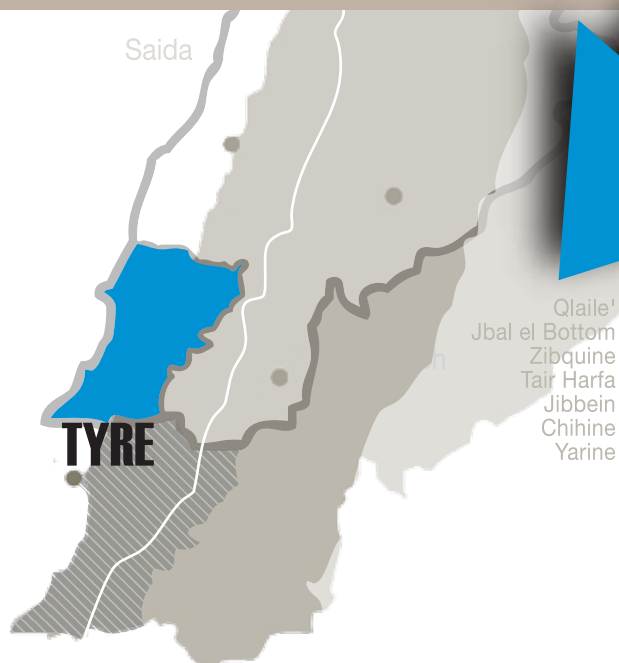


# TOWARDS STRATEGIC PLANNING

Challenges And Assets Analysis  
For **SEVEN** Villages In The Caza Of TYRE



THE CAZA OF  
**TYRE**  
Union of Municipalities of Tyre  
**2010**



# ACKNOWLEDGMENT

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We would also like to thank the Moukhtars of these villages, the local volunteers and employees of mentioned municipalities, and other community members who contributed efficiently to accomplishing this report.

We would also like to point out the extensive efforts and continuous follow up done by Dr. Nasser Yassin, who led the elaboration of the report.



# FOREWORD

This study falls within the UN-HABITAT goal to develop the capacities of municipalities in South Lebanon to undertake strategic development planning. UN-HABITAT has been operating in South Lebanon since 2007 in the aftermath of the July 2006 war on Lebanon in both recovery/reconstruction projects and capacity building for municipalities and unions of municipalities. The UN-HABITAT project, titled **“Good Governance for Enhanced Post-War Reconstruction”**, was designed in order to respond to the urgent reconstruction needs addressed by concerned local authorities and affected families summarized as follows:

- Absence of reconstruction regulatory frameworks;
- Lack of proper urban planning rules and regulations;
- Inaccurate documentation of housing;
- Poor community awareness and know how to manage the reconstruction process.

The project, *which aims at responding to the immediate assistance for shelter recovery and reconstruction in Southern Lebanon while laying the foundation for the long-term sustainable development*, is implemented in the Cazas of Tyre, Bint Jbeil and Marjayoun through the three existing unions of municipalities and is covering a total of 21 affected villages and towns. Among its objectives is to “strengthen the capacities of local authorities and Union of Municipalities to plan, guide, monitor and control the design and physical reconstruction of totally destroyed houses in the villages”; and to “enhance the role of municipalities as a main agent to promote local development planning in concerned villages and towns”.

The objective of this study is to define the strategic development goals for the villages of the Caza of Tyre region based on evidence from a situation analysis exercise and on consultations with the relevant stakeholders in these villages. It presents a framework for further action in the path for achieving a balanced and sustainable development in these villages. It is, thus, an instrument for the mayors, the municipal councils and for other development agents to build on when formulating their long-term policies and initiatives.

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# EXECUTIVE SUMMARY

The study of seven villages in the Caza of Tyre attempts to define the strategic development goals for these villages based on evidence from a situation analysis and an analysis of community assets. The study presents a framework for further action in the path for achieving a balanced and sustainable development in these villages. It is, thus, an instrument for the mayors, the municipal councils and for other development agents to build on when framing their long-term policies and initiatives. The study finds that two assets are weak, although their availability is central for the development of any community; namely: *human capital and institutional milieu*. Specialized and educated human resources are rare in the area especially in the formerly occupied villages. This is mostly due to migration and displacement where the young and educated either move to major cities in Lebanon or emigrate outside the country. The lack of economic opportunities pushes the youth outside and does not attract them back to their hometowns thus creating a vicious circle. Furthermore, the institutional milieu - seen through the presence (or lack) of governance structure, social networks and culture that encourage livability and investments – is very weak. It is seldom to see active cooperatives, chambers of commerce, trade associations, and community-based organizations. The study suggests, among other recommendations, enhancing the quality of social, educational and health services that would provide the villages and the region as a whole with the human capital needed in the process of development as well as improving the livability in the villages by attracting and retaining the much needed young and specialized human resources. Furthermore, the study recommends addressing the gap in institutional milieu by establishing and fostering cooperative associations and chambers of commerce that would facilitate marketing and promotion of local produce while at the same time encouraging business start-ups to attract young professionals.

## 1 BACKGROUND, OBJECTIVES AND METHODOLOGY

Strategic planning has become central for the success of both private companies and public agencies and organizations. It is paramount that strategic plans have clear objectives that are tied to performance measures and budget. Furthermore, strategic plans need to critically assess strengths and weaknesses, and build on the existing assets to

draw clear directions for the future. In this context, this report puts the first corner-stone for a full-fledged development strategy for villages and towns in the Caza of Tyre by studying the challenges for sustainable development and by assessing the community assets in seven villages in the Caza of Tyre.

The objective of this study is to define the strategic development goals and trends for a cluster of 7 villages of Tyre Caza. This was completed based on evidence from a situation analysis exercise and on consultations with the relevant stakeholders in these villages. It presents a framework for further action in the path for achieving a balanced and sustainable development in these villages. It is, thus, an instrument for local and national stakeholders as well as development agencies to build on when formulating their local/national policies and program. The study was fully undertaken in a participatory approach; from its inception phase until final formulation, consultations were carried with mayors of these villages and with representatives from the Union of Tyre Municipalities as well as community representatives.

**Diagram 1:**

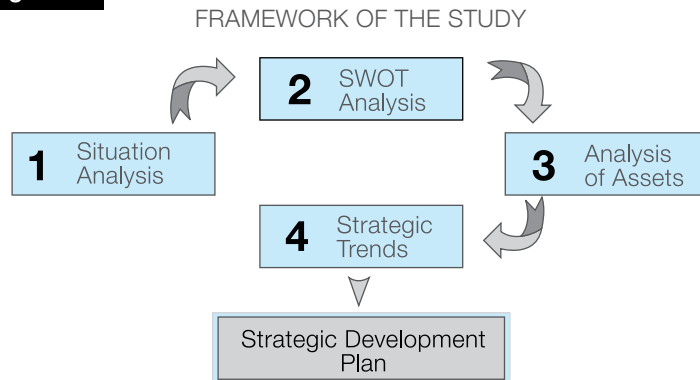


The study has used various methods to achieve its goal. It primarily relied on quantitative and qualitative information collected over a period of 12 months from targeted villages. Quantitatively, a questionnaire that requested information on each village was self-filled by the mayors of each village; this questionnaire included information on the geographic location, population dynamics (size, migration), households, economic activity, educational, health and social services, infrastructure, spatial connectivity with other villages and towns, land cover and municipal governance. The study also utilized secondary data from various other sources, namely the Directorate of Geographic Affairs (DGA) of the Lebanese Army and the Central Administration of Statistics. Qualitatively, the study used semi-structured

interviews with mayors and other local leaders, and stakeholder consultations through a 2-day workshop and field observations.

The report starts with a Situational Analysis of the villages, then moves into conducting a SWOT Analysis for the villages looking at their local economy, health, social and educational services, municipal governance, infrastructure and basic services, and civil society and community activism. It continues with an analysis of the assets of these villages and concludes with outlining the Strategic Directions as a foundational block for a strategic development strategy for the region (see *diagram 2*). The report does not intend to propose a comprehensive strategic development plan but lays-out the elements necessary for the elaboration of the strategy.

**Diagram 2:**



## 2 SITUATION ANALYSIS

The report covers a cluster of seven villages in the Caza of Tyre. All seven villages were severely affected by the Israeli offensive against Lebanon in July 2006. These villages make-up a small proportion of the fifty-two villages and towns of Tyre Caza and their total registered population is estimated to be 19,680 and the total resident population is estimated to be around 13,000. The villages were selected by UN-HABITAT based on the following criteria:

- Heavily damaged in the July 2006 war
- Not sponsored for reconstruction by donor Arab countries

**TABLE 1: VILLAGES INCLUDE**

- Qlaile'	- Jibbein
- Jbal el Botom	- Chihine
- Zibquine	-Yarine
- Tair Harfa	

The analysis in this section looks at the situation in the seven villages and applies a cluster approach which groups neighboring villages with similar geographic, demographic, morphological and socio-economic factors. The analysis categorizes the villages into three clusters:

The **first cluster** includes the villages of Yarine, Chihine, Jibbein and Tair Harfa. The characteristics of this cluster also apply to the neighboring villages of Merwaheen, Chamaa and Dheira, and to a certain extent all the previously occupied villages in Tyre Caza. These villages share a number of commonalities that resulted from 20 years of military occupation and population displacement. All of these villages have a small number of population and high migration rate (see *diagrams 3 & 4*). The total resident population of the four villages is estimated to be 4000 making around 2.4% of the population of Tyre Caza. In addition, all of the 4 villages have very limited local economic activity which mostly depends on rain-fed agriculture; they also lack an active civil society or community-based organizations.

The **second cluster** comprises the villages of Zibquine and Jbal el Botom. These two villages fall at the former «green line» between the occupied zone and the liberated areas in the Caza of Tyre. The characteristics of this cluster also apply to villages Siddiquine, and Shi'aytieh. Villages in this cluster suffered from the repercussions of occupation but with limited population displacement. These villages have a limited economic activity that depends mostly on agriculture in addition to local trade and services.

The **third cluster** consists of the town of Qlaile', which is a sub-polar town at the coastal area that falls between the City of Tyre and the international borders with Occupied Palestinian Territories (OPT). Qlaile' enjoys the largest population size (5,300) of all the seven villages studied in this report.

## DEMOGRAPHY

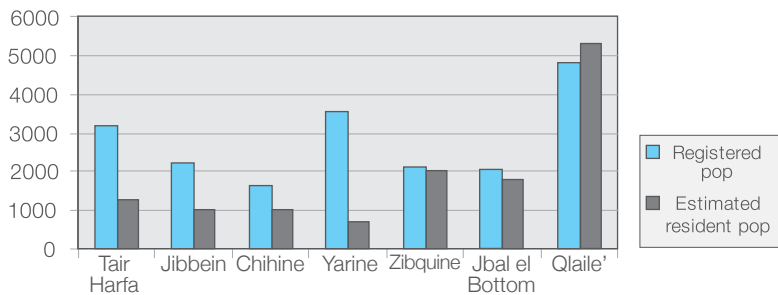
The population size varies in the seven villages with a unique pattern in each of the three clusters. The first cluster that comprises the formerly occupied villages has low level of resident population size with a mean average of 1000 residents per village (see *diagram 3*). This cluster has high migration and displacement rates as deduced from the proportion of resident population to the registered ones that ranged from 20% in Yarine to 61% in Chihine (see *diagrams 3 and 4*).

The second cluster that is made-up from the villages of Jbal el Botom, Zibquine - and to large extent villages around them - has greater size of resident population with an average 1,900 per village. Although this cluster lies at the border of the formerly occupied parts of South Lebanon, migration and displacement were less recorded in comparison to the formerly occupied villages and towns (see *diagrams 3 and 4*).

The third cluster that comprises the town of Qlaile' and neighboring villages has relatively the highest resident population with 5300 in Qlaile' where the town attracts residents from other villages seen in the number of resident population higher than the registered ones (see *diagrams 3 and 4*).

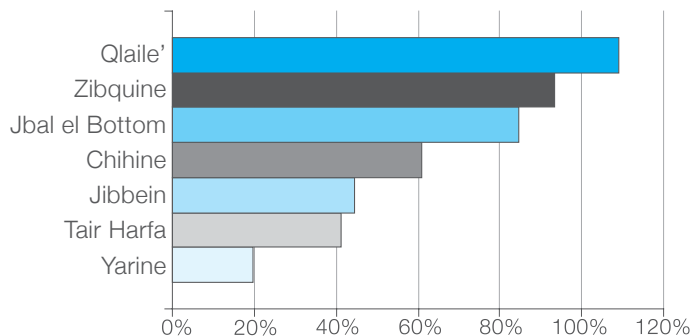
**Diagram 3:**

REGISTERED AND RESIDENT POPULATION



**Diagram 4:**

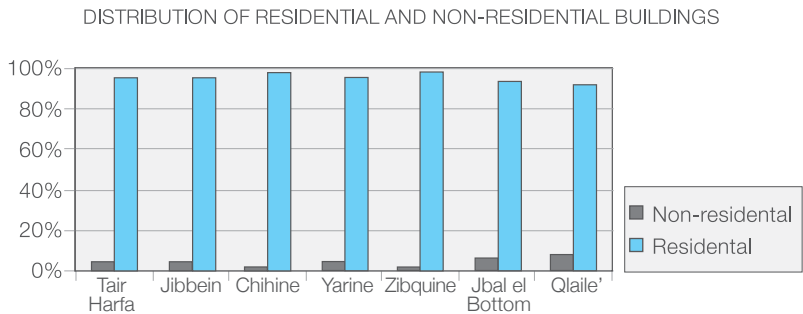
PERCENTAGE OF RESIDENT POPULATION TO REGISTERED POPULATION



## BUILDINGS

The vast majority of the seven villages (and by proxy the neighboring villages of these seven) are residential in nature (see *diagram 5*). In average, 96% of buildings are used as residence with very small difference between the villages. The highest percentage of non-residential buildings was in Qlaile' with 8% of the buildings; this is related to the presence of public and private schools and public utility centers in the town (e.g. *Civil Defense, Police Station*). The prevailing type of building design is detached 1-storey and 2-storey houses (90-95%) with few 3 storey-houses.

**Diagram 5:**



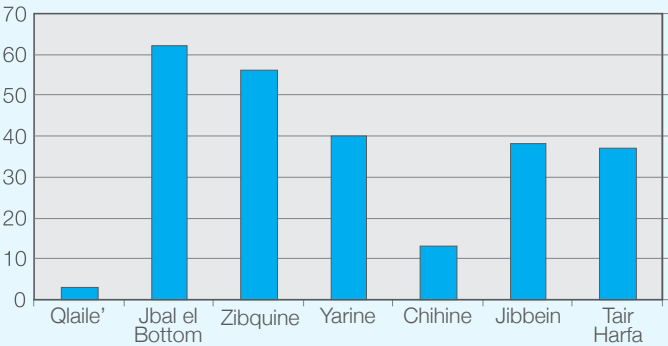
## LOCAL ECONOMY

The local economy in all seven villages (and their neighboring villages and towns) is centered on agriculture in addition to a limited number of small enterprises that serve the local communities. The type of crops and farming varies slightly between villages and towns and is mostly of traditionally and inherited nature. Except for Qlaile', tobacco plantation is central in most of the villages. Tobacco is the main crop in villages at the border with the former occupied zone and in most of the previously occupied ones (see *diagram 6*). Although the yearly income generated from tobacco plantations is not high and is estimated at USD 1000-1200 per permit, farmers and villagers engage in an intensive time and labor consuming crop as they secure its income through the Regie, the state-owned company that

monopolizes tobacco plantation and trade. Lack of irrigation systems in most of the villages have steered people from engaging in other crops. Only Qlaile' and to a certain extent Zibquine stand out as two towns that have diverse forms of agricultural activity. Qlaile' has the lowest number of tobacco permits in all seven villages but has a relatively developed orange and banana crops. Zibquine, on the other hand, has a variety of vegetables and grain crops.

**Diagram 6:**

PERCENTAGE OF HOUSEHOLDS WITH TOBACCO PLANTATION LICENSES



## HEALTH AND EDUCATIONAL SERVICES

Access to schooling and health services is acceptable in all the seven villages. Residents have access to public schools for all levels especially basic and primary education. In some villages, the low numbers of students has lead to the closure of schools and transfer of pupils to neighboring school villages. Secondary schools are located in a number of villages and towns of the area such as in Qlaile', Alma As-Shaab and Qana. Vocational and higher education institutes are located in Tyre. Primary health care is also provided either through non-governmental or municipal dispensaries and health centers or through mobile clinics. In cases when more advanced health care services are needed, people rely on private hospitals and clinics in the city of Tyre (see map, 1 page 25).

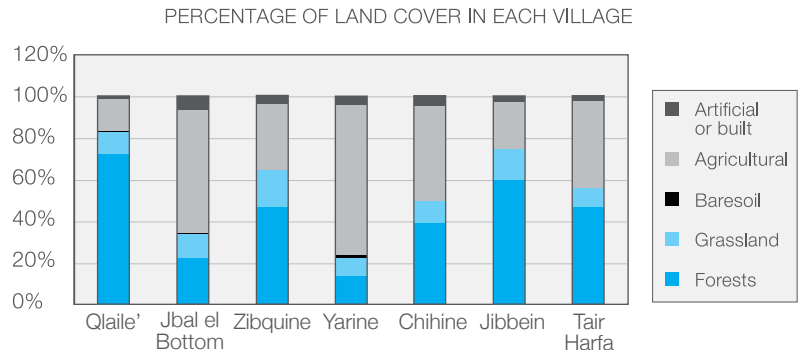
## LAND COVER AND BUILT ENVIRONMENT EXPANSION

The seven villages enjoy wide green and agriculture land cover. The percentage of built area to the villages' surface area is still relatively low and estimated at 2.1% of total land (see diagram 7). The green cover in these villages is a strong asset that needs to be protected (This will

be discussed further in forthcoming sections). Recently, however, built environment is expanding. After the liberation in 2000 and especially after the 2006 war, building of houses has increased expanding on previously existing agriculture and green lands.

Expansion of the built environment takes place in all villages along the main road networks that connect villages to each other (see map 2 & 3, page 26 - 27). Moreover, the construction of agriculture roads by development organizations has facilitated the built environment expansion into previously agriculture and shrubs land. The lack of zoning, strict building regulation or minimal intervention by line ministries and municipalities to enforce land use policies have and may jeopardize agriculture, shrubs and the green cover.

**Diagram 7:**



## INFRASTRUCTURE

Most of the seven villages have adequate access to basic services. There is an extensive road network that inter-connects them and connects them with major towns and cities. The quality of roads is acceptable with some variation between villages. Similarly, all villages are connected to the electricity and phone networks (*landline and mobile*). All households in the seven villages are connected to the water network that is either supplied from village artisan wells and reservoirs or from the South Lebanon Water Authority network where most of the villages depend on such sources. It is worth noting that electrical power, water and phone networks are fairly modern and were installed after year 2000. The villages benefited significantly from the post 2006 war rehabilitation projects to upgrade their existing services such as construction of roads, water reservoirs, and pavements.

## ENVIRONMENT

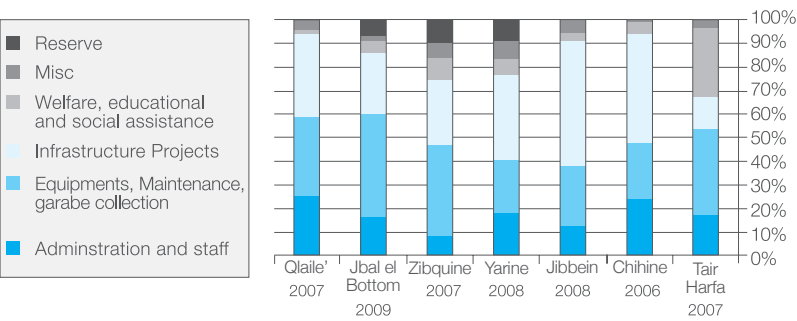
The most notable environmental concerns are the lack of proper solid waste management system and the lack of an environmentally-sound wastewater disposal system. The former is still managed primitively by municipalities through dumping household waste in open areas at the hinterland of each village. This causes pollution to the soil and air as most of the times these open dumps are burnt haphazardly. Wastewater is managed individually and at the level of household through private bottomless septic tanks. This creates environmental and health hazards as wastewater infiltrates the soil posing a serious risk on the ground water contamination. The small size of resident population has so far limited the environmental impact of these two environmental issues (*solid waste and wastewater*) (See map 4, page 28).

## MUNICIPAL GOVERNANCE

The municipal authorities of the seven villages are the responsible bodies in planning development initiatives and in providing the day-to-day environmental, sanitation and municipal services for residents. They are, relatively, the most active local development bodies in the villages and towns. But as most municipalities, they lack both financial resources and competent human resources. This is partly due to the fact that municipalities are very recent in these villages and towns. Except for Yarine (*established in 1963*), all municipal authorities were established in 2004 and the current municipal councils are the first to be elected in almost all the villages and towns.

Diagram 8:

MUNICIPAL SPENDING BY ITEM FOR SELECTED YEARS



The municipalities under study are members of the Union of Tyre Municipalities, which includes 58 municipalities in the Caza of Tyre. The Union has initiated some collective thinking on the needs of the Caza of Tyre villages and towns but remains less focused and ineffective due to its large size and the scarcity of human and financial resources.

Looking at the two main challenges the municipalities have:

### ***Municipal Financing***

Municipalities are poorly financed and their annual budget ranges from USD 35,000 to USD 500,000; and mostly depends on the centrally-managed Independent Municipal Fund (IMF), the governmental body that channels money to municipalities. It is estimated that between 40-60% of municipal funds originate from the government's IMF. The majority of municipal funds goes to equipment, maintenance, and garbage collection and to infrastructure projects (see *diagram 8*).

### ***Human Resources***

The second weak point at municipalities is the lack of human resources. Municipal authorities have a very limited cadre of staff in terms of number, qualifications and expertise. Most of them employ one or two staff members; either a policeman and/or a clerk. Only the Municipality of Qlaile' has employed a tax collector in addition to a clerk and a policeman. This exerts a lot of pressure on the mayors and some council members who try to fill the gap and accordingly reflects on the limited municipal services.

## **URBAN CONNECTIVITY**

The city of Tyre is the «primate» urban center in the area. Historically the city had evolved as a port city connecting south Lebanon with Mediterranean cities especially in Egypt and Palestine. To date the city's port is active especially in the car import industry. The city is the administrative capital of Caza of Tyre housing all governmental institutions. It is also the main commercial town for the area with major bank branches, a branch of the Central Bank, postal services office and the regional national social security office. It encompasses the main high educational centers including two branches for universities (*Islamic University and AUCE, CNAM*). The city also hosts the major healthcare

providers in the Caza such as the Italian-Lebanese private hospital, the Jabal Amel Private Hospital, Hiram Private Hospital and the Bass Public Hospital.

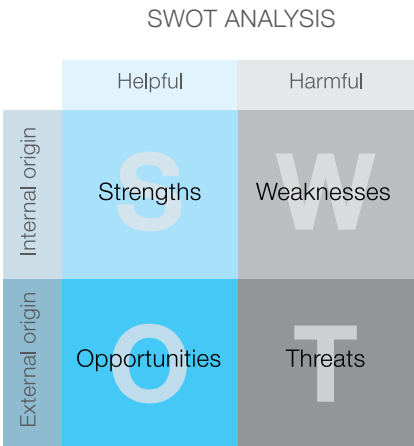
All villages and towns are thus connected primarily to the city of Tyre. They depend on the city for services such as banking, administrative, healthcare, educational etc... Connectivity to Tyre is further facilitated by a relatively wide network of roads between these villages and the city (see map 1, page 25).

In addition to Tyre, there exist a number of sub-polar towns that villages are connected to. For the villages ofYarine, Chihine, Jibbein and Tair Harfa, Naquora and to a certain extent Qliele and Alma Esh-Shaab, there are three sub-polar towns that residents of these villages are connected to for services such as banks and schooling. For the villages of Zibquine and Jbal el Botom, the towns and Siddiquine and Naqoura are sub-polar towns that are visited for shopping, banking and other services.

### 3 SWOT ANALYSIS

SWOT Analysis is a strategic planning method used to evaluate the **S**trengths, **W**eaknesses, **O**pportunities, and **T**hreats of a project, organization or a region. This section describes the SWOT Analysis for the villages analyzing their local economy, health, social and educational services, municipal governance, infrastructure and basic services, and civil society and community activism.

Diagram 9:



LOCAL ECONOMY		
INTERNAL	Strengths	Weaknesses
	<u>Agriculture</u> <ul style="list-style-type: none"> <li>- High natural assets</li> <li>- Fertile agriculture land</li> </ul> <u>Services and Tourism</u> <ul style="list-style-type: none"> <li>- Villages and towns highly accessible</li> <li>- Various natural and cultural assets</li> </ul>	<ul style="list-style-type: none"> <li>- Under-developed irrigation systems</li> <li>- Limited agricultural extension services</li> <li>- Poorly promoted area for tourism purposes</li> <li>- Migration of young population</li> </ul>
EXTERNAL	Opportunities	Threats
	<ul style="list-style-type: none"> <li>- Promoting the area for ecotourism</li> </ul>	<ul style="list-style-type: none"> <li>- No protection of agriculture and uncontrolled policy of “urban” expansion</li> <li>- Precarious security situation.</li> </ul>

SOCIAL, HEALTH AND EDUCATIONAL SERVICES		
INTERNAL	Strengths	Weaknesses
	<ul style="list-style-type: none"> <li>- Presence of public (and private) schools in all villages and towns</li> <li>- Active primary health care centers and mobile clinics</li> </ul>	<ul style="list-style-type: none"> <li>- Limited number and scope of higher education and vocational institutes</li> <li>- Poor quality of health care and education services</li> <li>- Limited specialized healthcare in villages especially for elderly</li> </ul>
EXTERNAL	Opportunities	Threats
	<ul style="list-style-type: none"> <li>- A number of healthcare initiatives at Ministries of Health and Social Affairs</li> </ul>	

INFRASTRUCTURE AND BASIC SERVICES		
INTERNAL	Strengths	Weaknesses
	<ul style="list-style-type: none"> <li>- Most roads are paved</li> <li>- Good road network that connects villages and towns</li> <li>- Power/ electricity network covers all villages</li> <li>- Water network and artisan wells in all villages and towns</li> <li>- Phone network in all villages</li> </ul>	<ul style="list-style-type: none"> <li>- Maintenance of infrastructure is limited</li> <li>- Quality assurance of services is not widely practiced</li> </ul>
EXTERNAL	Opportunities	Threats
	<ul style="list-style-type: none"> <li>- Active presence of development agents and donors after the 2006 war</li> </ul>	<ul style="list-style-type: none"> <li>- No budget allocation from municipalities and line ministries for maintenance of infrastructure.</li> <li>- Deterioration of quality of services and of infrastructure</li> </ul>

NATURAL RESOURCES		
INTERNAL	Strengths	Weaknesses
	<ul style="list-style-type: none"> <li>- Natural cover is high</li> <li>- Sea Front</li> </ul>	<ul style="list-style-type: none"> <li>- Limited municipal interest concerning the protection of natural assets</li> </ul>
EXTERNAL	Opportunities	Threats
	<ul style="list-style-type: none"> <li>- Active presence of development agents and donors after the 2006 WAR</li> </ul>	<ul style="list-style-type: none"> <li>- Uncontrolled urban" expansion</li> <li>- Pressure of building and human activities on the land</li> <li>- Construction of village and agricultural roads are not part of a master plan to protect natural resources</li> </ul>

CIVIL SOCIETY AND COMMUNITY ACTIVISM		
INTERNAL	Strengths	Weaknesses
	<ul style="list-style-type: none"> <li>- Active youth organizations and scouts in most villages</li> </ul>	<ul style="list-style-type: none"> <li>- Inactive civil society organizations in most villages</li> </ul>
EXTERNAL	Opportunities	Threats
	<ul style="list-style-type: none"> <li>- Interest in youth development</li> </ul>	<ul style="list-style-type: none"> <li>- Continuous migration of youth</li> </ul>

MUNICIPAL GOVERNANCE		
INTERNAL	Strengths	Weaknesses
	<ul style="list-style-type: none"> <li>- Active and fully engaged municipalities</li> <li>- Presence of a Union of Municipalities</li> </ul>	<ul style="list-style-type: none"> <li>- Weak capacities of municipal authorities</li> <li>- Limited human resources</li> <li>- Limited budget and revenues</li> <li>- Financial dependence on revenues transferred from the central government</li> <li>- Bureaucracy and red- tape</li> </ul>
EXTERNAL	Opportunities	Threats
	<ul style="list-style-type: none"> <li>- Wide interest in municipalities as development agents</li> <li>- Numerous projects to build capacities of municipalities</li> </ul>	<ul style="list-style-type: none"> <li>- Continuous delays in the transfer of revenues from the central government</li> </ul>

## 4 ANALYSIS OF ASSETS

Assets are sets of resources that contribute to the livability and viability of a community be it a village, town or a region. The analysis of assets maps the potentials that exist within a community. This section analyzes five types of assets (*see table 2*); these are not exhaustive of all assets but are seen here as fundamental elements of the development of the region. The five assets indicate the communities' potential (or lack of it) and are to a large extent inter-independent. The five types of assets are:

- Natural capital
- Location and access
- Infrastructure/physical
- Human capital
- Institutional milieu

The analysis of assets was undertaken qualitatively looking at a set of indicators for each type of assets (*see table 3*). A score of 1-5 was given to each asset with 1 being very low and 5 being high.

**TABLE 2: LIST OF ASSETS**

**Natural capital:** in the form of natural resources

**Location and access:** connectivity and geographic location.

**Human capital/Human resources:** presence of educated, trained, skilled human power; presence of entrepreneurship spirit

**Institutional milieu:** the governance structure, social networks and culture that encourage or discourage livability and investments; cooperative, chambers of commerce

**Infrastructure/physical:** availability and suitability of physical infrastructure (roads, phone network, power and water)

The analysis of the assets shows discrepancy among the five types (see table 3). The seven villages under study and to a large extent the southern region of the Caza of Tyre have high level of natural capital in terms of their endowment with natural resources. Agriculture, forest and grassland constitute around 97.7% of the total land area. The proportion of built environment is low and does not reach on average 2.1% of the total land. Green cover is coupled with picturesque hilly landscape and wide stretch of unexploited seashore on the Mediterranean. While the natural and environmental capital is clearly high in these villages, there are no serious attempts neither to protect the natural assets nor to capitalize on to sustainably generate other forms of capital.

The other high asset is *the geographical location capital* where these villages and the whole area in the southern part of the Caza of Tyre enjoy a position on the Mediterranean. The area is well-connected internally, i.e. in between the villages themselves, and with other towns and cities in Lebanon. The International coastal highway reaches the city of Tyre with a journey from Beirut to Tyre in less than 60 minutes. In addition, the Port of Tyre, which is currently limited to car freight, can easily connect the region to other Mediterranean port cities.

*The physical capital*, which is seen in the availability and suitability of physical infrastructure such as roads, phone network, power and water networks etc., is on medium level. Most of the above assets are available and would facilitate economic development. What is lacking, however, is the quality assurance of these infrastructural assets and their maintenance. It is seldom that authorities, municipal or central, have a solid plan for the maintenance and quality assurance of infrastructure rendering it reactionary to the emerging need.

Two assets remain weak albeit their availability is central for the development of the area; namely: *human capital and institutional milieu*. Specialized and educated human resources are rare in the area especially in the formerly occupied villages. This is mostly due to migration and displacement where the young and educated either move to major cities in Lebanon or emigrate outside the country. The lack of economic opportunities pushes the youth outside and does not attract them back to their hometowns thus creating a vicious circle. Furthermore, the institutional milieu - seen through the presence (or lack) of governance structure, social networks and culture that encourage livability and investments – is very weak. It is seldom to see active cooperatives, chambers of commerce, trade associations, and community-based organizations.

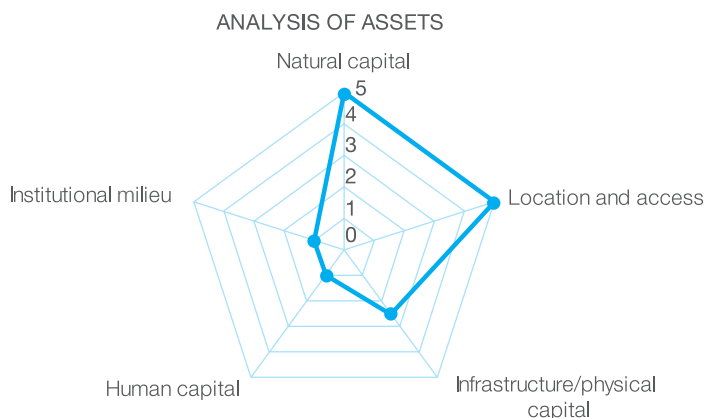
**TABLE 3: ANALYSIS OF ASSETS**

Asset	Qualitative assessment	Indicators	Potential
Natural capital	High	<ul style="list-style-type: none"> <li>- Proportion of built environment to agriculture and green land is very low</li> <li>- Unexploited sea shore</li> </ul>	High potential
Location and access	High	<ul style="list-style-type: none"> <li>- High connectivity in between villages and to major towns and cities – extensive road network</li> <li>- Direct position at the Mediterranean sea</li> </ul>	
Human capital	Low	<ul style="list-style-type: none"> <li>- Lack of educated young human resources due to out-migration</li> <li>- Lack of higher education institutions and specialized technical colleges</li> </ul>	<ul style="list-style-type: none"> <li>- Potential of attracting skilled &amp; experienced human resources that migrated from these villages</li> <li>- Potential of attracting entrepreneurs who originate from these villages</li> </ul>
Institutional milieu	Low	<ul style="list-style-type: none"> <li>- Weak municipal authorities</li> <li>- Lack of business development institutions</li> <li>- Lack or weak cooperatives</li> <li>- Absence of chambers of commerce</li> </ul>	<ul style="list-style-type: none"> <li>- Potential role for the Union of Municipalities</li> <li>- Potential leverage on international agencies work on local economic development (e.g. LEDA)</li> </ul>
Infrastructure /physical	Medium	<ul style="list-style-type: none"> <li>- Availability of roads, phone, water and power networks</li> </ul>	<ul style="list-style-type: none"> <li>- Quality assurance is lacking</li> <li>- Maintenance is sporadic</li> </ul>

## 5 THE WAY FORWARD: TOWARDS A STRATEGIC DEVELOPMENT PLAN FOR THE TYRE AREA

Any strategic development plan needs to build on the existing assets and address the weaknesses and threats. It needs to address those aspects that are strategic or important to the development process. Diagram 9 shows that two assets (or potential assets) are lacking, namely the institutional milieu and human capital; furthermore the infrastructural/physical capital is barely at an acceptable level with risk of deterioration. The two assets that are relatively high are the location and access; and the natural capital. Consequently, the future directions of the development plan need to address these factors, building on the existing strong assets and alleviating the current weaknesses.

**Diagram 10:**



According to the analysis undertaken so far and upon consultation with mayors and representatives of the municipal councils of the 7 villages, any prospective development plan needs to put emphasis on the following areas as priority for the villages and the Caza of Tyre, namely:

- **Fostering economic development** through the sustainable investment of the natural resources especially in the agricultural sector;
- **Improving the scope and quality** of the social, educational and health services as part and parcel of developing human capital;
- **Enhancing the institutional milieu** especially through developing the capacities of municipalities;
- **Capitalizing on the locational capital** of the area and its easy access and connectivity;
- **Ensuring the continuous maintenance** of the physical infrastructure.

TABLE 4: PROSPECTS FOR DEVELOPMENT			
	Economic	Social	Sustainable
Natural capital	Modernize agricultural sector by introducing new crops and advanced farming		Enhance role of municipalities in land regulation and environmental protection
Location and access	Enhance the role of Tyre port for touristic use		Introduce land regulation and protection of sea-shore
Human capital	Encourage business start-ups to attract young professionals	Enhance the scope and quality of social, educational and health services	
Institutional milieu	Foster Cooperatives and trade associations		Develop capacities of municipal authorities
Infrastructure/ Physical capital	Ensure high quality of infrastructure by periodic maintenance and upgrading		Develop capacities of municipal authorities

The directions of a prospective strategic development plan for the area would be:

First, to **foster economic development of the area and to focus on the development of the agricultural sector by sustainably**

building on the rich natural assets of the area. This would require addressing structural issues such as constructing irrigation systems and networks in the area while at the same time regulating land use.

Second, to **improve the scope and quality of social, educational and health services**


in the area by improving the nature and range of services in the Primary Health Care Centers to include ambulance care, provision of medication for chronic diseases and care of the elderly. Furthermore, economic development requires trained and specialized human resources, which necessitates having specialized vocational and higher educational courses and programs that target the needs of the region. Enhancing the quality of social, educational and health services would provide the villages and the region as

a whole with the human capital needed in the process of development as well as improving the livability in the villages by attracting and retaining the much needed young and specialized human resources.

Third, **to address institutional factors** such as the establishment of cooperative, associations and chambers of commerce that would facilitate marketing and promotion of local produce while at the same time encouraging business start-ups to attract young professionals. In this context, it is vital to **develop the capacities of municipal authorities** and to enhance their financial and human capitals to become more effective development agents in their villages and towns. Municipal authorities need to be prepared to play an active role in attracting investments into their villages and towns.

Fourth, **to capitalize on the locational capital of the area and its easy access and connectivity** by introducing land regulation that protects the sea-front in Tyre especially in Qlaile' – Naquora seashore. It is also important to consider the role of Tyre Port as a touristic port in any future strategy for the development of the Caza of Tyre.

Fifth, **to ensure the continuous maintenance of the physical infrastructure** and to seek high quality services for its influence on the livability in the area and in attracting investments.



# GOOD GOVERNANCE FOR ENHANCED POST-WAR HOUSING RECONSTRUCTION IN SOUTHERN LEBANON

## 1. GENERAL INFORMATION

### - Funding Sources:

- Dutch Government: 800,000 Euro
- Cyprus Government: 500,000 Euro
- Finnish Government: 500,000 Euro

### - Partners:

- Union of Municipalities of Tyre, Bint Jbeil and Jabal Amel
- The American University of Beirut (AUB)
- The Lebanese Physical Handicapped Union
- Directorate of Geographic Affairs (Lebanese Army)
- Beit Bil Jnub

### - Project Duration:

September 2007 – December 2009

### - Geographic Outreach:

21 villages (7 villages within each Union of Municipalities)

TYRE	JABAL AMEL	BINT JBEIL
<ol style="list-style-type: none"><li>1. Qlaile'</li><li>2. Zibquine</li><li>3. Tair Harfa</li><li>4. Shihine</li><li>5. Jibbein</li><li>6. Jbal el Bottom</li><li>7. Yarine</li></ol>	<ol style="list-style-type: none"><li>1. Markaba</li><li>2. Taybeh</li><li>3. Aadchit el Qoseir</li><li>4. Qantara</li><li>5. Rabb Tlatine</li><li>6. Qabrikha</li><li>7. Deir Siriane</li></ol>	<ol style="list-style-type: none"><li>1. Aytaroun</li><li>2. Maroun el Ras</li><li>3. Ainata</li><li>4. Baraachit</li><li>5. Tiri</li><li>6. Rchaf</li><li>7. Kounin</li></ol>

## 2. OBJECTIVES

- To strengthen the capacities of local authorities and Union of Municipalities to plan, guide, monitor and control the design and physical reconstruction of totally destroyed houses in the villages.
- To develop the capacities of affected communities to manage the reconstruction process of their totally destroyed houses.
- To enhance the role of municipalities as a main agent to promote local development planning in concerned villages and towns.

### 3. MAIN ACTIVITIES

- Provide, through the set up of three Regional Technical Offices, engineering assistance to around 4,000 affected families whose houses were totally destroyed during the July 2006 War.
- Establish three Local Urban Observatories (LUO) used as a planning tool to enhance sustainable development of human settlements.
- Support technically and financially 21 municipalities in executing small community projects (10,000 \$ per municipality).
- Assist Unions of Municipalities in preparing necessary technical studies that respond to urgent development need in concerned regions.
- Build the capacity of the three Unions of Municipalities to improve service delivery.

### 4. MAIN ACHIEVED OUTPUTS

- Provision of technical and engineering services to around 4,000 families whose houses were totally or partially destroyed. This involved the provision of architectural and/or structural designs, technical assistance, and cost analysis.
- Establish and equip within each of the three unions of municipalities, a Regional Technical Office (RTO) comprises of a local technical engineering team who is involved in:
  - Preparation of technical dossiers on municipal projects according to set needs and priorities.
  - Establish a database which includes data and indicators related to demography, urbanization, social, cultural and environmental issues.
  - Preparation of an overall survey on the developmental needs and challenges of villages and town within the unions.
  - Linking existing database to GIS
- Implementation of small recovery projects in the 21 selected villages with a UN-HABITAT contribution of \$ 10,000 per project.
- Implementation of a training program targeting employees and mayors of the 21 villages and the 3 unions. The program included topics on municipal laws, budgeting, archiving and strategic planning.