kWh to be generated are prioritized for support ▪ Provision for the establishment of a longer-term financing mechanism which can sustain market growth after by approaching eventual complementary Government and donor grant funding and by facilitating the development of a proposal for an RE-based NAMA 2. An enforced supportive policy and regulatory environment for attracting investments for privately owned, grid-connected power generation by RE sources by addressing the following topics: <ul style="list-style-type: none"> ▪ Updated and harmonized technical guidelines for connecting different types of RE plans into the grid by private producers and ensuring problem-free operation ▪ The conditions for selling electricity to the grid, addressing issues such as required licenses, purchase obligations of the utility, mechanisms for setting up feed-in tariffs and other financial and/or fiscal support mechanisms ▪ Net/smart-metering and the required changes in the construction and building norms and regulations to facilitate better integration of RE into buildings’ energy supply ▪ The quality control of products and services available in the market ▪ Sample documents to guide the project developers and investors to apply for the required licenses and financial support

3. Monitoring and quality control for RE-based decentralized power generation established and operational

- Raise awareness of what decentralized RE PG can offer to stakeholders
- Ensure quality of the products and installations through an effective quality control system and increased consumer awareness
- Establish a market monitoring methodology to keep track of the annual sales, installed capacity, cost and annual electricity supply contribution of RE systems
- Installations quality control: Education and training, with the help of universities and professional schools, are required in order to produce a skilled workforce capable of producing work which is ready to be evaluated by the to-be-created certification and inspection schemes
- Evaluation of testing facilities and training opportunities

Goals which converge with project

Needs related to energy	
Needs related to water	
Needs related to food	
Capacities related to energy	Funds
Capacities related to water	
Capacities related to food	

FAO- Food & Agriculture Organization

Address	Baabda Rayes street- Rayess Building- Lebanon
Phone	05 924005
Email	Fao-lb@fao.org
Members/ employees	
Website	www.fao-lb.org

Contact Person

Name	Maurice Saade
Phone	05 924005
Email	Maurice.saade@fao.org
Position	FAO representative

Mission

Lebanon joined FAO in 1945 and cooperation was further strengthened in 1977 with the establishment of a FAO country office in Beirut. Over the years, assistance has focused on the promotion of sustainable development of the agriculture sector, in close collaboration with the Ministry of Agriculture and other relevant ministries. More recently, FAO has been supporting the coordination and planning mechanism for humanitarian assistance to Lebanon in the context of the Syria crisis.

FAO support has been focusing on rural development, resilience and sustainable natural resource management as follows:

1. Promoting rural development and poverty alleviation. Activities include support to agricultural production systems in order to overcome agricultural constraints, boosting investment in agriculture and assisting small-scale and poor farmers in their efforts to reduce production costs, increase quality and overcome post-harvest barriers. Strengthening agricultural cooperatives and farmers associations is another key component.
2. Enhancing the resilience of communities hosting Syrian refugees. Investments in agriculture and agri-food value chains are being promoted with a view to generating employment and other livelihood opportunities, particularly in the main agricultural regions where the majority of host communities are located.
3. Promoting sustainable management of natural resources. Activities include the application of climate-smart agricultural technologies, including efficient irrigation techniques, good agricultural practices and support to long-term reforestation efforts, e.g. the Government's "40 Million trees Programme".

Projects and Activities

Food security and resilience of the agricultural sector:

- Sanitary, phyto-sanitary and food safety
- Sustainable agricultural production
- Sustainable natural resources management
- Data and policy support in agriculture including strengthening of social protection systems.

Goals which converge with project

- Increasing the role of the rural women, supporting the agriculture sector.

Needs related to energy	
Needs related to water	
Needs related to food	
Capacities related to energy	
Capacities related to water	
Capacities related to food	Funds, training and development

5. Stakeholder Analysis

Stakeholders were classified as primary and secondary stakeholders based on the following definitions:

- Primary stakeholders are persons and groups that are ultimately affected by the project. This includes intended beneficiaries or those negatively affected.
- Secondary stakeholders, are intermediaries in the process of delivering aid to primary stakeholders and those who are indirectly affected by the project.
-

Based on questionnaire answers, namely these questions:

What are the organization's expectations for the project?

” and “

What benefits are there likely to be for the organization?

”, the interests of each stakeholder were deduced. Then the potential project impact was evaluated and the relative priority of interest was set.

The relative priority of interest for each stakeholder was set based on the importance of each stakeholder, defined as: “Importance indicates the priority given to satisfying stakeholders' needs and interests through the project”. Accordingly, a scale ranging from 1 to 5 was chosen to indicate the level of importance of each stakeholder, 1 having low importance and 5 having high importance.

As a result of this analysis, **Table 5 1** was obtained. It classifies the stakeholders as primary and secondary, presents their interests, the potential impact of the project on these interests and their relative priorities.

Table 5-1 Stakeholder Interests, Potential Impact of Project on Interests and Relative Priority of interests.

Stakeholder	Interests	Potential Project Impact	Relative Priorities of interests
Primary Stakeholders			
Municipality of Jdeidet Al-Chouf	<ul style="list-style-type: none"> • Achievement of targets • Develop integrated management plans related to energy, water and agriculture for the area • Capacity building • Increased awareness on energy saving issues 	(+) (+) (+) (+)	5
Municipality of Semqanieh	<ul style="list-style-type: none"> • Achievement of targets • Increased awareness on energy, water and food issues 	(+) (+)	5
Jdeidet Al-Chouf	<ul style="list-style-type: none"> • Installation of solar panels to support power generation 	(+) (+)	5

Stakeholder	Interests	Potential Project Impact	Relative Priorities of interests
Baqaata Women Organization	<ul style="list-style-type: none"> Reduction of financial burden (for the operation of generator) 		
Al-Shouf Cedar Society / SBR	<ul style="list-style-type: none"> Technical support (studies and research) Ecosystem restoration and management Capacity building for the stakeholders (training of trainers) Develop marketing strategy for the agro products 	(+) (+) (+) (+)	4
LANA Youth Organization	<ul style="list-style-type: none"> Reduction of the electricity cost Provision of solutions for electricity cuts and alternative power sources. 	(+) (+)	2
Popular Committees of Jdeidet Al-Chouf	<ul style="list-style-type: none"> Integrated management plan Reduction of electricity cost Improvement of agriculture quality Provision of job opportunities 	(+) (+) (+) (+)	5
Progressive Women's Union / Jdeidet Al-Chouf	<ul style="list-style-type: none"> Empowerment of youth Reduction of environmental degradation 	(+) (+)	5
Syrian refugees	<ul style="list-style-type: none"> Provision of good quality food Creation Job opportunities 	(+/-) (+)	5
Farmers	<ul style="list-style-type: none"> Loans and easements Provision of irrigation water Capacity building Finding markets 	(+/-) (+) (+) (+)	5
Water cistern owners	<ul style="list-style-type: none"> Increase sale Increase profit 	(-/+) (-/+)	1
Generator owners	<ul style="list-style-type: none"> Increase sale Increase profit 	(-/+) (-/+)	1
• Secondary Stakeholders			
Ecotech Solutions	<ul style="list-style-type: none"> Profit Sales Enhancement of public image 	(+/-) (+/-) (+)	3
Center for Agricultural Guidance (MoA)	<ul style="list-style-type: none"> Improved agriculture quality Increased agricultural land surface area Increased farmers awareness Increased investment in agriculture 	(+) (+) (+) (+/-)	1
Electricite Du Liban	<ul style="list-style-type: none"> Increase Renewable Energy use Increased Energy efficiency 	(+) (+)	1

Stakeholder	Interests	Potential Project Impact	Relative Priorities of interests
GAPS	<ul style="list-style-type: none"> • Conserve the area's identity • Profit • Sales • Public Image 	(+) (+/-) (+/-) (+)	3
Green Orient	<ul style="list-style-type: none"> • Raised environmental awareness • Increased energy efficiency • Increased agricultural area • Capacity building 	(+) (+) (+) (+)	2
Intellocomp	<ul style="list-style-type: none"> • Increase profit • Increase sales • Public image 	(+/-) (+/-) (+)	2
LARI	<ul style="list-style-type: none"> • Achievement of targets • Provide good drinking water quality • Development 	(+) (+) (+)	2
Green Plan	<ul style="list-style-type: none"> • Improve agriculture quality • Help and motivate farmers to cultivate their land • Increase agriculture area 	(+) (+) (+)	2
MoEW Establishment of the Water of Beirut and Mount Lebanon	<ul style="list-style-type: none"> • Achievement of targets • Improving the water distribution network 	(+) (+)	2
MoEW LCEC	<ul style="list-style-type: none"> • Achievement of targets • Promote renewable energy 	(+) (+)	2
Ministry of Finance			
Ministry of Economy and Trade			
IDAL			
Schools and universities	<ul style="list-style-type: none"> • Empower youth • Raise Awareness on energy, water and food issues 	(+) (+)	3
Association of Traders	<ul style="list-style-type: none"> • Increase sales • Increase profit 	(+) (+)	1
ESFD	<ul style="list-style-type: none"> • Achieve targets • Create Job Opportunities • Improve living conditions of underprivileged communities 	(+) (+) (+)	1
UNDP (CEDRO)	<ul style="list-style-type: none"> • Identify alternative energy sources • Achieve targets 	(+) (+)	1
Religious Notables			1

Legend: (+) = Positive Impact; (-) = Negative Impact; (+/-) = Positive or Negative Impact

On the other hand, the influence of a stakeholder was assessed based on the following definition: “Influence is the power which stakeholders have over a project - to control what decisions are made, facilitate its implementation, or exert influence which adversely affects the project”. Influence is perhaps best understood as the extent to which people, groups or organizations (i.e. stakeholders) are able to persuade or coerce others into making decisions and following certain courses of action. Based on the latter and on consultations with the mayors of Jdeidet Al-Chouf and Semqanieh, the most influential stakeholders in the area are the Progressive Social Party, represented by the Progressive Women’s Union, followed by the municipality, religious notables and key players in the town.

Key stakeholders are “those who can significantly influence, or are important to the success of the project”. Thus, by analyzing the influence and importance of stakeholders related to the project, key stakeholders can be identified.

Table 5-2 presents a matrix classification of the stakeholders according to their relative importance and influence.

Table 5-2 Matrix Classification of Stakeholders According to Relative Influence on and Importance to the Project

High Importance	BOX A	BOX B
	<ul style="list-style-type: none"> • Popular Committees of Jdeidet Al-Chouf • Population of Jdeidet Al-Chouf and Semqanieh • Syrian Refugees • Jdeidet Al-Chouf- Baqaata Women Organization • Progressive Women’s Union – Jdeidet Al-Chouf • LANA Youth Organization • Al-Shouf Cedar Society / SBR • Green Orient • Schools and Universities • Farmers 	<ul style="list-style-type: none"> • Municipality of Jdeidet Al-Chouf • Municipality of Semqanieh
Low importance	BOX D	BOX C
	<ul style="list-style-type: none"> • Echotech Solutions Middle East • Green Alternative Power Sources • Water Cisterns Owners • Generator Owners • Association of Traders • Intellocomp • FAO 	<ul style="list-style-type: none"> • Ministry of Agriculture • Lebanese Agriculture Research Institute • Ministry of Energy and Water • Ministry of Economy • Ministry of Finance • Investment Development Authority of Lebanon • Establishment of The Water of Beirut and Mount Lebanon • Electricite Du Liban • The Economic and Social Fund for Development • Progressive Social Party • Religious Notables
	Low Influence	High Influence

The key stakeholders are those in boxes A, B and C: those who have high influence, high importance or both.

The proposed roles of the stakeholders are presented in **Table 5-3**

Table 5-3 Proposed Roles for Stakeholders

Stakeholder List	Proposed Role
Municipality of Jdeidet Al-Chouf	• Partner
Municipality of Semqanieh	• Partner
Jdeidet Al-Chouf - Baqaata Women Organization	• Awareness campaigns
Progressive Women's Union – Jdeidet Al-Chouf	• Awareness campaigns • Organize workshops
Popular committees – Jdeidet Al-Chouf/Baqaata	• Awareness campaigns
Echotech Solutions Middle East	• Technical support: renewable energy
Green Alternative Power Sources	• Technical support: renewable energies
Al-Shouf Cedar Society/SBR	• Technical and administrative support • Linkages with national and international potential partners • Linkages with other donors
Green Orient	• Awareness and training sessions for farmers: organic farming field • Technical support: water sector
LANA Youth Organization	• Awareness campaigns: use of renewable energy and water conservation
Ministry of Agriculture - Center of agricultural guidance	• Training sessions for farmers and awareness campaigns
Ministry of Agriculture - Green Plan	• Technical support: water and agriculture • Funding
Lebanese Agriculture Research Institute	• Technical support: testing for water and food qualities
Ministry of Energy and Water LCEC	• Technical support: energy and funds
Investment Development Authority of Lebanon	• Funds
Establishment of The Water of Beirut and Mount Lebanon	• Consulting / permitting, implementing
Schools and Universities	• Awareness campaigns
Farmers	• Beneficiaries
Electricite Du Liban	• Technical support
The Economic and Social Fund for Development	• Funds (loans) and advisory services
Intellocomp	• Technical support: lab testing
FAO	• Food: Funds, training and development
UNDP	• Technical support: studies and experts in energy (CEDRO) • Funds (DREG)

The key stakeholders who have a high influence on a project and the secondary stakeholders who can help in the design and implementation of a project are listed in **Table 5-4** for energy, water and food.

Table 5-4 List of Key and Secondary stakeholder in each of the NEXUS Sectors

Sector	Key Stakeholders	Secondary Stakeholders
Energy	Municipality of Jdeidet Al-Chouf Municipality of Simqanieh Jdeidet Al-Chouf- Baqaata Women Organization Electricite du Liban	Echotech Solutions Middle East GAPS LCEC UNDP (DREG & CEDRO)
Water	Municipality of Jdeidet Al-Chouf Municipality of Simqanieh MoEW EWBM	MoA – Green Plan Al-Shouf Cedar Society/SBR LANA Youth Organization
Food	Municipality of Jdeidet Al-Chouf Municipality of Simqanieh Green Orient Al-Shouf Cedar Society/SBR	Intello.comp Green Orient MoA- Green Plan FAO MoA- Center of Agricultural Guidance LARI

The key and primary stakeholders share common concerns:

- high cost of energy
- insufficient water supply specifically at the end of the dry season
- quality of the received water
- quality of river water
- weakness of agriculture in the area

The most vulnerable groups seem to be Syrian refugees and some of the poor families. However, according to the Mayors of Jdeidet Al-Chouf and Semqanieh, they all have access to water and electricity.

The population of Jdeidet Al-Chouf is represented by the popular committees whose roles are to assess the needs of the people, express them to the local authorities and try to help.

6. Risk Assessment

Due to political support and local authorities willingness to empower and work with the civil society and develop capacities in various sectors, the main correlated risks to any successes of initiatives maybe of **legal** nature, **availability of land** and/or **lack of motivation**. The **dependence on political lobbying** is in some cases a risk by itself and such reliance should not be overstated as it could hamper entrepreneurship and self-reliance.

Although, **schools** are cited as target groups and they can play a major role in awareness raising and capacity building, their active participation is contingent on **timely / timing events** and understanding their scholastic calendars.

Media is also cited as a target group but needs to be monitored and well informed.

Lack of finance on the municipal level and the inability for municipalities to raise capital for specific projects, underscore the dependency on external funding sources. This dilemma can be addressed by the empowerment of other stakeholders, such as local NGO's to seek funding and then implement those specific projects in collaboration with local authorities. Therefore, a possible risk could be: a change in the leadership on the municipality level.

General security and political stability is a risk, although not pronounced in this region.

Lack of knowledge and clear understanding of the elements, needs and opportunities within the energy, water and food sectors and their interrelationships and interdependencies, may hamper the progress of development and stakeholders' involvement. This issue further underscores the importance of capacity building, awareness raising, knowledge transfer and the need for coaching by experienced organizations operating in relative areas, in general.

7. Conclusions and Recommendations

The actual process has launched coordination and cooperation processes with local authorities, brought visibility to local NGOs and shed light on area of need on the national level and vice versa whereby local NGOs were introduced directly to different funding mechanisms offered by central and international agencies.

Some stakeholders have a false or exaggerated perception about their influence on certain sectors such as energy. This issue is of interest as it reflects lack of understanding of methods and tools in deploying modern technologies, such as in the renewable energy sector. Furthermore, it underscores the need for training, clarifications, awareness raising and understanding economic drivers and barriers to the introduction of new technologies.

When going to specifics, both ACS and MORES concur on the following:

- The area of Jdeidet Al-Chouf - Semqanieh is a good choice for implementing the NEXUS approach,
- The local authority is eager to support the project and collaborate through the various stages,
- The identified NGOs can develop into key actors.

Green Orient, Lana NGOs and Jdeidet-EI-Chouf women are small NGOs but very effective in the region. They can help in implementing various project components, namely the capacity building for different stakeholders, awareness activities at schools and for the general public, etc.

Al-Shouf Cedar Society can play a strategic role in linking the municipality with the national and international initiatives related to water, food and energy, as well as enhancing the agriculture sector to become more productive and eco-friendly.

A need exists for training key and primary stakeholders (through training-of-the-trainers programs) to build capacities of community members, sustainable use of resources and achieve behavioral change. Key stakeholders, such as the local authorities, ought to integrate high-level messages when designing communication and engagement plans.

For effective project implementation, it could be prudent to establish a supportive NEXUS committee that represents key stakeholders.

Organizing study tours for key stakeholders to visit successful initiatives in other countries such as Sweden, Germany, etc. ought to be considered, as similar initiatives in the past on the level of the municipalities and the Federation had spurred development and implementation of environmental protection related projects.

An effort seems to be needed to support municipalities in developing strategic thinking that accounts for stakeholders' concerns in light of the MINARET project objectives.

It should be noted that two projects were proposed during the workshops that fall under the MINARET framework:

- The installation of a photovoltaic solar system to drive a transfer pump that supplies water from the Barouk River to the agricultural land within Jdeidet El-Shouf jurisdiction. This project employs renewable energy, improves the efficiency of water consumption and supports agriculture by providing irrigation water.
- The deployment of a hybrid PV diesel save-fuel controller.

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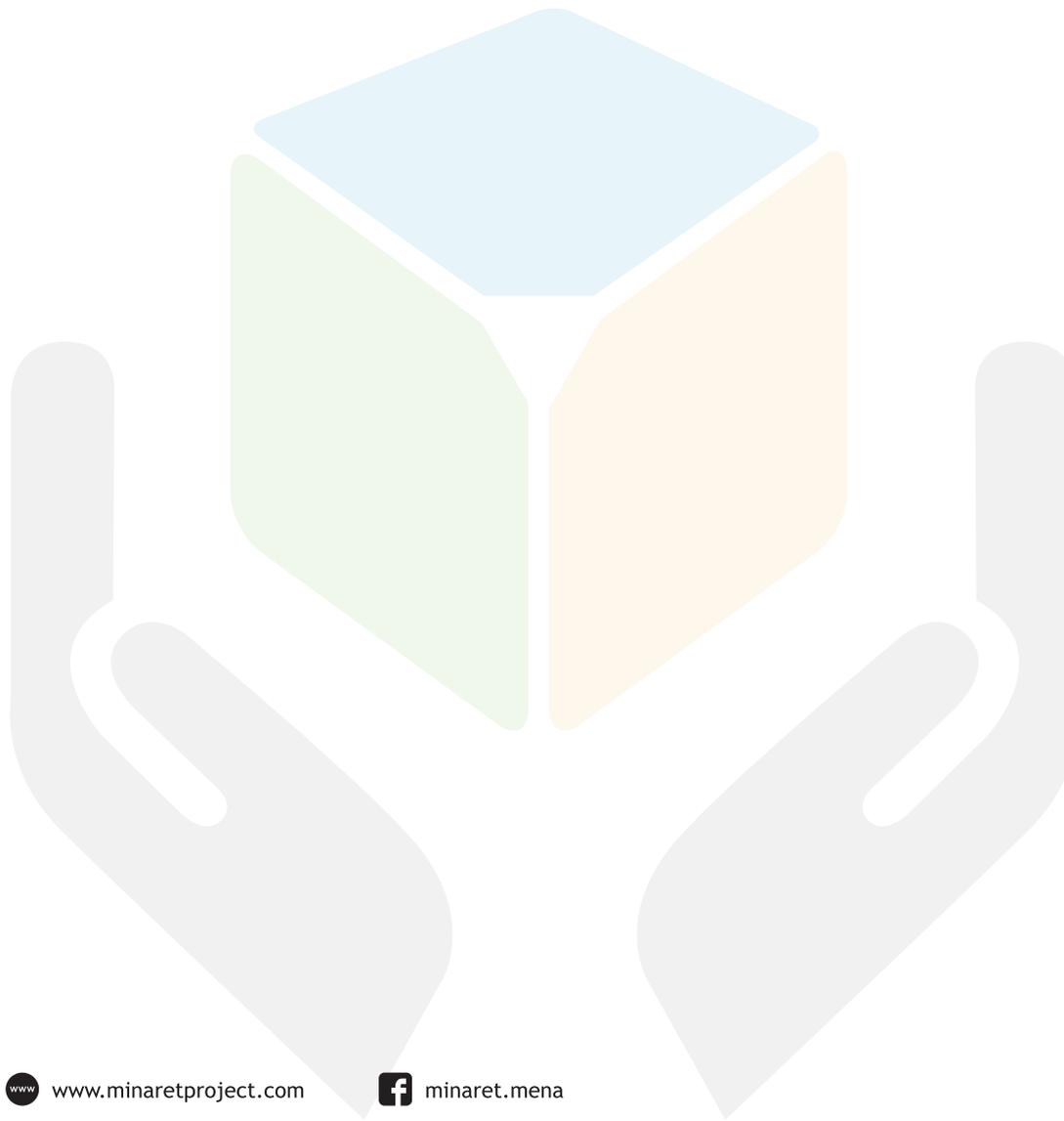
Appendix A List of Workshop Participants

Appendix B Workshops PowerPoint Presentations

Appendix C Questionnaires

Appendix D Answered Questionnaires

Appendix E Selected Media Coverage



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National Energy Research Center / Royal Scientific Society (NERC/RSS) P.O.Box: 1945 Jubeiha, Amman 11941 Jordan Tel: +962 6 5338014/42 Fax: +962 6 5338043

