

# ACCELERATING CHANGE FOR SOCIAL INCLUSION



**PRODES**  
Promotion et Développement Social

**Prodes**  
**Lebanon**  
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## SUPPLEMENTING INNOVATION



An entrepreneurship programme targeting primarily women and youth in rural areas. Activities are tailored to the local needs and aimed at fostering job market insertion and rural development.

## SOLUTION

The initiative fosters the economic and social empowerment of women and young people with the purpose of creating employment and building capacity for tourism and hospitality sectors development in rural areas. Additionally, Prodes builds capacity in women who have created informal tourism-related businesses to professionalise their services. The overall objective is to reduce migration to urban areas.

## STRONG EVIDENCE



### Outputs:

- More than 12,000 young and adult women supported.

### Outcomes:

- 90% of the graduates from Prodes' Institute of Management and Services (IMS) go on to full-time employment<sup>1</sup>.
- A qualitative study shows success in helping participants through skills development, improving the management and processes of existing businesses, launching new start-ups and obtaining higher wages<sup>2</sup>.
- The Lebanese Ministry of Tourism supported the organisation through integrating the programme into the 2015 National Strategy for Rural Tourism<sup>3</sup>. The launch of the Rural Routes circuit is an important step for the socio-economic development of the 20 villages included in the touristic circuit<sup>4</sup>.

### Sources:

<sup>1</sup> Information collected by WISE Qatar for the 2016 edition. <sup>2</sup> Reledev Australia Limited (2014) "Micro and Small Business Development and Capacity Building for Formal Education in Rural Lebanon 2006-2014". <sup>3</sup> Ministry of Tourism (2015) "Lebanon Rural Tourism Strategy". <sup>4</sup> Official website of the Jbail-Byblos Tourism initiative, under the umbrella of the national Rural Tourism Strategy.

## RECOGNITIONS AND AWARDS

WISE Awards (2016).

## HOW IT WORKS

The programme offers diverse training activities to meet the needs of different groups and local regions. Its methodology is based on three core components: education (personal skills development and professional

## TOOLKIT FOR IMPLEMENTATION PRODES

training in the business field of tourism and hospitality), business development (supporting the creation of micro-enterprises and access to financial mechanisms) and networking (creating networks and associations of female micro-entrepreneurs).

Through its Institute of Management and Services, Prodes delivers training programmes to groups of 8 to 15 participants and provides each beneficiary with personal follow-up through monitoring visits afterwards. In addition, activities deliver specific knowledge regarding technology, management, language, hospitality, arts and handicrafts, reviving local traditions and organising festivals and cultural events. Prodes also organises awareness campaigns to highlight the importance of the tourism industry, catering services, accommodation and local food production for the hospitality sector.

### REGIONAL ADAPTATION



Initially developed in Beirut. Implemented throughout Lebanon.

### THE OPPORTUNITY FRAMEWORK

Prodes' projects start from the local needs, identifying a specific challenge to be solved instead of building from the model itself. The organisation develops tailored approaches that take into account the educational needs of communities and the existing opportunities for employment generation. In Lebanon, alternative tourism was identified as a catalyst for peace building, economic development, and quality job creation, also contributing to develop innovation and creativity in communities. However, rural youth lacked access to high quality education to be able to get a job in the sector. Thus, Prodes' programmes are aimed at building capacity to professionalise current informal tourism-related businesses, and to develop new alternative tourism and hospitality activities.

Having a participative strategy since the very beginning is crucial for the projects to be appropriated by and rooted in the communities where it works to ensure its long-term sustainability. Beneficiaries often describe success as moving from being passive to active members in their communities. Beyond the economic and social empowerment of women and young people, Prodes has a wider impact in the territories, contributing to their socio-economic development and reducing rural migration to urban areas.

The initiative activates two levers of change in terms of long-term unemployment. On the one hand, it provides an opportunity for participants to strengthen their skills and develop an entrepreneurial and proactive mindset, thus facing the stigma of unemployment. On the other hand, Prodes generates collaborative dynamics that foster collective empowerment.

### ADAPTABLE INCOME MODEL



The organisation is funded by international donors (50%); national private donors, members and loans (30%); voluntary services (10%) and income-generation activities (5%).

Having official partnership with the Ministry of Tourism, the Ministry of Education the Ministry of Social Affairs and various Municipalities enables Prodes to have a long-term institutional sustainability and facilities for the activities to take place.

## STRUCTURED TRANSFERENCE MODEL



The Institute of Management and Services offers two different services to organisations willing to replicate the model. Training of Trainers (ToT) courses are aimed at professionals that will, in turn, deliver the methodology to final users.

ToT 1: Programmes for start-ups in the tourism sector

- Targeted at professionals who guide young people and adults willing to start up a business. The training aims to diversify and give new ideas and tools for the creation of attractive businesses in the alternative tourism sector.
- Intensive course of 3 theoretical sessions in the city where the programme will be delivered (for up to 12 participants) and 2 days of fieldwork in Lebanon (for up to 4 participants).

ToT 2: Entrepreneurship for Arab migrants

- An entrepreneurship module that guides professionals working with Arab migrants all along the process of business creation, from the selection of the best idea to the elaboration of a business plan, linking to micro-finance institutions and starting the execution process. The programme is available in English and Arabic and provides the methodology to approach participants and get them involved in a creative process.
- Intensive course of 4 theoretical sessions in the city where the programme will be delivered (up to 12 participants) and 2 motivation and brainstorming sessions for potential participants. Including training materials.

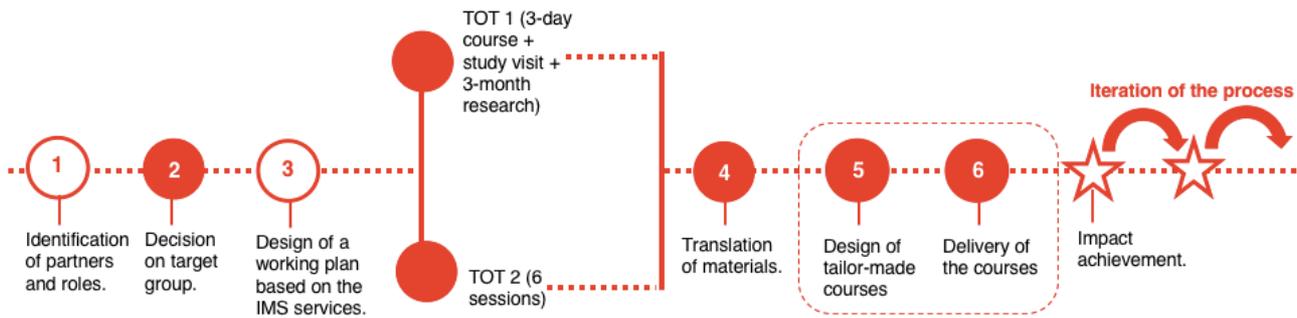
## KEY AGENTS AND ROLES

One of the key elements for the success of this initiative is the joint work among key stakeholders, involved in the definition of the approach since the very beginning:

- Implementing agency or social organisation. Employment public services or social organisations promoting entrepreneurship programmes, particularly those offering training in the tourism and hospitality sectors, gender equality and youth development. Professionals must be committed with the project dynamics, have communication skills and deep understanding on the specific situation of communities, being able to adapt the methodology accordingly.
- Government ministries responsible for tourism, education or social affairs; and City Tourism Boards and districts in which alternative tourism proposals could be developed. All of them offering different kinds of support for the long-term sustainability of the project, such as facilities for the activities to take place. The Lebanese government supported Prodes through integrating the programme into the 2015 National Strategy for Rural Tourism, thus involving support to cover running costs and creating dynamics in order to expand the tourism sector.
- Prodes' participatory method relies on the involvement of a network of local actors in order to find joint solutions for the specific problems of each region. Micro-finance institutions, local investors, NGOs, tour operators and travel agencies may have synergies with the project. In addition, being that one of the aims of long-term sustainability is having communities involved in the implementation, many of the programme's activities use community resources (volunteers, communal spaces, etc.).

## TOOLKIT FOR IMPLEMENTATION PRODES

### FIRST STEPS



1. Identification of partners in all needed roles.
2. Decision on the target group to work with.
3. Design of a working plan based on the services provided by the Institute of Management and Services:
  - ToT 1: Programmes for start-up in tourism sectors (3-day course, study visit to Lebanon and 3-month research made by local professionals).
  - ToT 2: Entrepreneurship for Arab migrants (6 training sessions).
4. Translation of materials from English or Arab.
5. Design of tailor-made courses for the local population.
6. Delivery of the training courses.
7. Iteration of the process with other cohorts or target groups.

### OTHER RELATED LINKS

Ministry of Tourism (2015) “Lebanon Rural Tourism Strategy”

[http://www.mot.gov.lb/Content/uploads/Publication/150225013030192~Rural%20Tourism%20Strategy\\_English.pdf](http://www.mot.gov.lb/Content/uploads/Publication/150225013030192~Rural%20Tourism%20Strategy_English.pdf)

Official website of the Jbail-Byblos Tourism initiative

<http://jbail-byblostourism.org/wp/>

### ACCELERATING CHANGE FOR SOCIAL INCLUSION - ACSI

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