



activity report

2010-2012





ACTIVITY REPORT (2010-2012)

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EDITORIAL

Our journey began in the mountains of North Lebanon in 1999, and has been marked by work on over 50 projects with over 60 partners and more than 70 dedicated individuals.

Almost 14 years later, Mada has come to be defined by its commitment, engagement, and creativity.

Active in North Lebanon, Akkar, Hermel and Donnieh, Mada has developed a territorial approach in the planning and implementation of its diverse projects. Mada is committed to both the alleviation of the serious socio-economic challenges faced in the rural areas in North Lebanon, and to the goal of environmental sustainability. Through its activities, Mada works to mobilize communities through a common culture of collective action, sustainable engagement, and environmental responsibility, while instilling new standards of leadership. Mada's initiatives are planned and implemented in the context of an ambitious long-term project aimed at the establishment of a future Natural Park.

In 2005, Mada has initiated "Mada Platform", dedicated to enabling independent groups to implement their ideas, access resources, and benefit from needed support, while offering them autonomy in their activities. The platform has hosted 15 successful projects and contributed in the development of a detailed NGO management guide that is being disseminated among other NGOs.

The "Mada Expertise" initiative was started in 2008 to enable Mada to generate additional funds that it would reinvest in development projects through the provision of consultancy in various developmental and environmental fields, in line with Mada's mission and guiding principles. As of 2012, Mada Expertise has successfully conducted 9 missions involving national and international experts.

Over the years, Mada's team has effectively managed to establish a solid foothold in North Lebanon and to trigger coordination among the primary local actors involved in development, both institutions and individuals. Today, despite all the challenges, Mada strives for the emergence of balanced, thriving communities that are appreciative of diversity, open to the world, and respectful of human rights and social justice; communities that base their development on a long-term vision of public interest and on models that emphasize a harmonious relationship between human beings and their environment; members of these communities would be committed, accountable, and creative citizens, capable of realizing their initiatives and uniting their energies within effective partnerships.

However, the current and unexpected Syrian crisis has overwhelmed the regions of North Lebanon. This crisis has not only impacted Mada's priorities of action on the territory, but has also reoriented most of the funders to support emergency projects, to the detriment of Mada's long-term and global priorities. The major challenge for Mada was to stay faithful to its principles, and to refuse to limit its work to emergency operations while looking at the crisis as yet another constraint on the overall development of the region. In that regard, various projects are being implemented, mainly aimed at supporting local communities hosting Syrian refugees and improving social resilience.

In such a complex environment, Mada aspires to remain a space of freedom, commitment, creativity, expression, and individual and collective realizations, while staying dedicated to carrying out a hopeful and ambitious vision for the regions of North Lebanon.

Carla Khater, Mada's President



MADA AT A GLANCE

Mada is an independent Lebanese non-sectarian, non-profit, and non-governmental organization and platform for development, established in 2000.

MISSION

Mada works with different groups in various developmental and environmental projects in Lebanon to facilitate dynamics of change based on endogenous and inclusive efforts as well as policies and regulations appropriate to local realities. Mada achieves this mission by:

- Supporting marginalized persons or groups and providing a space for initiatives carried by actors who have the potential for effecting change
- Contributing to the establishment of relationships or effective partnerships between local actors and other stakeholders.

Through its activities, Mada tries to ensure long-term mobilization and to inspire new practices of leadership while contributing to the emergence of a culture of collective action and responsibility.

GUIDING PRINCIPLES

Mada is a secular, non-partisan organization with the following guiding principles (a set of interrelated values which guide our mission, objectives, strategies and methods):

- Non-discrimination and equity
- Democracy and participation
- Commitment to public interest
- Respect and protection of the natural environment
- Transparency and accountability
- Creativity and flexibility
- Autonomy and responsibility
- Independence from political parties and private interests

Mada works in partnership with the members of local communities (as well as with representatives of municipalities and other groups) to ensure proper implementation, endorsement, and sustainability of the results.

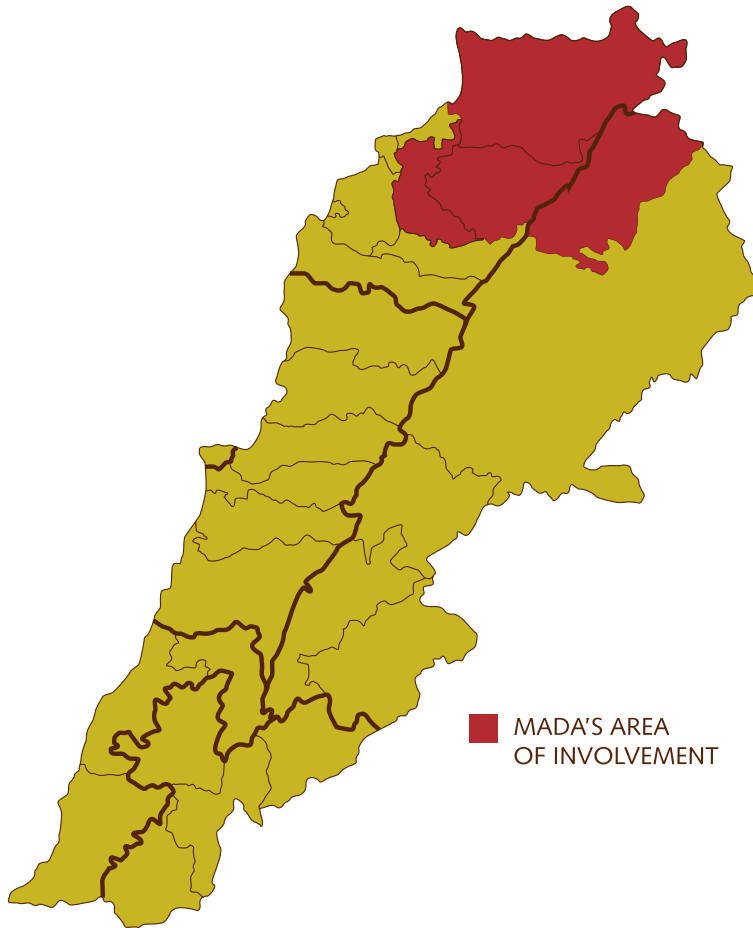
In parallel, Mada always strives to coordinate its activities with governmental priorities and conducts regular update meetings with concerned ministries and governmental bodies.

This report is intended to highlight Mada's activities over the period 2010-2012 as well as the challenges encountered and the strategic orientation adopted by Mada's Board for the coming years.

Activities are presented according to Mada's three poles: Territorial Approach and Community Mobilization, Mada Expertise, and Mada Platform.

From 2010 to 2012, Mada has developed and implemented 25 projects supported by 30 partners and funders.

TERRITORIAL APPROACH AND COMMUNITY MOBILIZATION



Over the past years, Mada has developed a “territorial approach”, with a long-term focus on the Akkar, Hermel, and Donnieh regions of North Lebanon. Mada’s work in this area has been inspired by a vision of establishing a future Natural Park. Mada analyses and takes into consideration history, socio-economic structure, environmental resources, and the stakeholders involved in the territory (local citizens, NGOs, committees, authorities, institutions, schools, etc.). Taking into account the socio-economic disparities between areas, this approach intends to build acceptable, coherent and sustainable initiatives that have a long-term impact.

Mada places a continuous emphasis on studies and analysis to understand the territory’s needs and evolution as well as on capacity building to reinforce skills and provide useful tools for community mobilization.

Mada is acting as a local development agency in close cooperation with municipalities and local communities. As such, during the past fifteen years Mada has worked in the Akkar, Hermel and Donnieh regions with the main purpose of strengthening the dialogue and mutual trust among the various actors, while mobilizing local communities around a common vision for the territory. Various projects were implemented in educational, environmental, and socio-economic fields in close partnership with local communities.

Mada’s work is focused on four sectors: women’s empowerment, education and youth initiatives, responsible tourism and environmental protection, as well as, more recently, crisis management, which are going to be detailed in the following pages.

WOMEN'S EMPOWERMENT

Testimonials



"Mada's approach regarding women aims at increasing their participation in local development efforts, and, in the long run, their role in decision making. Since 2009, Mada has been working very closely with women's committees and associations to support concrete projects in their villages and their involvement in local public debate. We also tried to strengthen their cooperation with the municipalities and help them to established relations with other NGO's or local group sharing similar objectives. "

Isabelle Peillen, Project Coordinator



"We had the chance to become an active and efficient women's organization in Jord el Keitta region working now in social and educative spheres. We started as a committee and became an official association that is now running a cultural center in Hrar including a public library. We are of course facing challenges but we feel we are building for the long term in our villages".

Nada Khoder, responsible of Women's Hrar Association



PROMOTING PUBLIC & ECONOMIC PARTICIPATION OF WOMEN IN UPPER AKKAR

Objectives

The project aimed at increasing women's access to economic opportunities as well as contributing to their greater participation in public life. The implementation of the project was carried out jointly with other partners; Mada was specifically responsible for promoting women's involvement in local public debate through the creation of active women committees in 13 Akkar villages located in the future Natural Park.



Activities

- Initiation of 13 women's committees to be involved in the preparation of development plan for their villages,
- Awareness sessions on environmental priorities (water, waste management) in the concerned villages; one-day session on "Gender and public participation",
- Production by the women's committees of a synthetic document on their vision's priority axes and potential projects in the context of the Natural Park,
- Presentation and discussion of the document elaborated by the women's committees to the municipalities,
- Visits to Lebanese nature reserves,
- Production of educational and informative materials (CD and leaflet) for the thematic sessions about environmental priorities in concerned villages,
- Production and circulation in 14 villages of a mobile exhibition on the richness of natural resources of the area.

Duration: February 2009 to January 2012

Location: Akkar (Aidamoun, AinYacoub, Andaquet, Akkar el Attika, Bezbina, El Borj, Fneideq, Hrar, Mishmish, Qabait, Qobayat, Rahbe and Tikrit)

Beneficiaries: 6,800 visitors of an itinerant exhibition, 180 women from 13 villages, 13 municipalities

Donor: European Union

Partner: René Moawad Foundation

AKKAR WOMEN AND PARTICIPATION IN LOCAL DEVELOPMENT THROUGH CONCRETE MICRO-PROJECTS

Objectives

These initiatives aimed to strengthen women's committees in 13 Akkar villages by providing them with a modest budget to implement a micro-project in their village, in line with priority axes previously defined, and giving women the chance to contribute to the development of their community and to build solid relationships with municipalities and other key local stakeholders.



Activities

- Design of micro projects by women committees in the framework of five technical workshops,
- Establishment of joint steering committees composed of representatives from municipalities, women's committees and Mada,
- Implementation by the women's committees of the micro-projects with the support of a steering committee,
- Micro-projects consisted of the creation of environmental and cultural clubs, organizing activities for children, public library, and arrangement of public spaces such as gardens, picnic areas, natural springs, village entrances, and equipment on public schools with playgrounds.

Duration: April 2010 to December 2011

Location: Akkar (Aidamoun, AinYacoub, Andaquet, Akkar el Attika, Bezbina, El Borj, Fneideq, Hrar, Mishmish, Qabait, Qobayat, Rahbe and Tikrit)

Beneficiaries: around 130 women from 13 committees as well as, either directly or indirectly, the entire population of the villages, which represents more than 50,000 persons.

Donors: Canadian Fund for Local Initiatives (CFLI), Comité Catholique Contre La Faim et Pour le Développement (CCFD) –Terre Solidaire, Embassy of Ireland in Cairo, Région Rhône-Alpes.

SUPPORT TO WOMEN'S COMMITTEE FOR THE CREATION OF A PUBLIC CULTURAL CENTER IN HRAR (AKKAR)

Objectives

Hrar's women committee began its activities in 2010. Women have identified the creation of a public cultural center as a need for their village, as there was no public space for the community to meet and organize activities. The project objective aimed to support the women technically and financially in planning, organizing, equipping and running the cultural center, including a public library, as well as encouraging public reading in the village.



Activities

- Definition of a step-by-step implementation process prior to the establishment of the cultural space,
- Specific training on library establishment and management by Assabil (Friends of Public Libraries Association), and visits of public libraries,
- Provision of the center with furniture, books, and computers,
- Organization of activities in the cultural center: film screening and storytelling for children, languages and computer courses for adults.

Duration: February 2012 to August 2012

Location: Akkar (Hrar)

Beneficiaries: 15 women, 100 children, 20 young students and the village (3,000 persons)

Donor: CCFD - Comité Catholique contre la Faim et pour le Développement - Terre Solidaire

EDUCATION AND YOUTH INITIATIVES

Testimonials



"The philosophy of Mada's department of education can be expressed in 3 words: passion, innovation, change. Mada prioritizes real change and provides the means for it to take place. Freedom is given to any innovation; Mada is a group of inspired people who work with their heart, doing their best everyday to make things happen. This way of doing things is integrated perfectly with Mada's approach, which seeks to support the development of the Akkar and Hermel regions of North Lebanon. In this context, education is a key to social development, as it allows people to realize their needs. Mada, however, is not simply defined by its approach, but rather by the many projects it has actually realized, which have had a tangible and positive impact on educational issues facing these regions..."

Aicha Mouchref, Project Coordinator



"I was always afraid to tell my sister that I don't like the way she shouts at me and humiliates me in front of visitors, but when I told her that this behavior hurts me, I was surprised by her reaction. It was very positive. For the first time we really talked and our relationship has grown deeper ever since".

*Iman Al-Dinnawi, 17 year old girl,
benefited from "Combating School Dropout
and Violence Against Children" project*



INCREASING THE ATTRACTIVENESS OF SCIENTIFIC SUBJECTS FOR STUDENTS IN UNDERPRIVILEGED PUBLIC SCHOOLS OF LEBANON

Objectives

As scientific subjects are often taught in public schools using outdated methodologies which make them not particularly appealing to students, this initiative aimed to make scientific education more attractive through an engaging educational program raising awareness of earthquakes among students.



Activities

- Organization of 15 mobile exhibitions about earthquakes, including one in the Ministry of Education and 14 in secondary public schools, inviting local community and other schools in the village,
- Training of 37 teachers on earthquakes and interactive teaching methods,
- Preparation of an educational kit on earthquakes (including an awareness poster on the proper behaviour and safety measures) and distribution to 14 schools,
- Raising the earthquake awareness of the 1,284 stakeholders from the local community who visited the exhibition.

Duration: September 2009 to June 2010

Location: All over Lebanon

Beneficiaries: 7,963 students, 1,284 outside visitors, 661 teachers, 14 schools

Donor: Humanitarian Aid of the Swiss Confederation

COMBATING SCHOOL DROPOUT AND VIOLENCE AGAINST CHILDREN THROUGH AWARENESS RAISING, CAPACITY BUILDING AND PARTNERSHIP

Objectives

In 2010, Mada started focusing more on right to education, protection and participation. As part of providing a safe education to children, the initiative aimed to build the parents' capacities to better support their children in learning, to create partnerships between home and school, and to mobilize key stakeholders in the process of child protection.



Activities

- Creation of an awareness play about child rights in collaboration with 33 youth from Mishmish,
- Establishment of a theater troupe, creation and presentation of the play 6 times, raising the awareness of more than 1,300 people on the subject of child protection,
- 10 awareness and counseling sessions on pedagogical issues involving more than 80 families,
- 4 pedagogical seminars involving parents and teachers in order to develop a closer partnership between the two parties,
- Identification of a group of the most active participants among the parents and teachers to be involved in two workshops about children's rights.

Duration: April to December 2010

Location: Akkar (Mishmish, Hrar)

Beneficiaries: 43 boys and girls, 80 families and their 438 children, 12 school staff, 1,309 parents and 2 schools

Donor: Save the Children Sweden

COMBINING FORCES TO BUILD A PEACEFUL, SUPPORTIVE, AND CHILD-FRIENDLY LEARNING ENVIRONMENT FOR CHILDREN IN UPPER AKKAR

Objectives

In 2011, Mada decided to get involved in the establishment of a peaceful, motivating and child-friendly learning environment in Upper Akkar, specifically in Mishmish and Hrar, in continuity with projects developed in the past. This project aimed to break existing silence between the main actors in the field education, in the context of fighting violence and school dropout rates.



Activities

- Organization of 15 classroom activities about psychology, including exercises to encourage self-expression and reflection and stimulate better communication between students and teachers,
- Organization of individual counseling sessions for at-risk families and students.

Duration: May to December 2011

Location: Akkar (Mishmish, Hrar)

Beneficiaries: 122 boys and girls, 85 parents and their 382 children, 77 teachers, 21 deputy class representatives and 39 members of the 2 student councils.

Donor: Save the Children Sweden

FROM THE PERIPHERIES TO THE CENTRE: SETTING THE PATH FOR YOUTH PARTICIPATION IN LOCAL DEVELOPMENT, HUMAN RIGHTS AND PEACE BUILDING EFFORTS

Objectives

The main objective of this project was to unite youth from different religious and political backgrounds in order to help them become agents of change in their community, advocate for their rights, and participate in local development and peace-building efforts.



Activities

- . Establishment of support committees including community members,
- . A workshop about youth rights and protection and raising awareness on the similar issues faced by the 4 villages,
- . 36 awareness sessions on personality development, gender and critical thinking,
- . 40 trainings (10 per group) on communication, strategic planning, municipal laws and systems, and human rights,
- . 12 extra training sessions (3 per group) on fundraising, formal presentation skills and financial and administrative procedures,
- . Training session for the youth groups about proposal writing and designing a micro-project afterwards,
- . Building of 3 bus shelters by the Hrar Youth group,
- . Creation of a research and educational center by the Qabait youth group,
- . Establishment of a cultural and educational centre for youth by the Tikrit youth group,
- . Development of an awareness movie by the Rahbeh youth group to increase awareness among young people and their parents on the dangers of drugs, violence, sectarianism, and neglect.

Duration: March 2011 to March 2012

Location: Akkar (Hrar, Qabait, Rahbeh, Tikrit,)

Beneficiaries: 444 persons including 125 young people, 261 active stakeholders (municipalities, parliamentarians, NGOs, parents, teachers and school directors), 58 members of youth support committees; a total of 5641 people in the 4 villages benefiting from youth-led micro-projects.

Donor: Canadian International Development Agency (CIDA), through the Regional Human Rights Peace Building Fund.

'LET'S ALL GO TO SCHOOL' INITIATIVE

Objectives

The overall aim of the project was to establish a supportive and protective learning environment where school-age children from refugee and host communities attend school and enjoy their right to education, protection and play. The project sought to empower school actors and mobilize the surrounding community to create a sustainable mechanism for child rights-oriented recreational activities. The project targeted 12 schools in Akkar (4) and Hermel (8).



Activities

- Establishment of committees (119 members) in 12 schools and selection of the activity coordinators (28), mobilization of 105 volunteers,
- Trainings of committee members and activity coordinators on planning, follow-up and monitoring of activities, fundraising, coordination techniques, child protection, child rights and psychosocial play techniques,
- Development of Annual Activity Action Plans by the 12 schools with budgets and work plans,
- Drafting and implementation of a fundraising strategy by the 12 school committees,
- Organization by the 12 schools of extracurricular activities and school-wide activities or group activities,
- Organization of awareness and capacity-building sessions for parents in 4 schools,
- Providing 8 schools in Hermel with sports equipment,
- The schools received a recreational kit from UNICEF,
- Supplying schools with a budget to start implementing activity action plan,
- Organization by the schools of 23 visibility events activities with UNICEF funding,
- Production of a best practice study and guide to extracurricular activities.

Duration: August 2012 to July 2013

Location: Akkar and Hermel

Beneficiaries: 3,137 Lebanese and Syrian boys and girls (6-12yrs) and 370 parents

Donor: UNICEF

Partners: Arab Resource Collective (ARC) and IQRA Association

RESPONSIBLE TOURISM - ENVIRONMENTAL PROTECTION

Testimonials



"Since its creation, Mada's aim is to contribute to the long-term development and conservation of natural resources. Mada has been working since 1999 on various responsible tourism initiatives as socio-economic alternatives for Akkar, Hermel and Donnieh and preserving their heritage. Mada's responsible tourism department aims to reinforce capacities of the regions it works in. The objective is to support the emergence of professional actors, which usually lacks in these particular regions. And despite the ongoing Syrian crisis and the funders being more interested by emergency, Mada intends to keep supporting the development of responsible tourism in these areas because it believes in its capacities and natural resources".

Gilbert Moukheiber, Project Coordinator



"We work with Mada since 2006. Mada has demonstrated its knowledge and expertise on Akkar region and environment that's why each project with them is a success. Besides, it gives fancy to the community to carry on discovering a new approach of development. Being a member of a local environmental NGO, I try to reinforce the link between the municipality, the field, and Mada. Mada is a trusty and thorough partner, we are learning a lot."

*Nazih Qamareddine,
member of the local Ngo Baldati Bi'ati*



TOWARDS THE ORGANIZATION AND REINFORCEMENT OF RESPONSIBLE TOURISM IN MASHREQ – AREMDT NETWORK

Objectives

Since 2007, Mada has been a member of a Mediterranean network (AREMDT) for responsible and solidarity tourism consisting of several countries including France, Morocco, Jordan, Palestine, Syria and Lebanon. The AREMDT network aims towards the common objectives of engaging tourism stakeholders in a process of professionalization of their activities, and of initiating national networks that would bring together different actors in a spirit of solidarity. This network allows its members to share and exchange information, tourists and training workshops. Mada is the Middle East network coordinator.

The Syrian conflict has in some way disrupted the AREMDT approach in Mashreq. It has been decided to rethink the strategy of promoting alternative tourism and to reorganize the trainings, because of the difficulty and danger of trying to include our Syrian partner Cheikh Hilal in the 2011 AREMDT projects.



Activities

Capacity building:

- Trainings on the creation of trails and on security and management in Jordan,
- Trainings with the French Long-Distance Hiking Federation in France,
- Supporting Ehmej municipality in tourism marketing strategy.

Networking:

- Exchanges of experience during the visit of Jordanian partners to Lebanon,
- Meeting with actors involved in new solidarity tourism projects during the International Forum on Fair Tourism and Sustainable Development (FITS) with AREMDT members in Morocco,
- Meetings in France with various partners involved in responsible tourism and natural parks.

Promoting an alternative approach and awareness activities:

- Production and dissemination of six short videos to highlight the projects related to responsible tourism and to introduce the local actors,
- Production and dissemination of brochures promoting AREMDT Mashreq in both French and English.

Duration: 2010-2012

Location: Lebanon, Jordan

Beneficiaries: Eco-lodges in Mashreq and the populations of these villages, key tourism stakeholders and tourists in general.

Donor: CCFD - Comité Catholique contre la Faim et pour le Développement - Terre Solidaire

SEARCH:

Partnership for social, ecological and agricultural resilience of Mediterranean watershed ecosystems in the face of climate change and other drivers of change in Egypt, Jordan, Lebanon, Palestine and Morocco

Objectives

This project aims to increase social and ecological resilience of watershed ecosystems of the Mediterranean Region in the face of climate change and other drivers of ecological transformation.

This will be accomplished by developing and piloting a Resilience Framework for local action planning capacities and methodologies to increase climate resilience through joint learning, planning and testing by stakeholders in demonstration sites. Mada is specifically in charge of the initiative in Lebanon.



Activities

- Social and environmental mapping of the study area (Upper Akkar watershed),
- Participatory planning for an increased climate resilience,
- Social and ecological vulnerability assessment of the Upper Akkar watershed in face of climate change
- A detailed case study on ecosystem-based adaptation options and local community resilience-building initiatives using the tools and skills provided in the project,
- Implementation of pilot projects in selected villages,
- Elaboration of a policy reform paper,
- Development of a toolkit to integrate climate change in development and adaptation of local and national strategies and activities strategies across multiple sectors,
- Drafting of a “Green Paper” with recommendations and guidance on policies and strategies across sectors to promote climate resilience and local action planning.

Duration: April 2011 to April 2014

Location: Egypt, Jordan, Lebanon (Upper Akkar), Palestine and Morocco

Beneficiaries: Local communities and authorities of the Upper Akkar watershed

Donor: European Union

Partners: SPNL, IUCN, and EU

NORTH HORIZON FOREST TRAIL STUDY

Objectives

This project aimed to create natural reserves in the Donnieh caza. Mada has been given a mandate to develop a summary report intending to provide decision makers with facts, scientific information, and expert opinion to orient and specify the project's operational objectives.

Activities

- Environmental assessment of three forest sites in Donnieh,
- Development of forest profile and preliminary socio-economic survey,
- Suggestion of ecotourism trails linking sites to other tourism activities in Donnieh,
- Recommendation of protected areas as a possible conservation option in Lebanon.

Duration: September 2011 to March 2012

Location: Donnieh

Beneficiaries: Union of Donnieh municipalities

Donors: German Development Agency (GIZ) through Environment Fund for Lebanon (EFL)



CRISIS MANAGEMENT

Testimonials



"In March 2011, Syrian refugees started arriving North of Lebanon as a result of the unrest inside Syria. Refugee families were hosted by Lebanese families in their houses. Despite the positive aspect of this hospitality, hosting additional members in the same household

in a disadvantaged and deprived area such as Akkar created additional burden for the local community. In order to reduce the growing tension between Lebanese communities and Syrian refugees and to encourage Lebanese families to host refugees in their houses, Mada and SDC decided to share the burden with Lebanese families."

Tarek Al Ali, Deputy Project Manager

Mr. Mohammad Al Krayyim is from Rama village, Wadi Khaled area, and is part of the earliest Lebanese families who hosted refugees in his own house. He is benefiting from the project from November 2012 and he has received till now 5 payments on a quarterly basis. He is hosting 8 Syrian families he did not know before.

"Before the project, few families were hosting refugees. We have been informed about the project by the Mukhtar of Rama. The refugees left their tents to move to village houses. They arrived during one night, crying and asking us to host them. They had no place to stay and no belongings. I immediately received them in my second house and I will continue hosting them even if the support will stop".

Mr. Ahmad Hussein, a Syrian refugee from Homs, fled from the beginning of the crisis in March 2011 with his family fearing of death and destruction.

"I crossed the river with my wife and four of my children. We arrived to Rama at night with nothing and do not know where to go. We met with Mr. Al Krayyim who directly accepted to host us. He offered us a separate apartment to live in. I got rid of the feeling that my family is a burden"

SUPPORT TO FAMILIES AND COMMUNITIES HOSTING SYRIAN REFUGEES

This project is implemented by the Swiss Agency for Development and Cooperation (SDC) with the support of Mada

Objectives

This project aims to support Lebanese families and communities hosting refugees from Syria in the North-East of Lebanon's Akkar District. It covers 14 municipalities and villages of Wadi Khaled and Akroum. This project provides rapid intervention with immediate impact on individual households and the local economy in an under-developed region.



Activities

- Cash assistance to Lebanese hosting Syrian refugees for more than 2 months and not charging them any rent,
- Financial support to Lebanese host families in order to mitigate an increase in households expenditures,
- Support to municipalities hosting Syrians through a one-time contribution such as equipment for public schools.
- The project supported communities with equipment for the benefit of the entire population, such as furniture and equipment for town halls and schools.

Duration: June 2012 - Present

Location: Akkar - Wadi Khaled and Akroum areas

Beneficiaries: 2,844 Lebanese host families in 22 villages and the number is in continuous progress (3,516 Syrian refugee families - 19,040 individuals), October 2013

Donor: Swiss Agency for Development and Cooperation (SDC)

MADA EXPERTISE

Mada has built a solid body of experience in local development, environment and community mobilization in close cooperation with national and local authorities, as well as with village communities and with local development actors in general. Mada's team includes both professionals and volunteers competent in the various fields of development and capable of offering specific services. The "Mada Expertise" initiative emerged in 2008 and continues to provide consultancy in a wide range of areas, including territorial management, management of protected areas, education programs, community mobilization and building, ecotourism, proposal writing, evaluation, and others fields.

Mada Expertise provides more working opportunities for Mada's members and enables Mada to increase its independent organizational funds.

Testimonial



"Mada expertise is an open space which gave me the opportunity to form, together with other specialists, a multidisciplinary team undertaking multidimensional studies and projects. Additionally, it offered a physical frame that provides logistics, financial, and technical support to the team during the different phases of the projects/ studies. However, what is most interesting about this entity is what I gained through sharing of experiences and knowledge with others, as well as working with a structure with ethics and values, which made me feel like a contributor to development in Lebanon."

*Lina Abi-Rizk Khoury,
Development and Social Work Consultant*



INSTITUTIONAL SUPPORT TO THE PUBLIC SECTOR

ELABORATION OF A CHARTER FOR A SUSTAINABLY-MANAGED TERRITORY IN UPPER METN

Conducted in Partnership with Edessa and Ecomed For the Union of Upper Metn Municipalities, with Funds from Region Ile de France, with BTVL support

Mada's role: Providing methodological and technical support to the elaboration of a charter for the Upper Metn Territory, including a territorial diagnostic, objectives for sustainable development, main orientations, projects and activities for 8 coming years in the territory, expert's facilitation, institutional context analysis and suggestions for sustainable territory management.

Duration: December 2011 to July 2013



ELABORATION OF THE LEGAL FRAMEWORK FOR THE NATURAL PARKS AND OTHER PROTECTED AREAS IN LEBANON

Conducted upon the Council For Development and Reconstruction (CDR) request, in cooperation with the Ministry of the Environment, in partnership with the GFA Consulting Group and in association with EI ARD, funded by the European Union (ADELNORD project) and with Région Rhône-Alpes support.

Mada's role: Based on an analytical desk review of main international and national existing protected areas as well as a series of meetings with Lebanese stakeholders involved in protected areas management, and in close cooperation with the Ministry of the Environment and CDR, Mada has drafted a complete technical document defining all necessary elements for the production of a legal framework (law and decree) for protected areas including Nature Reserves, Natural Parks, Hima, and Natural Sites and Monuments.

Mada has also organized a experience-sharing seminar involving representatives of the Ministry of the Environment, CDR, Region Rhône-Alpes, as well as Lebanese stakeholders involved in protected areas management, and participated in a technical workshop on Natural Parks in Lyon (France) with Ministry of the Environment representatives and organized by Region Rhône-Alpes.

Duration: March 2012 to July 2013

ENVIRONMENTAL ASSESSMENT

ELABORATION OF ACTION PLANS FOR SUSTAINABLE REFORESTATION IN LEBANON.

Conducted upon the Lebanon Reforestation Initiative (LRI) request, funded by USAID

Mada's role: Supervising the planting of several hundred thousand native trees throughout Lebanon and establishing a foundation for continued tree planting and provision of technical reforestation assistance. Analyzing reforestation activities including mapping, identification of constraints and opportunities, and preparation of preliminary LRI municipality engagement strategies for several villages; attending and giving feedback in workshops organized by LRI; developing engagement action plans for reforestation activities; review and assessment of all environmental material developed by LRI; attending the implementation of the engagement plans through trainings organized and implemented by LRI.

Duration: May to November 2012

PROJECT DESIGN, MONITORING, AND EVALUATION

ENGAGING YOUTH PROJECT: ADDRESSING PALESTINIAN AND IRAQI REFUGEE YOUTH EXCLUSION TO PREVENT RADICALIZATION AND CONFLICT

Funded by the United Nations Relief and Works Agency (UNRWA)

Mada's role: Performing an external evaluation of UNRWA project in Syria. The evaluation assessed project implementation and its results in relation to the project proposal and log frame.

Duration: November 2010 to January 2011

GRAINE D'ESPERANCE

Funded by the European Institute for Cooperation and Development (EICD)

Mada's role: Evaluating progress, relevance, and quality of EICD project for professional and social integration of disadvantaged young people in Lebanon.

Duration: December 2011 to January 2012

DESIGNING PROJECT PROPOSAL FOR BENTAEI NATURE RESERVE MANAGEMENT PLAN

Mada's role: Developing a project proposal for Bentaei Nature Reserve

Duration: November to December 2012

DESIGNING PROJECT PROPOSAL "NORTH HORIZON FOREST TRAIL"

Conducted upon the Donnieh Union of Municipalities' request, funded by GIZ through the Environment Fund for Lebanon (EFL)

Mada's role: Developing a project proposal for Donnieh Union of Municipalities.

Duration: December 2010 to March 2012

SOCIO-ECONOMIC ANALYSIS

STRATEGIC PLAN FOR WADI KHALED: SOCIO-ECONOMIC NEEDS ASSESSMENT OF WADI KHALED REGION

Conducted upon **UNDP** request, funded by **MORES**

Mada's role: Providing methodological support for the socio-economic needs assessment component.

Duration: September to November 2012

IMPROVING ACCESS TO WATER, SANITATION AND HYGIENE IN PUBLIC SCHOOLS IN AKKAR

Funded by the **Swiss Agency for Development and Cooperation (SDC)** and in partnership with **PU-AMI** and **Mores**

Mada's role: Carrying out a needs evaluation for rehabilitation of sanitation infrastructure within public schools in Akkar, hygiene practices assessments in concerned schools, and a stakeholder analysis in order to better design methodologies to support long-term sustainability of the project and contribute to integrated water resource management.

Duration: January to March 2012

CONSERVATION AND PRESERVATION OF HAMMANA'S HERITAGE

Conducted in the **Hammana municipality**, funded by **Yasmine Makaroun** and **Salim Abou Rizk** associated consultants, as part of a more comprehensive study on Hammana's village development.

Mada's Role: Conducting a socio-economic assessment in order to establish guidelines for socio-economic development aiming at improving the living conditions of the resident population of Hammana.

Duration: June to July 2012



MADA PLATFORM

Mada Platform is a concept launched in 2005 in response to multiple requests from municipalities, informal groups, and NGOs. The platform fits with the orientation defined by Mada, namely to support initiatives that blur the divisions between communities and promote collective, public reappropriation of economic and social activism.

The main objective is to offer a legal platform to enable independent groups to implement their projects, access resources, and benefit from needed support while increasing their freedom of action. Projects hosted by the platform are run under Mada's administrative and human resource guidelines.

Since its creation, more than 15 groups have formally developed activities through Mada Platform. Other projects have been also built informally with the platform's support.

As part of platform activity, an NGO detailed management guide produced by Mada is also being used by Lebanese NGOs and INGOs.

Testimonial

"Our organization, created six years ago, was experiencing a lot of problems at the administrative level before joining Mada's platform. Mada was and is still nowadays a referent, a counsellor and participates actively in the administrative and financial structure of our association. For example, Mada supports us for the evaluation of the association's needs, structuring a near- and middle-term strategy, monitoring the evolution of our strategy of action, or for some legal advice and references. They even bring us their support for hiring. Thanks to Mada's platform, our structure was able to evolve very quickly after several years of stagnation".

Lamia Abi Azar, Zoukak Association's President

INTER-COMMUNITY FESTIVAL IN TEBNINE CASTLE (SOUTH LEBANON)

A Sawa (independent group for peace and intercultural dialogue) initiative, Funded by the European Union, in partnership with Alpha association and Ministry of Culture

Mada's role: Financial and administrative support
Beneficiaries: 2500 persons attending the festival, 112 young participants in the parade and 200 in the sports event, representatives from 10 municipalities, 5 animators and 2 librarians.

Duration: February to July 2012

INTER CULTURAL DIALOGUE IN LEBANON: PEACE PROMOTION AND RECONCILIATION BETWEEN LEBANESE COMMUNITIES.

A Sawa (independent group for peace and intercultural dialogue) initiative, funded by Caritas Luxembourg, in partnership with Alpha association and Ministry of Culture

Mada's role: Financial and administrative support
Beneficiaries: 12,000 people in 5 regions (Amioun, Bint Jbeil, Chatilah, Hermel, and Zahle)

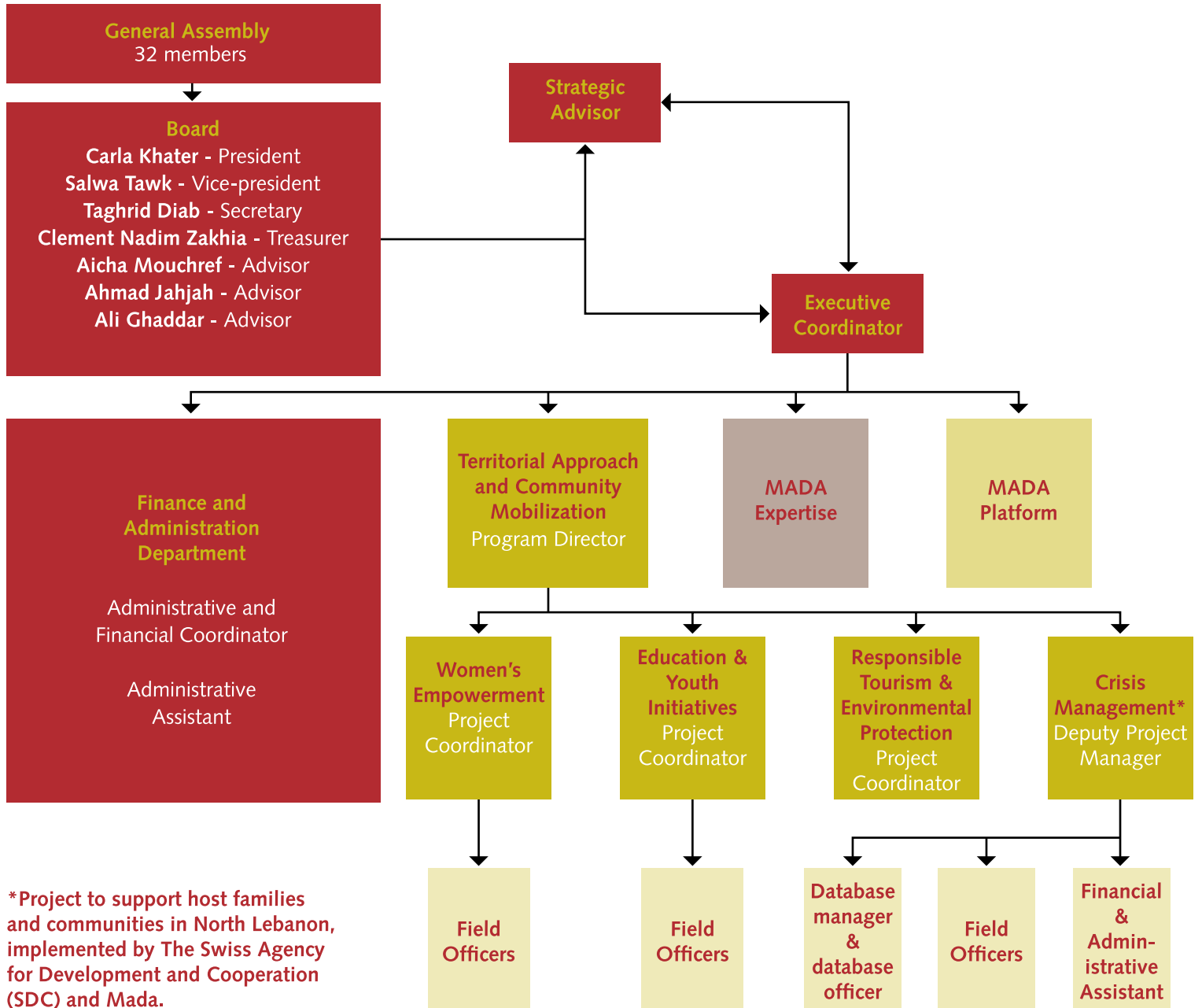
Duration: October 2010 to January 2012

INSTITUTIONAL SUPPORT TO ZOUKAK ASSOCIATION

Mada's role: Financial and administrative assistance to Zoukak.

Duration: November 2012 to October 2013

ORGANIZATIONAL CHART 2010-2012



ONGOING NEW PROJECTS 2013

WASH AND HYGIENE AWARENESS IN 13 SCHOOLS IN AKKAR - 4, 5 months project

Funded by the Swiss Agency for Development and Cooperation (SDC)

Objectives of the action: As a component of the SDC school rehabilitation project, the project aims at increasing awareness about hygiene among students and school staff.

Mada's role: Mobilizing students and school staff to trigger changes in their communities and to be actively involved in hygiene promotion in the selected schools. Mada's project team, together with a health and hygiene expert trainer, engage the children to promote better hygiene practices among other students, and train teachers to become hygiene focal points, who can organize awareness sessions for students and colleagues.

Targeted groups: 130 students and 39 teachers mobilized to promote hygiene practices in their schools.

COOPERATION AND DIALOGUE FOR PEACE WITH MUNICIPALITIES AND LEBANESE AND SYRIAN YOUTH IN AKKAR - 16 months project

Funded by the French Embassy in Beirut - Fonds Social de Développement and Caritas-Luxembourg

Objectives of the action: The cooperation of the Syrian and Lebanese youth living in 5 villages of Akkar, in close collaboration with the concerned municipalities, to relieve tensions and contribute to a peaceful environment, while also playing an active role in local development.

Mada's role: Establishing 5 local project steering committees including municipalities and mobilizing 100 active young Lebanese and Syrians, by training them to acquire conflict management and communication skills; organizing team building sessions (e.g. cultural activities, first aid trainings) and supporting them to plan and implement micro-projects for the benefit of the village communities.

Targeted groups: 100 young Lebanese and Syrians from 5 villages, 30 local committee members.



IMPROVED LIVELIHOODS FOR UNDERPRIVILEGED WOMEN IN NORTH LEBANON - 30 months project

In Partnership with the Rene Moawad Foundation, Digital Opportunity Trust (DOT), Fair Trade Lebanon, Committee for the Follow up on Women's Issues (CFUWI) and funded by the European Union

Objectives of the action: Empowering women in Akkar and Donnieh, increasing their participation in economic growth, and their understanding of women's economic rights.

Mada's role: Providing its expertise on community development and mobilisation in Akkar and Donnieh, and being responsible together with RMF for the overall monitoring of the project. Through its office in Akkar, Mada is providing support to all project partners in the selection of beneficiaries and organization of activities.

Target groups: Women's committees and associations, CCFD-Terre solidaire, women's cooperatives in villages, Manager SME's of Akkar and Donnieh.

CAPACITY BUILDING AND AWARENESS CAMPAIGN ON RESPONSIBLE TOURISM - 8 months project

In Partnership with the AREMDT Network and funded by CCFD

Objectives of the action:

- To support AREMDT members in learning how to promote an idea to and approach a target audience,
- To lobby with the Lebanese politicians and media, portraying responsible tourism as a viable economic approach,
- To increase the visibility of sustainable tourism in the Mashreq area, identifying potential new partners (European tour operators) and new members for the AREMDT network in Jordan and Lebanon
- To inform and increase awareness among visitors about new approaches to tourism which respect and support the preservation of the local environment and communities.

COMMUNITY ENGAGEMENT ACTION PLAN TO SUSTAIN AND EXPAND THE REFORESTED SITES ACROSS LEBANON - 6 months project

In partnership with the Lebanon Reforestation Initiative (LRI), funded by USAID

Objectives of the action: Following the work that has been done during the first phase of the project (trees planting on private and municipal lands), the objective of the second phase of the project is to engage local communities in sustaining and expanding their reforested sites through planning, designing and implementing forestry activities.

Mada's role: Mada is in charge of facilitating 10 roundtables held in 10 rural communities where LRI is actively engaged in reforestation efforts. The main outcome in each roundtable is a drafted community engagement action plan, whereby community- led programs could be replicated.

Targeted groups: 10 rural communities across Lebanon

PERSPECTIVES FOR THE FUTURE

In 2013, Mada organized a strategic workshop in order to redefine the orientation for Mada's poles (Territorial Approach and Community Mobilization, Mada Expertise and Mada Platform) and included the defined priorities in a strategic document.

Mada will stay involved in the Akkar, Donnieh, and Hermel areas through its territorial approach, taking into account the new socio-economic context linked to Syrian crisis.

Mada expertise will continue to be developed, benefiting from successful experience.

Mada platform will sustain its support for independent initiatives from Akkar, Donnieh and Hermel territories.

On an institutional level, Mada will focus on the mobilization of current members, continue re-evaluating and updating its mission, and strive to inject fresh initiative and energy into its activities by recruiting and engaging new staff.

OUR PARTNERS









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