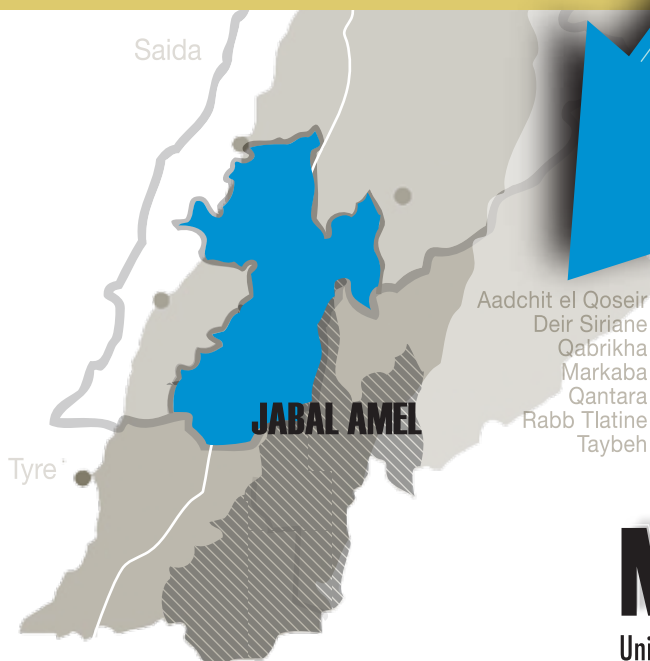


# TOWARDS STRATEGIC PLANNING

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



THE CAZA OF  
**MARJEYOUN**  
Union of Municipalities of Jabal Amel **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 Marjayoun 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 Union of Municipalities of Jabal Amel in the Caza of Marjayoun 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 seven villages in Caza of Marjayoun within the Union of Jabal Amel Municipalities by studying the challenges for sustainable development and by assessing the community assets in these villages.

In this context, the objective of this study is to define the strategic development goals for the villages of the Union of Jabal Amel Municipalities based on evidence from a situation analysis exercise and on consultations with the relevant stakeholders in these villages (see *diagram 1*). 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 farming their policies and initiatives. The study was fully undertaken in a participatory approach; from its inception consultations were carried with mayors of these villages and with representatives from the Union of Municipalities of Jabal Amel

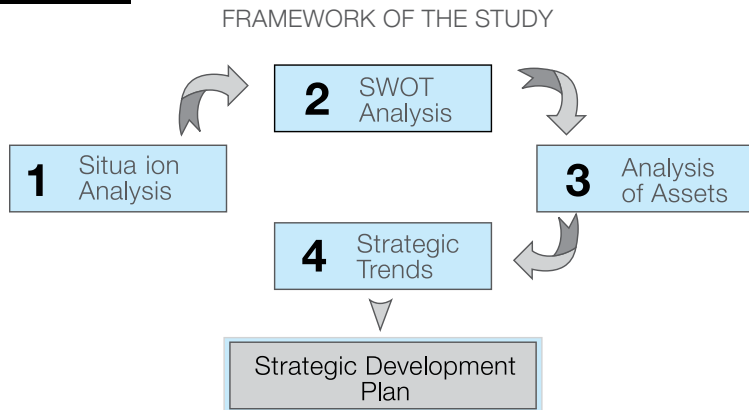
**Diagram 1:**



The study has used various methods to achieve its goal. It is based on quantitative and qualitative information collected over a period of 12 months from these 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 sources, namely the Directorate of Geographic Affairs (DGA) of the Lebanese Army and the Central Administration of Statistics (CAS). Qualitatively, the study used semi-structured interviews with mayors and other local figures, stakeholder consultations through workshops 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 further elaboration of a comprehensive strategy.

**Diagram 2:**



## 2 SITUATION ANALYSIS

The report covers seven villages in the Caza of Marjayoun. All seven villages were severely affected by the Israeli offensive against Lebanon in July 2006. Furthermore, six out of the seven villages (except for Qabrikha) were occupied by the Israeli Army until 2000. The seven villages are part of the Jabal Amel Union of Municipalities; they make-up a small proportion of the thirty-two villages and towns of Caza of Marjayoun; their total registered population is estimated to be 38,280 and the total resident population is estimated to be around 5,582. The villages were selected by the UN-HABITAT based on the following criteria:

- To be heavily damaged in the July 2006 war
- Not sponsored for reconstruction by donor Arab countries

**TABLE 1: LIST OF VILLAGES**

- Aadchit el Qoseir	- Qantara
- Deir Siriane	- Rabb Tlatine
- Qabrikha	-Taybeh
- Markaba	

The analysis in this section looks at the situation in the seven villages and assesses the demographic, morphological and socio-economic situation.

## DEMOGRAPHY

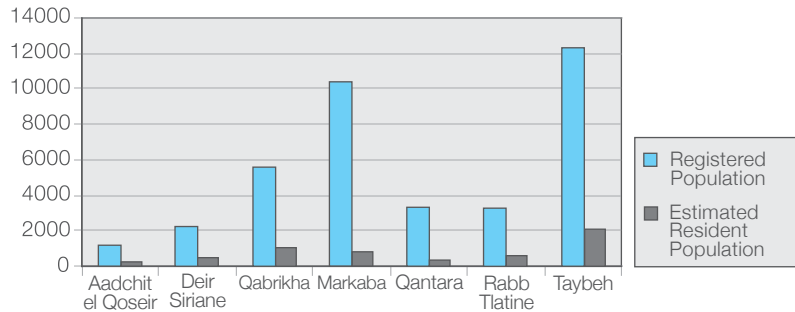
The population size varies in the seven villages. The first group of villages that comprises the formerly occupied villages of Aadchit el Qoseir, Deir Siriane, Qantara and Rabb Tlatine has very low size of resident population. The total resident population of the four villages is estimated to be 1,686 with a mean average of 422 residents per village (see *diagram 3*). These villages have high migration that resulted from 20 years of military occupation and population displacement as deduced from the percentage of resident population to the registered ones that ranged from 11% in Qantara to 23% in Deir Siriane (see *diagrams 3 and 4*). Furthermore, all of the four 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 group of villages of Qabrikha, Markaba and Taybeh, on the other hand, have a higher size of resident population with an average 900 resident in both Qabrikha and Markaba (see *diagrams 3 and 4*). The town of Taybeh has relatively the highest resident population with 2,096 (see *diagrams 3 and 4*). However, and though these villages have large population size compared to their neighbors in the Union of Municipalities of Jabal Amel, out-migration remains high as seen in the proportion of resident to registered population; in Markaba for example less than 10% of registered population are permanently living in the village (see *diagrams 3 and 4*)



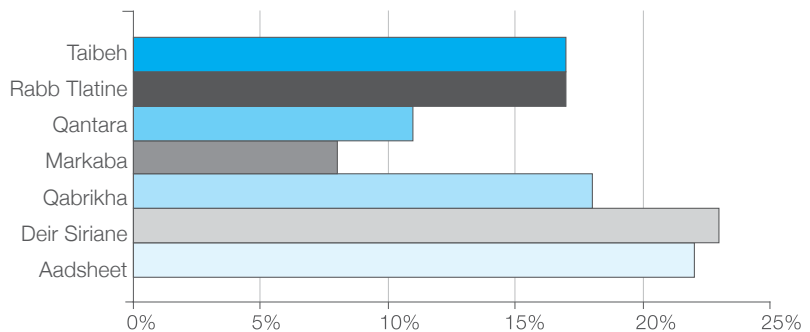
**Diagram 3:**

### REGISTERED AND RESIDENT POPULATION



**Diagram 4:**

### PERCENTAGE OF RESIDENT POPULATION TO REGISTERED POPULATION

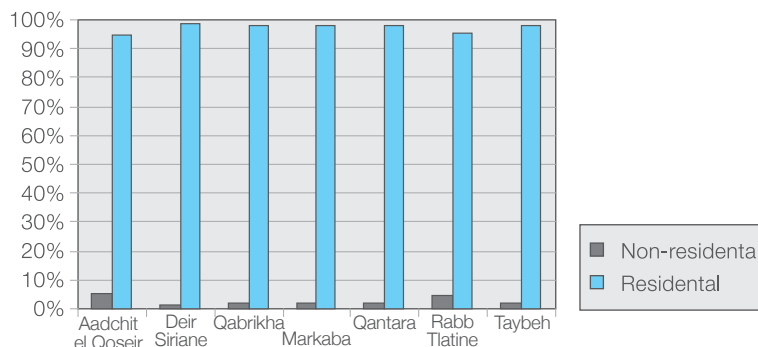


## BUILDINGS

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, 97.6 % of buildings are used for residence with little difference between the villages, which ranged between 94.5% residential buildings in Aadchit el Qoseir and 98.6% in Deir Siriane (see *Diagram 5*). The prevailing type of building design is detached 1-storey and 2-storey houses (90-95%) with few 3 storey-houses.

**Diagram 5:**

## DISTRIBUTION OF RESIDENTIAL AND NON-RESIDENTIAL BUILDINGS

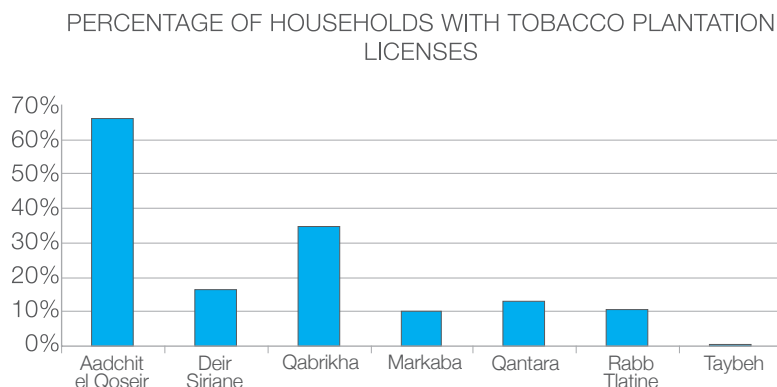


## LOCAL ECONOMY

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 (trade, repair workshops) that serve the local communities. Furthermore, a small percentage of the workforce is employed in civil service and educational sector while many of the residents depend on remittances from their household members who work either in other parts of Lebanon or abroad.

In the agricultural sector, the type of crops and farming varies slightly between villages and towns but is mostly traditional in nature. Except for Taybeh, tobacco plantation is an important crop in these villages. Tobacco is the main crop in village of Aadchit el Qoseir and to lesser extent in Qabrikha (see *diagram 6*). Taybeh has the lowest number of tobacco permits in all seven villages due to diversity of economic activities in the village. Although the income generated from tobacco plantations is not high and is estimated at USD 1000-1200 per permit<sup>1</sup>, farmers and villagers engage in such 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 productive crops.

**Diagram 6:**



## 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 number of students has lead to transfer the pupils to neighboring school villages and the closure of schools (e.g. Aadchit el Qoseir and Rabb Tlatine). There is one public high school and one private high school in the area, both located in Taybeh attracting most of secondary-level students; there is also one vocational public school in Qantara.

Primary health care is also provided either through non-governmental or municipal dispensaries and health centers (e.g. in Qantara). When it comes for seeking more advanced health care, people rely on public and private hospitals in Meis El-Jabal, Marjayoun, Nabatieh and Bint Jbeil (*see map 1, page 25*).

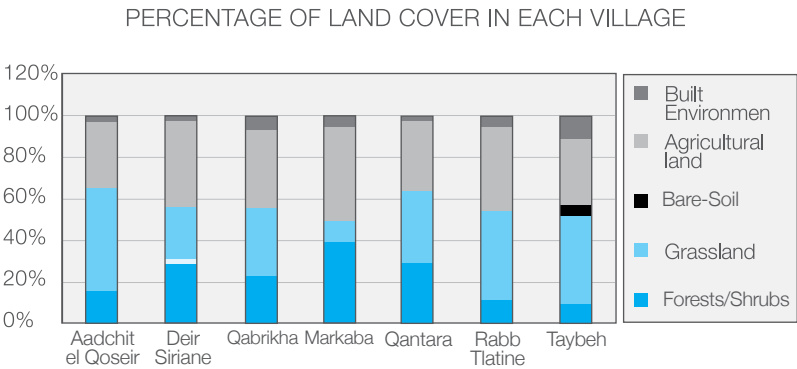
## LAND COVER AND BUILT ENVIRONMENT EXPANSION

The seven villages enjoy wide green and agriculture land cover. The percentage of built area to the villages' surface area is still relatively low assessed at 4.2% (*see diagram 7*). The green nature of these villages is a clear 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 agriculture and green lands.

Expansion of built environment takes place in all villages along the main and primary roads that connect villages together (*see maps*

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 forest lands.

**Diagram 7:**



### INFRASTRUCTURE

Most of the seven villages have adequate access to basic infrastructure 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 mostly supplied from the Litani River project through theTaybeh Plant; furthermore, Aidaisseh andTaybeh are connected to the Wazani Water Project. It is worth noting that power; water and phone networks are fairly modern and were installed after year 2000.

### ENVIRONMENT

The most notable environmental concerns are the lack of a comprehensive solid waste management system and the lack of environmental friendly wastewater disposal system. The Union of Municipalities of Jabal Amel is addressing the issue of solid-waste management by planning to enlarge the capacity of two existing solid-

waste recycling plants in Taybeh and Qabrikha to cover all villages within the Union. Wastewater, however, is still managed individually and at the level of household through private bottomless septic tanks. This creates environmental and health hazards as wastewater infiltrates the soil with risk of contaminating ground water (See map 4, page 29).

As discussed earlier, the natural cover of the seven villages is still well reserved as the permanently resident population is relatively low.

## 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 financial resources and competent human resources. This is partly due to the fact that municipal work is very recent in these villages and towns. Except for Taybeh and Qabrikha (established in 1964), all municipal authorities were newly established in 2004.

### *Municipal Financing*

Municipalities are poorly financed and their annual budgets range from USD 20,000 to USD 266,000; and mostly depend on the centrally-management Independent Municipal Fund, the governmental body that transfers money to municipalities. It is estimated that 91% of municipal funds originate from the government's municipal fund. A large portion of the municipal funds transfers go to maintenance, equipment, infrastructure projects and garbage collection.

### *Human Resources*

The second weak point at municipalities is their lack of human resources. Municipal authorities have a very limited number of staff in terms of number and expertise and for 3 municipalities there are no employees at all. The municipalities of Deir Siriane and Markaba employ one person each, Taybeh employs 3 and only the Municipality of Qabrikha has 7 employees. The absence or limited number of staff exerts a lot of pressure on the mayors and some council members who try to fill the gap.

## URBAN CONNECTIVITY

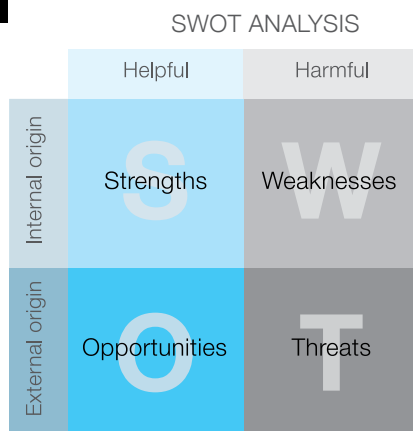
The village of Taybeh, within the villages under study, plays an important role as a polar town of the seven villages. It provides two main services: schooling through a number of private and public schools; and trade through a number of shops. The Taybeh Friday market is another attracting factor.

Within the wider area, the city of Nabatieh remains the main urban center for the seven villages offering a range of services such as banking through the major bank branches and a branch of the Central Bank, postal services office and the national social security office. Furthermore, the City of Nabatieh houses branches of the various colleges of the Lebanese University, private and public high schools, and major private, governmental and non-governmental hospital. There exist a number of sub-polar towns that villages are connected to. To a lesser extent Mais el Jabal, Bint Jbeil and Marjayoun are three sub-polar towns that connect the residents of these villages to for services such as health care and schooling purposes.

# 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 8:**



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>- 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>- Interest of development organizations to enhance local economy</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>	<ul style="list-style-type: none"> <li>- Unstable security situation</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>- Limited 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> </ul>	<ul style="list-style-type: none"> <li>- Limited municipal interest and Know-how 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>

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> <li>- Lack of planning</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>

CIVIL SOCIETY AND COMMUNITY ACTIVISM		
INTERNAL	Strengths	Weaknesses
	<ul style="list-style-type: none"> <li>- Sense of activism in 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>

# 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 2). 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 previously occupied villages and towns in the Caza of Marjayoun have high level of natural capital in terms of their endowment with natural resources. Agriculture, forest/shrubs and grassland constitute around 96 % of the total land area. The proportion of built environment is low and is on average 4% of the total land. Green cover is coupled with picturesque hilly landscape and valleys. 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 from them other forms of capital.

The other medium to high asset is the geographical location capital where these villages and the whole area in Jabal Amel Union of Municipalities are well-connected internally, i.e. in between the villages themselves, and with other towns and cities in Lebanon. The Saida-Nabatieh highway has cut travel time and facilitated accessibility to these villages.

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**

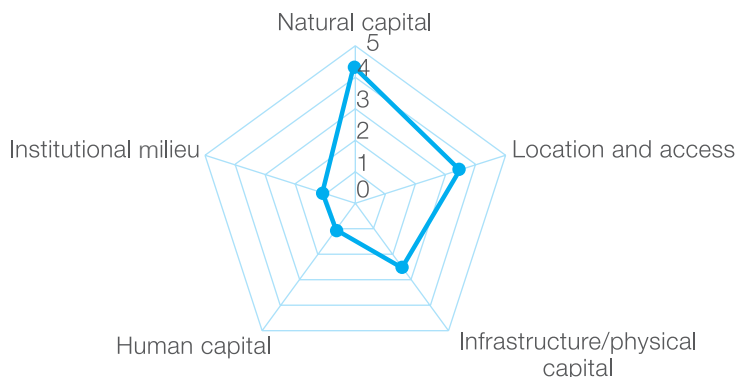
Asset	Qualitative assessment	Indicators	Potential
Natural capital	High	- Proportion of built environment to agriculture and green land is very low	High potential
Location and access	Medium-High	- High connectivity in between villages and to major towns and cities – good road network	
Human capital	Low	<ul style="list-style-type: none"> <li>- Lack of educated young human resources due to internal migration and emigration</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</li> </ul>
Infrastructure /physical:	Medium	- Availability of roads, phone, water and power networks	<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 VILLAGES IN THE JABAL AMEL UNION OF MUNICIPALITIES

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 9:**

ANALYSIS OF ASSETS IN 7 VILLAGES IN JABAL AMEL UNION



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 in Jabal Amel Union, 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 area's easy access and connectivity to other towns and cities;**
- **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	Promote the area for tourism		Introduce land regulation
Human capital	Encourage business start-ups to retain & 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, reservoirs and water networks in the area while at the same time regulating land use. A case in point here is the completion of the Litani Project, which can provide irrigation water to large areas of unexploited land. Furthermore, this needs to be complemented with establishing a marketing and promotion network such as cooperative unions and cooperative markets.


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. In this context, it is vital that emergency and civil defense services are established in the area. 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. Retaining and attracting young population should be taken as a priority as almost all villages experience high rates of migration (internal and external).

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 the Union of Municipalities 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 area's easy access and connectivity to other towns and cities;** by promoting local tourism especially cultural aspects that would highlight the area's history of occupation and resistance. Furthermore, the area's valleys can be promoted for eco-tourism.

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.