Support to Women Cooperatives and Associations in the Agro-food Sector of Lebanon

GCP/LEB/030/CAN

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Impact
Contribute to the reinforcement of Lebanese local economies and social stability by empowering and improving the livelihoods of rural women in Lebanon.

Objective
150 women coop/assoc. have a grant and labor vouchers to implement a business
Empowerment of Women Coops in Lebanon

Output 1
Gender Equality Awareness and basic training
- GBV Ars
- Basic Training

Output 2
GDC
- Gap analysis & needs assessment for GDC
- QMS & capacity building
- Gender Analysis in Agrofood sector
- Support to MOA services

Output 3
Gender in Agro-food sector: Needs & Opportunities
- Identification of opportunities & potentialities

Output 4
Increase knowledge
- Training of facilitators
- Call for Interest
- Business plans development

Output 5
Increase capacity
- Facilitators Coaching to women
- Grant Transfer System
- Employment Voucher System
- Coaching
- Supply market linkages

Output 5
Support to MOA services

Support to MOA services
Output 1: Gender Equality Awareness Campaign & Basic Training

Act.1.1: Gender Equality Awareness Campaign
Act.1.2: Basic Training
Act.1.3: Gender-Based Violence Awareness
Activity 1.1: Gender Equality Awareness Campaign

Pre-awareness Data collection

Generate data, findings and analysis to understand:

- values perceptions and attitudes
- social norms
- everyday beliefs
- behaviours of men and women
- family patterns of gender roles
- implication of gender inequality on boys and girls personality
- interplay of the change
- drivers and the barriers for change
- Etc...

Women Focus Group Discussions:

- Targeting 320 rural women
- 16 FGDs (2/Mohafazat)
- 20 women/group

Family Discussion Groups:

- Targeting 480 influencers
- 16 FGDs (2/Mohafazat)
- 30 influencers per group

Target: 500 families (50% Syrian)
Activity 1.1: Gender Equality Awareness Campaign

Use findings of data collection and analysis to adapt and contextualize the gender equality awareness campaign

**Traditional Awareness Sessions:**
- Targeting 1000 families: (50% Syrian)
- 1 or 2 sessions per Caza over 25 cazas
- 30 participants/session from 5 different villages of the Caza itself.

**Awareness Sessions applying GALS Methodology:**

A community led methodology to empower women and men. It can treat of Violence, decision making, property ownership, gender justice. It provokes discussion and rapidly identify actions which could lead to rapid tangible valued changes in a short period of time through participants’ own actions in their households and communities.

- 13 days duration
- 5 GALS to be applied in different Mohafazats
- 20 participants/group (men & women)
Activity 1.2: Basic training

**Curriculum**
- Business basics
- Sustainability,
- Marketing,
- Communication,
- Value Chain,
- Quality and Safety,
- “My COOP” training package,
- Constructive dialogue and negotiation,
- Building a common vision,
- GBV, PSEA,
- Ethical behaviour and prevention of fraud.

**Target**: 500 Leb. women + 250 Syrian women/girls
Compensated by a “Rewarding Points System” Laurel leaves
Rewarding system
Activity 1.3: Awareness on Gender-Based Violence

**Target:** 1200 registered Syrian women/girls - farm labourers

40 awareness raising sessions
Output 2: Increased capacity of the General Directorate of Cooperatives (GDC) / Legalization of NOWARA

Act. 2.1: Gap Analysis/ Needs assessment for GDC
Act. 2.2 : Capacity building /MIS
Act. 2.3 : Quality Management System/ Capacity building
Act.2.1: Gap Analysis/ Needs assessment for GDC

- Analysis of the current work and GDC capacities
- Identification of existing gaps, challenges, needs
- Road map preparation for GDC to follow

Who: National consultant in Quality Management System

NOWARA

Explore options for institutionalization/legal registration of NOWARA

Who: National consultant expert in legal and institutional issues
Activity 2.2 : Capacity building /MIS

**GDC**
- Update & overall development of GDC’s MIS
- Integrate sex and age dis aggregated data
- Improve of GDC’s IT resources
- Training & on-job trainings of employees

**NOWARA**
- Upgrade the website
Activity 2.3 : Quality Management System/ Capacity building

GDC

• Road map implementation for the GDC to become compliant with the QMS
• Preparation of a vision and strategy (gender sensitive)
• Preparation and delivery of a package of capacity building to the GDC personnel
• Preparation & provision of training materials & SOPs or manuals for GDC staff to improve their fulfillment of all their mandate
• Provision of training for different topics
Output 3: Gender Analysis in Agro-food sector: Needs & Opportunities

Act.3.1: Gender Analysis in Agro-food Sector

Act.3.2: Identification of opportunities & potentialities

Act.3.3: Support to MOA services
Activity 3.1: Gender analysis of the Agro-food sector

- Better understanding of the women's and men's roles in the agro-food sector
- Identify areas of inequalities
- Highlight women's challenges & opportunities within households & existing agro-food cooperatives/associations

Dimensions / coverage:
- Plant production, animal production, forestry, fisheries, aquaculture, food-processing
- Value chain approach
- Individual women/ women cooperatives/ economic sector
- Access to productive resources and services, power and agency (capabilities, self-confidence, decision making power)

How: Literature review, survey, Focus group discussions, qualitative and quantitative data
Activity 3.2: Opportunities and potentialities

Identify opportunities in:

- Existing women accessible value chains
- Traditionally men reserved value chains
- New value chains

- Improve women inclusion & performance in the agro-food sector promote women leadership
- Identify relevant arrangements & mechanisms related to the cooperatives laws or regulations that may be better applied to achieve obj.1

Ideas for business plans
Activity 3.3 : Support to MOA services

- Create linkages between MOA services and cooperatives
- Upgrade MOA’s capacity
- Enable MOA better assist cooperatives in their respective regions, responding to their needs of technical nature

**How:** Inclusion of MOA staff in training activities with Subject matters specialists
Output 4: Increased Knowledge / Business plan

Act. 4.1: Training of facilitators
Act. 4.2: Call for Interest
Act. 4.3: Facilitators coaching to women
Act. 4.4: Business plans development
Activity 4.1. : Training of Facilitators

Facilitators :
- 20 facilitators / 4 supervisors / 1 Master facilitator (10 women)
- GDC staff/ MOA extension staff/ NGOs/ Lead farmers
- Covering all geographical areas
- Selection criteria
- Trained to train and coach the cooperatives

Curriculum :
- Basic package of Output1
- Technical trainings, Value chain
- Farm Business School
- Business Plan Development
Activity 4.2. : Call for Interest

- Wide outreach: Women/Coops/Associations
- Calls for interest, announcements, communication strategy and media channels
- Women should undergo basic trainings to be considered for eligibility in Act.4.3
- Build database
Activity 4.3 : Facilitators coaching for women

Facilitators will:

• Provide coaching sessions to Coop/assoc.: 10 visits / coop
• Train coops/assoc. through FBS approach on business related topics
• Conduct preliminary feasibility studies for expressed ideas of interest received
• Coached by the specific Subject matter specialists, they train on technical matters and value chains
Activity 4.4 : Business plan development

Facilitators guide 360-500 representatives of coop (200-250 Coop/Assoc.) to develop a business plan

• Facilitators train coops/assoc. through FBS approach on business related topics
• Facilitators conduct preliminary feasibility studies for expressed ideas of interest received
• Coached by the specific Subject matter specialists, facilitators will train and adapt on technical matters

2 women representatives/coop remunerated 200 USD

Target : 200 -250 Business plans developed
Select : 150 Best ones
Activity 4.4 : Business plan development

Select : 150 Best ones

Selection criteria include :

• Robustness of business plan and feasibility study
• Number of rewarding points collected through the training
• Environmental safeguard
• Inclusion of people with special needs
• Inclusion of youth
Output 5: Increased capacity of Women Coop/Assoc.

Act.5.1: Grant Transfer System
Act.5.2: Coaching
Act.5.3: Employment Voucher System
Act.5.4: Supply Market Linkages
Act.5.5: Monitoring & Evaluation
Activity 5.1 : Grant transfer

• Coaching continues to validate the production activity
• Signature of contract with coops (USD 8000 – USD 12000)
• Transfer of first installment based on first milestone
Activity 5.2 : Coaching

- Coaching continues for execution of business plan
- Transfer of second installment based on second milestone
- Linkages with value chain stakeholders
Activity 5.3 : Employment vouchers

- Coaching continues for execution of business plan and employment
- Transfer of third installment based on third milestone
- Transfer of labor vouchers : 8 person/month per coop
Activity 5.4 : Supply market linkages

Workshop/s, exhibitions :

• Dissemination of information on supply and demand
• Promotion of the produces
Activity 5.5 : Monitoring and Evaluation

• Identify indicators, baseline and target values
• Frequency of data collection and responsibilities
• Reporting and advise to project management for actions or corrections
Management

Project Steering Committee
• Strategic leadership
• Composed of: MOA, GAC and FAO
• Meeting every 6 months

Project coordination Unit
• Coordinate project implementation
• Composed of: MOA and FAO

Coordination platform
• Create synergies and complementarity and avoid duplication
• Composed of FAO, UNDP, Mercy Corps, and any other ad-hoc members
Grievance mechanism

• For direct, indirect beneficiaries, stakeholders, partners, consultants, counterpart, ...
• Can file a complaint of dissatisfaction or discontent
• Has the right of follow-up and feedback
Environment

• “Greening the blue” initiative
• Reduction of wastes (workshops and meetings)
• Impact on environment to be considered for the businesses
Inclusiveness

• Reach out to individuals with special needs and accommodate their integration in the project
Thank you for your kind attention