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# Capacity Development Strategy for Regional Technical Offices



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# List of Acronyms

<b>ATI</b>	Access to Information, Right to Access Information
<b>CD</b>	Capacity Development
<b>CEFOM</b>	Appui à la création du Centre de Formation des Municipalités Support to the Establishment of a Training Centre for Lebanese Municipalities
<b>CoP</b>	Community of Practice
<b>DGLAC</b>	Directorate General of Local Administrations and Councils
<b>EIA</b>	Environmental Impact Assessment
<b>GIS</b>	Geographic Information System
<b>ISWM</b>	Integrated Solid Waste Management
<b>IT</b>	Information Technology
<b>LAU</b>	Lebanese American University
<b>MERP</b>	Municipal Empowerment and Resilience Project
<b>MoIM</b>	Ministry of Interior and Municipalities
<b>MOOC</b>	Massive Open Online Course
<b>PFM</b>	Public Financial Management
<b>PPP</b>	Public-Private Partnership
<b>Q&amp;A</b>	Questions and Answers
<b>RTO</b>	Regional Technical Offices
<b>SOM</b>	Standard Operating Manual
<b>SOP</b>	Standard Operating Procedures
<b>TWG</b>	Thematic Working Group
<b>UNDP</b>	United Nations Development Programme
<b>WASH</b>	Water, Sanitation, and Hygiene
<b>WWM</b>	Water and Wastewater Management



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## Introduction

As part of the planned handover of the Regional Technical Offices (RTOs) to their respective municipality or union, a Capacity Development (CD) strategy is hereby proposed to ensure that core competencies and skills are in place for the RTOs to fulfil their mandate in an autonomous and self-sustaining fashion. A CD matrix, appended to this document, offers a recommended menu of CD interventions that are geared toward this goal.

The CD matrix took stock of three baselines that assessed the capacities of the RTOs:

(1) MERP's RTO Assessment, which was finalised in December 2020; (2) available documentation on the role and challenges of the RTOs; and (3) interviews with RTO members, municipal officials, and RTO partners and counterparts, conducted between August and December 2021.

These baselines pointed to several capacity gaps preventing the RTOs from fulfilling their mandate. These can be summarised into four overarching needs:

1. The need to fulfil a specialised, evidence-based planning function across sectors.
2. The need to provide advanced technical expertise in specific sectors that are relevant to local governance in Lebanon (urban management, environment, public health, energy).
3. The need to actively support the financial sustainability of local authorities, through improved revenue management, donor relations, and fundraising skills (proposal development).
4. The need to assume a greater managerial and leadership role within the administration of the local authority.

Detailing the proposed CD interventions, the matrix comprises 11 elements, which are explained at greater length in the next sections. These elements are as follows:

- **Topic:** Focus thematic areas for proposed CD activities and programmes, identified based on the various assessments of capacity needs.

- **Objective/rationale:** Why the proposed CD intervention is needed and what competencies are expected to be acquired once it is completed.

- **Mandatory/optional:** Assigns the level of priority, whether the CD is mandatory or optional for CD providers and RTO partners to plan their CD activities.

- **Primary target group(s) in the RTO:** Who should be the primary beneficiaries of the CD in the RTO. Additional beneficiaries from outside the RTO can be further included but the core group of beneficiaries in the RTOs should not be omitted.

- **Primary CD Type:** What is the first CD intervention to be made to develop the needed skills and competencies, and what type/format should it have: training course, workshop, onboarding session, awareness session, MOOC, webinar/conference, coaching?

- **Continuing CD Type:** What is the follow-up CD intervention to be made to ensure that the acquired skills are retained, practiced, and perfected? What type/format should it have: coaching, advisory support, a Community of Practice (CoP)?

- **Minimum and maximum CD length (per hour):** What are the minimum and the maximum number of hours for the proposed CD activity? CD interventions should not be shorter than the minimum length advised, otherwise this would compromise the effectiveness of competence development. CD interventions may be longer than the maximum length indicated if there is a clear plan to avoid training fatigue.

- **Maximum estimated cost per hour (USD):** Estimated maximum cost of the CD activity per hour, beyond which the activity may no longer be cost-effective. Cheaper options are advised as a rule of thumb, as long as quality is not compromised.

- **Minimum and maximum total cost (USD):**

Estimated maximum total cost of the CD activity. Same as previous.

The **owners of the CD matrix** are the RTOs, the local authorities, and the development partners who oversee the handover. It is therefore important to validate the matrix by these stakeholders.

While implementing the proposed CD framework, four **guiding principles** should be considered:

- **Context-specific design and delivery:** It is up to local authorities and development partners to contextualise their CD activities depending on their policy/programmatic priorities, their resources, and the needs of the RTOs.

- **Inclusivity:** The beneficiaries should be consulted and included in the identification and planning of the CD activities. The selection of topics and the scheduling of activities should be discussed with them beforehand. This helps agreeing on CD objectives and setting the expectations right.

- **Inter-agency coordination:** It is essential to ensure coordination and complementarity between the CD providers to avoid overlaps, duplication, and training fatigue. A comprehensive mapping of other CD providers should therefore be conducted before engaging in the CD, in consultation with MoIM's DGLAC.<sup>1</sup>

- **Training at scale:** It will be more cost-effective to operate at scale by grouping the staff of neighbouring local authorities and RTOs together in the same CD activity.

#### **Tools and materials to be used in CD activities.**

A successful CD activity requires the preparation of tools and materials to be used before, during, and after the CD. In the different CD topics and formats proposed in the matrix, the use of the following tools and materials is highly recommended to enable a learning mindset among the participants. This variety of tools aims to foster a learning-by-doing method coupled with discussions and practical work.

<sup>1</sup> It is advised to explore avenues for cooperation with Cités Unies Liban – Bureau Technique des Villes Libanaises regarding the project "Appui à la création du Centre de Formation des Municipalités" (CEFOM).

TOOLS/MATERIALS	DESCRIPTION
Pre-work requirements	Planned readings to allow participants to think about specific challenges and questions.
Presentations	Presentations to create customised CD sessions that will be led by a facilitator or expert/trainer – to be shared before or after the activity.
Handouts	Handouts to provide reinforcement of the knowledge provided.
Case study	Case studies allow participants to analyse and discuss real cases.
Q&A session	Q&A sessions clarify information and allow participants to better understand the topic at hand.
Facilitated discussions	Can be an interactive group exercise, role play, simulation, or any form of discussion about a specific learning module or topic.
Assignments	Assigning “homework” or any kind of individual or group deliverables between a CD session and another (i.e., between two training days) will help the participants practice and perfect newly acquired skills.
Certificates	Certificates give recognition and motivation to participants that they have acquired or are developing a new skill.

**Measuring improvement.** To measure the effectiveness of the CD intervention, pre- and post-CD evaluation tools should be used. These could consist of evaluation forms (pre- and post-training

tests), self-assessment, peer assessment, surveys, classroom polling, testimonials, trainer observations/reports, external evaluation reports, etc.

## 1. CD Topics: Selection and Rationale

The CD matrix provides a comprehensive thematic spectrum to develop the competences of RTO staff. Under each thematic area, specific CD topics are provided. Based on the various sources and informants consulted, the CD framework identified 17 topics for RTO staff, each of which comprising 1 to 8 sub-topics. This resulted in a proposed menu of 70 CD interventions that CD providers and RTO partners can draw from in their (multi-)annual planning. The main topics are:

- **Induction Package for RTO staff:** Foundational onboarding material for RTO staff to ensure that all RTO staff use similar work tools and follow similar procedures.
- **Municipal Laws and Regulations in Lebanon:** The legal and regulatory framework for municipal governance and the wider governance environment in which the RTOs operate. The objective is to embed the RTO in the institutional framework of local authorities. This can only be done if the RTO members have a solid knowledge and understanding of the governance environment that they operate in.
- **Public Financial Management (PFM) in Local Authorities:** Same rationale as previous. The objective is that RTOs become a leading actor in the financial sustainability of local authorities through securing grants, optimising revenues, and improving how they are managed.
- **Public Procurement in Local Authorities:** The objective is that RTOs become leading agents in the implementation and mainstreaming of the July 2021 Public Procurement Law, considering that RTOs should pave the way for good integrity and accountability in local governance.
- **Evidence-based Strategic Planning:** RTOs were established to provide local authorities with specialised technical skills to help improve public service planning and delivery at the local and regional levels. Strategic planning is one of the core skills that are required for the RTOs to fulfil their mandate. This skill applies to specific sectors and can cut across sectors.
- **Urban Planning and Urban Management:** Same rationale as previous.

- **Environmental Governance in Local Authorities:** Same rationale as previous. Environmental governance is a core sectoral mandate of local authorities, for which advanced technical knowledge is needed, particularly in waste management, in view of the recurring crises. Local authorities, through the RTOs, should be also able to review and input on Environmental Impact Assessment (EIA) studies prepared by private consultants.
- **Energy System Governance for Local Authorities:** The energy sector is in crisis and its decentralisation is high on the agenda of Lebanese and foreign policy professionals. Local authorities, through the RTOs, should become major actors in the energy sector, in terms of providing alternative energy sources, regulating, and monitoring the sector, within the boundaries of the municipal laws.
- **Public Health Control and Monitoring:** Same rationale as previous. Public health is a major sector in which local authorities can intervene by law. RTOs should become an active player in this regard.
- **Geographic Information System (GIS):** To fulfil the RTOs' role, the use of technology should be mainstreamed. GIS is an essential tool for planning, monitoring, and managing all kinds of facilities, infrastructure, and activities.
- **Advanced AutoCad Training:** Same rationale as previous. RTOs are routinely asked to prepare concept/design drawings (elevation, sections...) and execution drawings for municipal projects. The use of AutoCad is essential in this regard.
- **Security Training and Security SOPs:** The physical and psychosocial security of RTO and municipal staff should be a priority for the RTO partners, in view of Lebanon's recurring episodes of civil unrest, armed clashes, etc. Developing hands-on SOPs and training municipal staff on how to use them should be included in any CD programme for RTOs.
- **Social media management:** If RTOs are expected to contribute to the sustainability of local authorities and to provide advanced expertise, social media management can be one of them. Managing the visibility of RTOs on social media is an important skill that can make a difference in terms of shedding light on the RTO's works, achievements, and attracting development partners.
- **Leadership and managerial skills:** Implementing the Standard Operating Manual (SOM) requires a great deal of skills in terms of team management and supervision, performance management, interpersonal skills, emotional intelligence, etc. Several CD activities are included under this title, ranging from managerial to leadership responsibilities.
- **Project Cycle Management:** If RTOs are expected to assume specialised managerial skills, project management should be one of them, with all the tools and techniques that this entails.
- **Asset and knowledge management:** Same rationale as previous. RTOs can and should become a resource for the municipal administration. This includes the use of Excel, data management, filing and archiving, and how to conduct an inventory.
- **Project proposal development:** If RTOs are expected to contribute to the sustainability of local authorities and to raise funds with the support of development partners, project proposal development is a core skill-set to master, from concept design to proposal writing, reporting, and results monitoring.

## 2. CD Priorities: Mandatory or Optional?

The CD interventions are divided into three levels of priority: mandatory, desirable (listed as "optional but highly recommended"), and optional.

**Mandatory** interventions are CD activities for the fulfilment of basic skills and tasks for select RTO staff in fundamental areas of concern identified



in the RTO needs assessment. These touch on the following thematic areas:

- Rolling out the SOM and the CD & Exit Strategies – It is essential to have the RTOs and other municipal stakeholders on board throughout the hand-over process.
- Legal and regulatory framework governing local governance – RTO staff must understand the legal and regulatory framework that affects their work and should be aware of the surrounding governance factors that come into play in the municipal field.
- Transparency and inclusivity in local governance – Integrity and inclusive governance is a pillar of good governance that should be a centrepiece of the RTO's mandate. RTOs should become agents for local accountability and for putting local authorities at the service of their communities. Particularly, RTO staff should become champions for the full implementation of the Right to Access Information (ATI) law No. 10, issued on 10 February 2017. For instance, they could act as Information Officers, as mentioned in the law.
- PFM and municipal revenue optimisation – In the context of a severe financial and socio-economic crisis, RTOs should become catalysts for the financial sustainability of local authorities by activating untapped opportunities within the existing governance framework.
- Project proposal development – Same as previous. RTOs should become key actors in the fundraising process, and that entails developing project proposals that attract donor funding.
- Gender, diversity, and inclusion – As the RTOs are set to become an active player in proposal development, fundraising, and donor relations, their familiarity with this topic and their responsibility for mainstreaming it in proposal design and implementation are key competencies to develop.
- Rolling out the new Public Procurement law – According to the new law, the new PP framework is scheduled to take effect 12 months after its adoption in July 2021. RTOs should become champions for its implementation at the local governance level.



- Environmental governance (ISWM, WWM, forest management and fire prevention) – RTO staff who have technical expertise in this domain should increasingly assume responsibilities in this regard, in view of the protracted waste crisis, the recurring water shortages (for households and for irrigation), the lack of wastewater networks, and the seasonality of devastating forest fires.
- Public health laws and regulations – Same as previous, in view of the public health crisis triggered by the covid-19 pandemic and the weakening healthcare sector in times of financial crisis.
- Evidence-based Strategic Planning – Regional planning is a core function of the RTO. As such, mastering the methodologies and tools

for evidence-based strategic planning is a fundamental skill to be acquired.

- Laws and regulations affecting urban/land-use planning and management – Same as previous.
- Use of Excel and AutoCad – Mastering the technicalities of specific software is essential for RTOs to fulfil their mandate. Excel and AutoCad are necessary to fulfil planning and managerial tasks, in addition to designing drawings.
- Security and emergency response – Security training is a must.
- Performance management – To boost the role and impact of the RTO, improving the performance of its staff members is an essential need, not an optional one.

**Desirable** interventions are important CD activities for the development of advanced

technical functions for RTOs in specific areas of concern identified in the RTO needs assessment. They were not listed as mandatory considering the multiplicity of training needs and the risk of training fatigue. One way to mitigate this risk is to spread the CD activities over a longer period (1.5–3 years). Whenever feasible, these activities will add value to the RTO's ability to fulfil its mandate.

Similarly, **optional** interventions are equally important CD activities for the development of advanced technical functions for RTOs in specific areas of concern identified in the RTO needs assessment. They were not listed as an immediate priority considering the multiplicity of training needs and the risk of training fatigue. One way to mitigate this risk is to spread the CD activities over a longer period (1.5–3 years). These activities will add value to the RTO's ability to bring its mandate to the next level.

### 3. Primary Target Group(s) in the RTO

The primary target groups are the main beneficiaries targeted by the capacity-building within the RTO. The target groups were identified and segregated by role, based on the role spectrum available to the RTOs and depending on the role's relevance to the capacity-building topic.

The CD activities target two main groups: (1) RTOs, differentiating between (1.1.) all RTO staff and (1.2.) those practicing a certain role in the relevant focus area; and municipal officials, differentiating between (2.1.) municipal employees and (2.2) elected leaders (councillors and mayor).

The target groups identified in the capacity-building plan are:

- All RTO staff (group 1.1)
- The supervisor(s) of the targeted RTO staff (group 2)
- RTO staff who have specialised technical skills, i.e., civil engineers, environmental engineers, subject matter experts depending on the capacity-building thematic area (energy, public health, water management, WASH, environment, food safety) (group 1.2)
- RTO staff who assume managerial and leadership roles: RTO team leaders/focal points, project managers, RTO staff who have budgeting and costing responsibilities (group 1.2)
- RTO staff who work in accounting and PFM and





whose responsibilities include calculating financial revenues, preparing, executing, and monitoring budgets, and financial reporting (group 1.2)

- RTO staff who work in IT: all kind of technology-related work (group 1.2)
- RTO staff who work in GIS, whether for urban planning purposes, data management, or financial management purposes (group 1.2)
- RTO staff who have administrative responsibilities, i.e., those holding a secretarial role, filing/archiving, data management, clerical tasks etc. (group 1.2)
- RTO staff who are often on the field (e.g., community mobilisers, foremen) (group 1.2)

Nearly all capacity-building topics apply to RTO staff who are hosted by either a municipality or a municipal union (both referred to together as “local authorities”). Only in two occurrences is the capacity-building limited to RTO members employed by a municipality, hence the designation of this target group as “RTO staff in municipalities”, i.e., excluding municipal unions. This is because the capacity-building topic – in this case, municipal taxation – is a subject of concern for municipalities only, since municipal unions do not have financial autonomy and, therefore, do not have their own taxes. However, unions can leverage other revenue sources, apply cost-recovery fees, and can become active in fundraising, hence their inclusion in these topics.

The CD activities that are common to all RTOs are:

- The induction package
- Foundational knowledge of municipal governance
- Conducting a stakeholder mapping and analysis
- Conducting a participatory/community needs assessment
- Drafting a local/regional development strategy
- Performance management
- Emotional intelligence
- Excel training
- Gender, diversity, and inclusion
- Business writing
- Security

The remaining CD needs are area-specific and depend on the availability of, and demand for technical competencies in that area.

When “municipal staff”, “municipal police”, “municipal councillors”, and the “mayor” are mentioned as CD beneficiaries, the CD plan is referring to these roles as in municipalities and in municipal unions. Municipal employees and officials who are not RTO staff were included in the CD interventions when their role as colleagues and supervisors was deemed essential for the fulfilment of specific competencies and topics. As such, the secondary target group referenced above should be involved in the following topics:

- **Rolling out the SOM and the CD & Exit Strategies** – Requires the buy-in of supervisors and the leadership of the local authority.
- **Performance management** – Requires additional competencies from supervisors.
- **Municipal taxation, cost-recovery, and increasing financial revenues** – Require decision-making from RTO supervisors and the leadership of the local authority.<sup>2</sup>
- **Municipal PPP projects** – Require decision-making from RTO supervisors and the leadership of the local authority.
- **Implementing the new public procurement framework** – Requires buy-in and decision-making from RTO supervisors and the leadership of the local authority.
- **ISWM, energy, public health, and food safety** – Require decision-making from RTO supervisors and the leadership of the local authority, and in many cases the intervention of the municipal police.
- **All kinds of awareness activities**, e.g., forest management, fire prevention, biodiversity conservation, climate change and air quality – Require cooperation and buy-in of RTO supervisors and the leadership of the local authority.
- **Security** – Requires the participation of all municipal staff, particularly the municipal police,

*2 Municipal leadership refers to decision-making powers, i.e., the council members of the municipality/union and the mayor/head of the union.*

as well as decision-making from RTO supervisors and the leadership of the local authority to adopt the SOPs, possibly also coordination with representatives of the Internal Security Forces and other security agencies

- **Gender, diversity, and inclusion** – Beneficial to the personnel and the leadership of the local authority.
- **Excel training** – Beneficial to all municipal staff.

Development partners, and the local authority may include additional beneficiaries who are not mentioned per se in the CD interventions,

## 4. Primary CD Types

The primary capacity-building type is the first capacity-building intervention needed on the part of the institution that is handing over the RTO (development partners) to the host institutions (Lebanese local authorities). Primary CD interventions aim at laying the groundwork for competence development and at providing fundamental knowledge and skills to be used in the RTO's work. The primary CD types in the matrix are:

- **Induction session:** An introductory session is delivered for onboarding purposes or to walk staff members through a new topic. Induction sessions were mostly recommended to adopt and mainstream the SOM and their corresponding tools and templates.
- **Training course/workshop:** This is the most common capacity-building type in the matrix. It consists of a series of lessons to teach the skills and knowledge for a particular role or activity. It is usually delivered by external experts in the form of a workshop but can be delivered as a learning course or programme over a longer period.
- **Continuing education course:** Continuing education courses are lessons for adults that are taught in a non-academic way, with the aim of furthering theoretical knowledge and practical skills in light of technological and scientific progress. The matrix mentions the Lebanese American University (LAU) as a recommended institution for continuing education in the municipal sector. The RTO and its partners may

depending on local needs, affinities with ongoing projects of relevance, logistical considerations, resource availability, and the need to scale up the intervention in a particular area. Depending on the strategic objectives of each CD, it may be advisable to further include in these CD activities people who express interest in advancing their knowledge. These beneficiaries could be additional RTO members, employees or elected officials in the local authority, civil society organisations, or community actors.

identify additional institutions with similar or more tailored course offerings.

- **Massive Open Online Course (MOOC):** MOOCs are online courses that are available for anyone to enrol. MOOCs are free and self-paced most of the time. They provide an affordable and flexible way to learn new skills. The advantage of MOOCs is the opportunity to increase technical knowledge at little-to-no cost. Online certificates, especially from renowned educational institutions, can be formal and cost-effective credentials for the acquisition of these new competencies, especially in view of the local authorities' limited budget. The matrix mentions Google and the Swiss Federal Institute of Technology Lausanne (EPFL) as recommended MOOC-providers in specific sectors. The RTO and its partners may identify additional providers with similar or more tailored course offerings (e.g., HarvardX, Coursera, Udemy, FutureLearn).
- **Conference/webinar series:** Thematic meetings held online and offline, such as conferences, seminars, and webinar series, are effective ways to engage the RTO in practical policy discussions at no cost. These were recommended for the RTO staff to acquaint themselves with simple, affordable, and practical solutions for waste sorting and treatment at the local level. Such learning formats can be more flexible and practice-oriented than training courses and workshops. Conferences and webinars are also recommended as "refreshers" to retain or update existing skills and/or knowledge to a changed



standard, or to ensure that no important skills or knowledge have been lost due to lack of use.

- **Awareness session:** Awareness sessions are short discussions, workshops, roundtables, and even informal meetings/talks that increase knowledge and understanding regarding a topic or a practice. Such sessions were recommended for the RTOs to raise their awareness about issues that do not require in-depth knowledge or skills (climate change, biodiversity preservation, various global issues, inspirational talks, emerging theories and approaches). Awareness sessions can be provided for free by international organisations and agencies. They can also come in the form of conferences and webinars.
- **Technical expertise to develop SOPs:** External technical expertise was recommended as the primary capacity-building intervention for the development of security SOPs and contingency plans for local authorities. To develop internal systems, bylaws, statutes, codes, frameworks, and SOPs of all sorts, specialised technical expertise is usually needed. The SOPs should be complemented by field training such as Personal Field Security training and First Aid training.
- **Coaching:** Coaching is a form of development in which an experienced person (coach) supports a learner (coachee) in achieving a professional goal through on-the-job training and guidance. Compared to the CD intervention types listed above, coaching is a longer process that is

geared toward improving performance in the “here and now” rather than in the future. Coaching and on-the-job support are needed to avoid one-off training activities that can be ineffective in bringing about behaviour change. Coaching was listed as the primary CD type for skills that are acquired and honed through continuous practice, such as narrative and financial report writing. Writing skills are primarily acquired iteratively, following a feedback cycle involving several rounds of review and redrafting.

These were the primary capacity-building interventions proposed for RTOs and their rationale. Other CD types may make more sense as primary interventions, depending on several factors, such as:

- The availability of expertise (expertise is offered/available on the market)
- The access to expertise (trainees can access the expertise when they need it and where they need it)
- The cost of expertise (resources are available to bring in expertise)

Considering these factors, development partners and the RTOs may identify alternative CD types that are more available, more accessible, or cheaper depending on context and situation.

## 5. Continuing CD Types

The continuing CD type is a capacity-building intervention that is provided after the primary capacity-building intervention has been completed. Continuing CD builds on previously acquired knowledge and skills and complements those by developing individual/team competences on the longer term. The CD matrix has identified 3 continuing CD types:

- **Coaching:** As explained in the previous section, coaching consists of on-the-job accompaniment and learning by doing. Live coaching sessions can be delivered online and/or through visits of subject matter experts to the workplace. Usually, sessions are shorter than standard training (around 2–3 hours per coaching session) and

include intervals between them. Coaching can also consist of supervisory functions, appraisal, and feedback provision on tasks, activities, or deliverables assigned by the coach to the coachee, along a mutually agreed learning timeline. Coaching is mostly recommended as a follow-up to primary CD interventions.

- **Advisory support:** Advisory support consists of an external person or group who, regularly or occasionally, monitors the work of the RTO and provides suggestions and advice to help the RTO improve in a particular subject or area of activity. Advisory support can be verbal, written, formal, or informal; it can be delivered in ad hoc meetings, thematic working groups, or even in a spontaneous

call. The advisors should be external persons; they can be subject matter experts (coaches, trainers) or close RTO collaborators (development partners). Advisory support can be provided as a paid service (by experts) or pro-bono (by development partners) against the provision of observations, assessments, and recommendations addressed to the RTO and the local authority for consideration and decision-making. Advisory support is a flexible CD tool that is often overlooked and that could be leveraged by development partners.

- **CoP:** A community of practice is an organised group of people (called “practitioners”) who share a concern or an interest for something they do and who wish to learn how to do it better by interacting with each other regularly.<sup>3</sup> CoPs are powerful learning processes that are often overlooked. They are premised on the common saying “tell me and I forget, teach me and I may remember, involve me and I learn”. This involvement is created and nurtured through relationship-building, peer-to-peer exchange, thematic discussions, and joint activities. The idea is for group members to share knowledge, methods, tools, stories, experiences, and lessons learnt in a thematic area of concern (e.g., using GIS in municipalities, designing and implementing a SWM plan, fundraising,

performance management in RTOs, implementing the Exit strategy, Q&A about practical implementation of municipal laws, improving transparency, implementing the new public procurement law).

CoPs involve peers (a.k.a. “champions”) who meet regularly, rather than subject matter experts, and are non-hierarchical spaces for exchange, which increases buy-in into, and ownership of the process. Subject matter experts may be invited as guest speakers to provide guidance and advice, but the main owners – and drivers – of the CoP are the “regulars” themselves.

There can be a CoP for most topics listed in the CD matrix, where indicated, and possibly more. CoPs can be learning networks or **thematic working groups (TWGs)** that meet regularly, in-person or remotely, to discuss shared issues like “GIS in RTOs”, “Fundraising for RTOs”, “Data collection and management in RTOs”, “How to manage waste”, “How to increase tax collection and revenues in municipalities”, etc. TWGs can also interact beyond formal and informal meetings; it is possible to create an online forum, a WhatsApp group, or e-mail dissemination lists to share questions, answers, and experiences.

**Figure 1. CoPs versus other peer exchange formats.<sup>4</sup>**

**A Snapshot Comparison**

Communities of practice, formal work groups, teams, and informal networks are useful in complementary ways. Below is a Summary of their characteristics.

	What is the purpose	Who belongs	What holds it together	How long does it last?
Community of practice	To develop members' capabilities, to build and exchange knowledge	Members who select themselves	Passion, commitment, and identification with the group's expertise	As long as there is interest in maintaining the group
Formal work group	To deliver a product or service	Everyone who reports to the group's manager	Job requirements and common goals	Until the next reorganization
Project team	To accomplish a specified task	Employees assigned by senior management	The project's milestones and goals	Until the project has been completed
Informal network	To collect and pass on business information	Friends and business acquaintances	Mutual needs	As long as people have a reason to connect

<sup>3</sup> Wenger-Trayner, E. (2015). *Communities of Practice: A Brief Introduction*. Retrieved from <https://wenger-trayner.com/introduction-to-communities-of-practice/>.

<sup>4</sup> Wenger, E. C. & Snyder, W. C. (2000). “Communities of Practice: The Organizational Frontier”. *Harvard Business Review*. January–February 2000. Available at: <https://hbr.org/2000/01/communities-of-practice-the-organizational-frontier>.

The conveners of the CoP process can be either the concerned RTO members (“RTO champions” in the thematic area of focus) or interested development partners. To ensure the continuity of the CoP, a combination of both is recommended.

## 6. Timeline for CD Delivery

The matrix does not specify a timeline for providing the capacity-building. This is because it may be difficult to predict or pre-determine the right timing for such interventions while many surrounding factors and variables are at play, such as:

- The volatile political and security situation in the country
- CD dependency on several ongoing or planned projects and activities by the local authority and development partners
- The availability of resources to plan and

## 7. Curriculum Length and Cost

The matrix provides an indicative cost estimate for the CD topics listed. The cost is based on the hourly duration of the CD, both of which having been estimated based on market offerings and commonly observed practice.

Development partners or collaborators wishing to provide CD for RTOs may explore additional options to optimise the length of the CD and its value for money. Although the matrix provides an average standard length for CD interventions, it may be possible to identify curricula whose length is more optimally suited to the resources available and to the competency gaps, needs, and availability of the training beneficiaries.

Estimating the budget needed for the CD interventions was also a sensitive task. Costs considered tuition fees (for continuing education courses), enrolment and certification fees (MOOCs), and expert fees. Where individual consultants were deemed necessary, the hourly price was based on a senior consultancy rate of around 500 USD per full working day (8 working hours). Expert remuneration should, ideally, follow a progressive fee scale considering years of experience,

Competence development is a long-term process that requires continuous accompaniment and support long after a training course, workshop, session, or programme has been successfully delivered. Continuing CD interventions are therefore crucial follow-ons to the primary CD interventions suggested.

implement a CD programme for RTOs

- The availability and commitment of RTO staff and other CD beneficiaries – all of whom should be consulted before organising a CD programme for RTOs

**Any time is a good time to deliver capacity-building.** The recommended order of priority is to start with the mandatory training topics, followed by optional but (highly) recommended training topics, ending with the training topics marked as optional – or “desirable”.

according to which only experts with 10+ years of relevant experience are entitled to a daily rate in the range of 500–600 USD.

Development partners, and the RTO staff themselves are strongly advised to look for cost-effective options that may be much cheaper than the cost estimated in the matrix. For this purpose, the matrix indicates a maximum cost for each CD intervention, beyond which the intervention may no longer be cost-effective.

For instance, development partners could partner with the UNDP CEDRO project<sup>5</sup> to provide a full CD programme on “Energy System Governance in Lebanon” (topic 11.1) for free. The programme would delve into the institutional arrangements to step up the role of local authorities, and specifically the RTOs, to become leading actors in the energy sector. This could entail activities like providing guidance to businesses and households, facilitating regulatory processes, permits, and administrative services to transition to alternative energy sources, raising awareness, introducing municipal regulations to organise the energy sector (private generators, PV panels, etc.).

<sup>5</sup> UNDP CEDRO: *Creating a sustainable energy environment in Lebanon*. Visit: <https://www.cedro-undp.org/>.

## Capacity Development Framework/Matrix for Regional Technical Offices

Topic	Objective/rationale	Mandatory/Optional	Primary Target Group(s) in the RTO	Primary CD Type
<b>Induction Package for RTO staff</b>				
* SOM	RTO and LA staff to familiarise themselves with the standard operating procedures regulating their work and the use of tools and templates (work plan, OKRs etc.)	Mandatory	All RTO staff and their supervisor(s)	Induction session
* Programme transition plan	RTO and LA staff to buy into the programme transition "exit" strategy and contribute to the transition process	Mandatory	All RTO staff and their supervisor(s)	Induction session
* Internal Personnel Code of hosting municipality/UoM	RTO staff to understand the guidelines for recruitment, promotion, social benefits etc. in the municipal public service, particularly for permanent and fixed-term staff	Mandatory	All RTO staff	Induction session
<b>Municipal Laws and Regulations in Lebanon</b>				
* Foundational knowledge of municipal governance	RTO staff to understand the basic institutional framework and the authorising environment they operate in (Municipal Law 118/1977 and associated texts, and their applications)	Mandatory	All RTO staff	Training course/workshop
* Advanced training on municipal governance	RTO staff to master and navigate the bureaucratic intricacies, processes, and procedures affecting their work (around 51 legal and regulatory texts)	Mandatory/Optional	Mandatory to all RTO staff who (1) have specialised technical skills, (2) assume managerial and leadership roles; optional for those who express interest in advancing their knowledge	Training course/workshop
* Legal review and appeal mechanisms	RTO staff to understand how municipal decisions are legally reviewed and challenged, and how complaints mechanisms work	Optional	Optional but recommended/preferred for those who express interest in advancing their knowledge	Training course/workshop
* Legal and regulatory framework for the municipal civil service	RTO staff to understand the guidelines for recruitment, promotion, social benefits etc. in the municipal public service, particularly the Civil Service Law and the different Personnel Codes	Optional	Optional but recommended/preferred for those who express interest in advancing their knowledge	Training course/workshop
* Enhancing accountability and inclusivity in municipal governance	RTO staff to become agents of public integrity, accountability, and inclusion; operationalising the Access to Information Law by becoming appointed Information Officers; includes anti-corruption legislation and their applications	Mandatory	RTO staff who (1) do a lot of fieldwork (e.g., community mobilisers); and (2) handle accounting, IT, admin, and/or PFM transactions.	Training course/workshop
* Municipal Administration and Finance Diploma	RTO staff to build their knowledge and experience regarding the managerial, financial, developmental, and legal aspects of municipal work - includes an official certificate of completion (visit: <a href="https://ce.lau.edu.lb/programs/legal-societal/municipal-administration-finance-diploma-mafd/">https://ce.lau.edu.lb/programs/legal-societal/municipal-administration-finance-diploma-mafd/</a> )	Optional	Optional but recommended/preferred for those who (1) have specialised technical skills, (2) assume managerial and leadership roles; optional for those who express interest in advancing their knowledge	Continuing education course



Continuing CD Type	Min. hours	Max. hours	Max. estimated cost per hour (USD)	Min. total cost (USD)	Max. total cost (USD)
CoP, coaching	4	N/A	N/A	N/A	Provided by UNDP/UN-Habitat with the participation of DGLAC
CoP	4	N/A	N/A	N/A	Provided by UNDP/UN-Habitat
N/A	4	8	N/A	N/A	Provided in-house by hosting municipality/UoM with the participation of DGLAC
Advisory, CoP	16	24	65	1,040	1,560
Advisory, CoP	24	36	65	1,560	2,340
Advisory	8	16	65	520	1,040
Advisory	8	16	65	520	1,040
Advisory, CoP	16	32	65	1,040	2,080
N/A	96	96	See tuition fees	See tuition fees	See tuition fees

Topic	Objective/rationale	Mandatory/Optional	Primary Target Group(s) in the RTO	Primary CD Type
<b>Public Financial Management in Local Authorities</b>				
* PFM standards	RTO staff to understand how PFM works in local authorities and the standards set by the 1963 Public Accounting Law and the Municipal Accounting Decree 5595/1982	Mandatory	RTO staff who (1) handle accounting, IT, admin, and/or PFM transactions; and (2) assume managerial and leadership roles (project management with budgeting/costing responsibilities)	Training course/workshop
* The municipal taxation system, tax calculation and estimation	RTO staff to master the technicalities and tricks of the municipal taxation system, how to estimate, calculate, and optimise taxation revenues as per Law 60/1988 and associated texts	Mandatory	RTO staff in municipalities who (1) handle accounting, IT, admin, and/or PFM transactions; and (2) are responsible for GIS	Training course/workshop
* How to improve the tax collection rate	RTO staff to build their knowledge and experience in increasing the tax collection rate, by law and in practice	Mandatory	RTO staff in municipalities who (1) handle accounting, IT, admin, and/or PFM transactions; and (2) are responsible for GIS + municipal councillors and mayor	Training course/workshop
* How to leverage and optimise municipal revenue sources	RTO staff to understand and leverage the technicalities of the different revenue sources legally available to municipalities other than direct taxes - ultimately to diversify revenue streams	Mandatory	RTO staff who assume managerial and leadership roles (project management) + municipal councillors and mayor	Training course/workshop
* Designing cost-recovery systems; applying user fees and service charges	RTO staff to help generate additional revenues through user fees and service charges within the existing framework to fund municipal public services	Mandatory	RTO staff who assume managerial and leadership roles (project management) + municipal councillors and mayor	Training course/workshop
* Leveraging municipal Public-Private Partnerships for service provision	RTO to understand how municipal PPPs work from end-to-end by leveraging the Municipal Law (for small- and medium-sized local authorities) and the 2017 PPP Law (for large local authorities)	Optional	RTO staff who assume managerial and leadership roles (project management) + municipal councillors and mayor	Training course/workshop
<b>Public Procurement in Local Authorities</b>				
* Public Procurement: Old and New Framework	RTO staff to master the technicalities of public procurement in the current ("old") framework and in the new law adopted in July 2021; for the RTO staff to become the agents for implementing the new system	Mandatory	RTO staff who (1) handle accounting, admin, and/or PFM transactions; and (2) assume managerial and leadership roles (project management) + municipal councillors and mayor	Training course/workshop
* Procuring supplies	RTO staff to master the technicalities of procuring supplies and ensuring quality control; incl. how to write accurate specifications and BoQs	Optional	RTO staff who (1) handle accounting, admin, and/or PFM transactions; and (2) assume managerial and leadership roles (project management) + municipal councillors and mayor	Training course/workshop
* Procuring works	RTO staff to master the technicalities of procuring works and ensuring quality control; incl. how to write accurate specifications, BoQs, requirements, and qualifications	Mandatory	RTO staff who (1) handle accounting, admin, and/or PFM transactions; and (2) assume managerial and leadership roles (project management) + municipal councillors and mayor	Training course/workshop
* Procuring services	RTO staff to master the technicalities of procuring services and ensuring quality control; incl. how to write accurate specifications, requirements, and qualifications	Mandatory	RTO staff who (1) handle accounting, admin, and/or PFM transactions; and (2) assume managerial and leadership roles (project management) + municipal councillors and mayor	Training course/workshop
** Hiring individual contractors (أجراء، متعلقون، مستخدمون)	RTO staff to master the technicalities of hiring individual contractors ; incl. how to write accurate requirements and qualifications	Optional	RTO staff who (1) handle accounting, admin, and/or PFM transactions; and (2) assume managerial and leadership roles (project management) + municipal councillors and mayor	Training course/workshop
* Contract design and management	RTO staff to build their knowledge and experience in designing and managing contracts with private companies to optimise value for money and service effectiveness	Optional	RTO staff who (1) handle accounting, admin, and/or PFM transactions; and (2) assume managerial and leadership roles (project management) + municipal councillors and mayor	Training course/workshop

Continuing CD Type	Min. hours	Max. hours	Max. estimated cost per hour (USD)	Min. total cost (USD)	Max. total cost (USD)
Coaching, advisory	24	32	65	1,560	2,080
Coaching, advisory, CoP	16	20	65	1,040	1,300
CoP	4	8	65	260	520
Advisory, CoP	16	20	65	1,040	1,300
Advisory, CoP	8	12	65	520	780
Advisory, CoP	4	8	65	260	520
Coaching, advisory, CoP	32	40	65	2,080	2,600
Advisory, CoP	4	8	65	260	520
Advisory, CoP	8	12	65	520	780
Advisory, CoP	8	12	65	520	780
Advisory, CoP	4	8	65	260	520
Advisory, CoP	8	12	65	520	780

Topic	Objective/rationale	Mandatory/Optional	Primary Target Group(s) in the RTO	Primary CD Type
<b>Environmental Governance in Local Authorities</b>				
* Step-by-step methodology of Environmental Impact Assessments (EIAs) and Strategic EIAs	RTO staff to build their knowledge and experience in reviewing and evaluating EIAs and Strategic EIAs drafted by a specialised company	Mandatory	RTO staff who have specialised technical skills (e.g., engineers), especially environmental experts	Training course/workshop
* Integrated Solid Waste Management	RTO staff to master the institutional framework/governance components of ISWM (Law 80/2018 and related texts), to design, manage, and oversee SWM projects in the Lebanese context	Mandatory	RTO staff who have specialised technical skills (e.g., engineers), especially environmental experts + municipal councillors, mayor, and municipal police officers	Training course/workshop
* Municipal Solid Waste Management in Developing Countries	Highly recommended foundational MOOC by École Polytechnique Fédérale de Lausanne "Municipal Solid Waste Management in Developing Countries" (36 hrs) to accompany 5.1 (visit: <a href="https://www.coursera.org/learn/solid-waste-management#about">https://www.coursera.org/learn/solid-waste-management#about</a> )	Mandatory	RTO staff who have specialised technical skills (e.g., engineers), especially environmental experts	MOOC
* Source separation, secondary sorting, and composting: Simple SWM solutions for Lebanese local authorities	RTO staff to become the catalysts of a SWM transformation at the local level, helping the host institution adopt and implement simple solutions for SWM at the local/regional level	Optional	Strongly recommended for all RTO staff + municipal councillors, mayor, and municipal police officers	Conference/webinar series
* Water and Wastewater Management	RTO staff to master the institutional framework/governance components of WWM, to co-design, co-manage, and oversee WWM projects in collaboration with MoEW and the regional Water Authorities	Optional	RTO staff who have specialised technical skills (e.g., engineers), especially environmental experts; optional because WWM is not a decentralised competence, even though local authorities' role in this regard is tolerated due to central government's shortfall	Training course/workshop
* Forest management and fire prevention	RTO staff to understand the responsibilities of local authorities in forest management and fire prevention, and activate their role in this regard	Mandatory	RTO staff who have specialised technical skills (e.g., engineers), especially environmental experts + municipal councillors, mayor, and municipal police officers	Training course/workshop
* Biodiversity conservation	RTO staff to become familiar with the main species that need protection and why they play a crucial role in the environmental ecosystem	Optional	RTO staff in local authorities that have natural reserves who have specialised technical skills (e.g., engineers), especially environmental experts + municipal councillors, mayor, and municipal police officers	Awareness session
* Climate change and air quality	RTO staff to become aware of the lethal consequences of climate change, its manifestations worldwide and in Lebanon, and reflect on the role of local authorities in maintaining air quality	Optional	Strongly recommended for all RTO staff and their supervisor(s) + municipal councillors, mayor, and municipal police officers	Awareness session



Continuing CD Type	Min. hours	Max. hours	Max. estimated cost per hour (USD)	Min. total cost (USD)	Max. total cost (USD)
Advisory	8	16	65	520	1,040
Advisory, CoP	16	24	65	1,040	1,560
CoP	36	40	-	-	" Free on Coursera 40 USD with certificate "
Coaching, CoP	8	12	-	-	Can be provided for free by a UN agency, SWM practitioners, NGOs (Arcenciel, Compost Baladi, Ziad Abichaker)
CoP	16	24	65	1,040	1,560
CoP	16	20	65	1,040	1,300
N/A	4	8	-	-	Can be provided for free by a UN agency
N/A	4	8	-	-	Can be provided for free by a UN agency

Topic	Objective/rationale	Mandatory/Optional	Primary Target Group(s) in the RTO	Primary CD Type
<b>Evidence-based Strategic Planning</b>				
* How to conduct a stakeholder mapping and analysis	RTO staff to master how to draw and analyse a stakeholder map as part of a planning process	Optional	All RTO staff (as planning is a team process)	Training course/workshop
* Methodology for conducting a participatory/community needs assessment	RTO staff to be able to lead a participatory needs assessment at the local community level, also to capture the needs of marginalised groups	Mandatory	All RTO staff	Training course/workshop
* Methodology for drafting a local/regional development strategy	RTO staff to be able to draft a development strategy at the local/municipal or regional/UoM level	Mandatory	All RTO staff	Training course/workshop
* Methodology for conducting feasibility studies	RTO staff to be able to conduct feasibility studies for large and/or complex projects (infrastructure, service provision)	Optional	Strongly recommended for RTO staff who (1) have specialised technical skills (e.g., engineers) and (2) assume managerial and leadership roles (project management)	Training course/workshop
* Data collection methods and tools	RTO staff to master the methods and tools for qualitative and quantitative data collection: interviews (telephone, face-to-face, online), surveys, questionnaires types, focus groups, observation; the advantages of each method, and which one to use for each situation/need	Optional	Optional but highly recommended for RTO staff working in IT, GIS, admin, community mobilisation, and project management	Training workshop/course
* Creation of platform for data backup	RTO to establish a platform for local authorities to document and record their data (figures, maps, population number, infrastructure situation, etc.)	Optional	Optional but highly recommended for RTO staff who work in accounting, IT, GIS, and admin	Coaching
<b>Urban Planning and Urban Management</b>				
* Urban planning laws and regulations (e.g., building permits, with case studies)	RTO staff to master the technicalities of urban planning laws and regulations, standards for building permits and other permits (restoration, amendments etc.) - with case studies	Mandatory	RTO staff who have specialised technical skills (e.g., engineers)	Training course/workshop
* Land-use planning and zoning	RTO staff to develop skills in land-use planning and zoning, ultimately to develop a new urban vision for their area	Mandatory	RTO staff who have specialised technical skills (e.g., engineers)	Training course/workshop
* Expropriation regulations	RTO staff to understand the conditions for expropriation as part of the urban planning process	Optional	RTO staff who have specialised technical skills (e.g., engineers)	Training course/workshop
* Transportation and mobility	RTO staff to master the essentials and the governance framework of mobility planning in the Lebanese context: creating and managing urban transportation networks, setting transportation fees, ensuring road safety, introducing road signage etc.	Optional	RTO staff who have specialised technical skills (e.g., engineers)	Training course/workshop
* Urban heritage preservation	RTO staff to understand the requirements and procedures for urban heritage preservation.	Optional	RTO staff who have specialised technical skills (e.g., engineers)	Training course/workshop

Continuing CD Type	Min. hours	Max. hours	Max. estimated cost per hour (USD)	Min. total cost (USD)	Max. total cost (USD)
N/A	4	8	65	260	520
Advisory, CoP	12	16	65	780	1,040
Advisory, CoP	16	24	65	1,040	1,560
Advisory	16	24	65	1,040	1,560
Coaching, advisory	16	24	65	1,040	1,560
Advisory, CoP	20	28	30	600	840
Coaching, advisory, CoP	16	24	65	1,040	1,560
Advisory, CoP	8	16	65	520	1,040
Advisory, CoP	6	8	65	390	520
Coaching, advisory, CoP	24	32	65	1,560	2,080
Advisory, CoP	8	24	65	520	1,560

Topic	Objective/rationale	Mandatory/Optional	Primary Target Group(s) in the RTO	Primary CD Type
<b>GIS</b>				
* Applications of GIS in public management in local authorities	RTO staff to master the applications of GIS in municipal management	Mandatory	RTO staff who are responsible for GIS	Training course/ workshop
* Applications of GIS in urban planning and management	RTO staff to master the applications of GIS in urban planning and management (monitoring assets and facilities etc.)	Mandatory	RTO staff who are responsible for GIS	Training course/ workshop
<b>Advanced AutoCad Training</b>				
* Advanced AutoCad training	RTO staff to acquire advanced AutoCad skills to develop technical drawings	Mandatory	RTO engineers and architects	Training course
<b>Security Training and Security SOPs</b>				
* Basic security training	RTO staff to acquire essential security skills and knowledge	Mandatory	All RTO and municipal staff (incl. municipal police)	Training course/ workshop
* Personal Field Security training	RTO staff to acquire the skills and knowledge to effectively address key personal security considerations in different risk environments on the field and at work; the course should address specific security considerations faced by women employees	Mandatory	All RTO and municipal staff (incl. municipal police)	Training course/ workshop
* Developing contingency plans and SOPs for local authorities	RTO staff to have increased preparedness in emergency response and contingency situations	Mandatory	All RTO and municipal staff + municipal councillors, mayor, and municipal police officers, possibly also representatives of ISF and other security agencies	Technical expertise to develop SOPs, coaching
* First Aid training and Personal Security Preventive Measures	RTO staff to acquire basic adult First Aid skills and know which preventive measures to take to ensure the security of self and co-workers on the field and at work	Mandatory	All RTO and municipal staff (incl. municipal police)	Training course/ workshop
<b>Energy System Governance for Local Authorities</b>				
* Energy System Governance in Lebanon: Institutional Framework and the Role of Local Authorities	RTO staff to (1) master the laws, regulations, and technicalities of energy governance in Lebanon, (2) understand the role of MoEW, (3) understand the role and the potential that local authorities have in (3.1) energy regulation and (3.2) management and supervision of energy systems; should include case studies of community solar farms in Lebanon (e.g., Qabrikha), regulation of private generators, introduction of net-metering, managing the transition to alternative energy sources (e.g., solar panels)	Mandatory	RTO staff who have specialised technical skills (e.g., engineers) + municipal councillors and mayor	Training course/ workshop
<b>Public Health Control</b>				
* Public health laws and regulations	RTO staff to master the technicalities of public health standards, ultimately to activate the role of local authorities in this regard - may address: response to pandemic, prevention and control of infectious diseases, smoking prevention, obesity education, sexual education, healthcare accessibility, suicide prevention, breastfeeding, vaccination, cancer prevention, and more	Mandatory	RTO staff who have specialised technical skills (e.g., engineers) + municipal councillors, mayor, and municipal police officers	Training course/ workshop

Continuing CD Type	Min. hours	Max. hours	Max. estimated cost per hour (USD)	Min. total cost (USD)	Max. total cost (USD)
Coaching, CoP	16	24	65	1,040	1,560
Coaching, CoP	16	24	65	1,040	1,560
Coaching	24	36	15	360	540
N/A	4	8	N/A	N/A	Provided for free by UN agency
N/A	8	16	N/A	N/A	Provided for free by UN agency
Advisory	8	12	N/A	N/A	Provided for free by UN agency
N/A	8	16	N/A	N/A	Provided for free by the Civil Defence Forces and the Lebanese Red Cross
Advisory, CoP	16	24	65	1,040	1,560
Coaching, advisory, CoP	16	32	65	1,040	2,080



Topic	Objective/rationale	Mandatory/Optional	Primary Target Group(s) in the RTO	Primary CD Type
* Good practices, cases studies from Lebanon and peer countries	Same as previous, with emphasis on case studies and practical/original ways to design and manage municipal public health programmes	Optional	Optional but highly recommended for RTO staff who have specialised technical skills (e.g., engineers) + municipal councillors, mayor, and municipal police officers	Training course/workshop
* Food safety	RTO staff to master the technicalities of food hygiene standards, ultimately to activate the role of local authorities in this regard, esp. in areas having slaughterhouses (e.g., UCF) - may address: overseeing the handling, preparation, and storage of food; food labelling, food additives and pesticide residues, food safety in agricultural, industrial, and retail sectors, etc.	Optional	Optional but highly recommended for RTO staff who have specialised technical skills (e.g., engineers) + municipal councillors, mayor, and municipal police officers	Training course/workshop
<b>Social Media Management</b>				
* Social media management	RTO staff to boost social media outreach and engagement of the hosting institution, attract attention of service users, CSOs, and development partners; increase visibility of the RTO	Optional	RTO staff who are involved in communications and public relations	Training workshop/course, MOOC
<b>Leadership and Managerial Skills</b>				
* Leadership training programme/course	RTO staff to boost their leadership skills, increase their strategic thinking, and develop competencies for leading themselves and others	Optional	Optional but highly recommended for RTO staff who assume managerial and leadership roles (project management)	MOOC, continuing education, training course
* Performance management	RTO staff to familiarise themselves with the different performance management systems, tools, and methods outlined in the SOM; learn how to give and receive feedback, and be part of an environment that emphasises self-improvement and collaboration	Mandatory	All RTO staff and their supervisor(s)	Training workshop
* Emotional intelligence	RTO staff to develop and practice emotional intelligence competencies - may include (1) how to communicate effectively, (2) negotiation, (3) "deep/active listening" exercises, and (4) how to manage difficult people	Optional	Optional but highly recommended for all RTO staff	Training workshop/course, MOOC
* Team management, supervisory skills	RTO staff to manage teamwork effectively and build an environment that is conducive to collaboration	Optional	Optional but highly recommended for RTO staff who assume managerial and leadership roles (project management)	Training workshop
* How to manage meetings effectively	RTO staff to make efficient use of their time and conduct meetings that are relevant, straight to the point, and that facilitate the information sharing and collaboration	Optional	Optional but highly recommended for all RTO staff	MOOC, Training workshop
* Community engagement/mobilisation and stakeholder management	RTO to establish and nurture sound relationships with the local community, engage beneficiaries in their work/activities, and develop solid relations with stakeholders	Mandatory	RTO staff who (1) assume managerial and leadership roles and (2) are involved in community mobilisation	Training workshop
* Gender, Diversity, and Inclusion	RTO to understand the importance of GDI and how to mainstream them into policies and projects.	Mandatory	All RTO staff + municipal councillors and mayor	MOOC, Training workshop, Awareness session
* Business writing	RTO to become a reliable communication focal point for external stakeholders (beneficiaries, member municipalities, development partners, and CSOs)	Optional	All RTO staff	Training workshop

Continuing CD Type	Min. hours	Max. hours	Max. estimated cost per hour (USD)	Min. total cost (USD)	Max. total cost (USD)
CoP	8	16	65	520	1,040
Coaching, advisory, CoP	16	24	65	1,040	1,560
Coaching, advisory	8	36	15	120	540
Coaching	36	Depending on course	Depending on course	Depending on course	Depending on course
Coaching	8	16	75	600	1,200
Coaching	16	32	75	1,200	2,400
Coaching	16	24	75	1,200	1,800
N/A	3	4	75	225	300
Coaching	8	16	65	520	1,040
Coaching, advisory	4	12	N/A or depending on course	N/A or depending on course	Provided for free by UN agency or depending on course
Coaching	8	10	15	120	150

Topic	Objective/rationale	Mandatory/Optional	Primary Target Group(s) in the RTO	Primary CD Type
<b>Project Cycle Management</b>				
"* Google Project Management: Professional Certificate (Coursera) - 6 courses or: Classic Project Management Professional (PMP) course and certification"	RTO staff to acquire project management skills to lead projects more effectively	Optional	Optional but highly recommended for RTO staff who are involved in project management and/or assume managerial and leadership roles	MOOC, continuing education course
<b>Project Proposal Development</b>				
* Project design, drafting a project concept note	RTO staff to assume fundraising responsibilities by designing project ideas and developing concept notes	Mandatory	RTO staff who are involved in project management and community mobilisation	Training workshop/course, MOOC
* Proposal writing	RTO staff to assume fundraising responsibilities by mastering the techniques of proposal writing using several donor templates (USAID, EU, others)	Mandatory	RTO staff who are involved in project management and community mobilisation	
* Drafting a budget and budget notes, with applied costing exercises	RTO staff to assume fundraising responsibilities by drafting budgets and conducting costing exercises	Mandatory	RTO staff who are involved in (1) project management and (2) accounting/PFM	
* Drafting a Risk Matrix	RTO staff to assume fundraising responsibilities by drafting a risk matrix as part of project proposal	Mandatory	RTO staff who are involved in project management and community mobilisation	
* Monitoring, Evaluation, and Learning	RTO staff to assume fundraising responsibilities by acquiring MEL skills, drafting a logical framework and a results framework, developing SMART indicators	Mandatory	RTO staff who are involved in project management	
* Writing a narrative report	RTO staff to assume fundraising responsibilities by writing high-quality narrative reports that accurately convey the impact of their work	Mandatory	RTO staff who are involved in project management	
* Writing a financial report	RTO staff to assume fundraising responsibilities by writing accurate financial reports (budget follow-ups, monthly/quarterly financial reports)	Mandatory	RTO staff who are involved in accounting/PFM	
<b>Asset and Knowledge Management</b>				
* Archiving and filing techniques	RTO staff to monitor, develop, operate, maintain, upgrade, and dispose of municipal assets cost-effectively.	Optional	Optional but highly recommended for RTO staff who handle accounting, IT, admin, and/or PFM transactions	Training workshop
* How to conduct an inventory (municipal property/land and equipment)	RTO staff to monitor, develop, operate, maintain, upgrade, and dispose of municipal assets cost-effectively.	Optional	Optional but highly recommended for RTO staff who handle accounting, IT, admin, and/or PFM transactions - or GIS	Training workshop
* Data management	RTO staff to monitor, develop, operate, maintain, upgrade, and store municipality data	Optional	Optional but highly recommended for RTO staff who handle accounting, IT, admin, and/or PFM transactions - or GIS	Coaching
* Advanced Excel training	RTO staff to improve their command of MS Excel	Mandatory	All RTO staff + municipal staff	Training workshop/course

Continuing CD Type	Min. hours	Max. hours	Max. estimated cost per hour (USD)	Min. total cost (USD)	Max. total cost (USD)
N/A	35	240	Depending on course	Depending on course	" 40 USD per course certificate - 240 USD for all six certificates or depending on course "
Coaching, advisory	8	16	65	Provided for free by UN agency or depending on course	Provided for free by UN agency or depending on course
Coaching, advisory	16	36	65	1,040	2,340
Coaching, advisory	8	16	65	Provided for free by UN agency or depending on course	Provided for free by UN agency or depending on course
Coaching, advisory	6	8	N/A	Provided for free by UN agency	Provided for free by UN agency
Coaching, advisory	16	36	65	Provided for free by UN agency or depending on course	Provided for free by UN agency or depending on course
Coaching, advisory	8	Continuous over x months	N/A	N/A	Provided for free by UN agency
Coaching, advisory	8	Continuous over x months	N/A	N/A	Provided for free by UN agency
Coaching	16	24	65	1,040	1,560
Coaching	8	12	65	520	780
Coaching	24	36	65	1,560	2,340
Coaching	36	40	15	540	600



