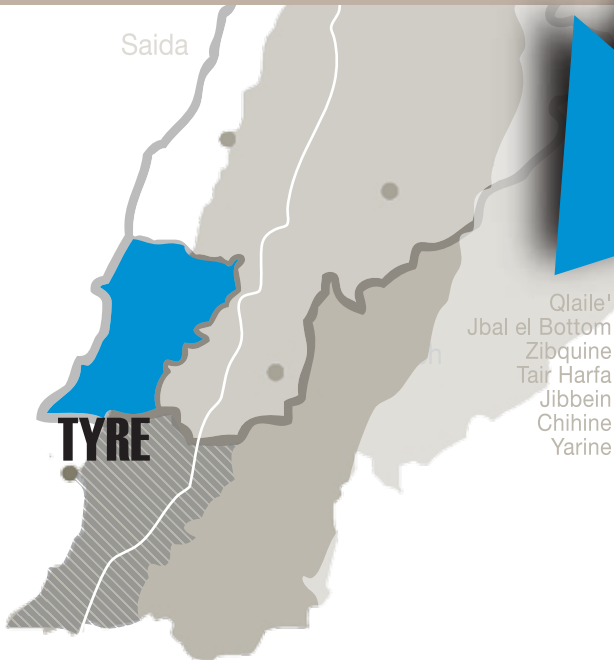




TOWARDS STRATEGIC PLANNING

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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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:

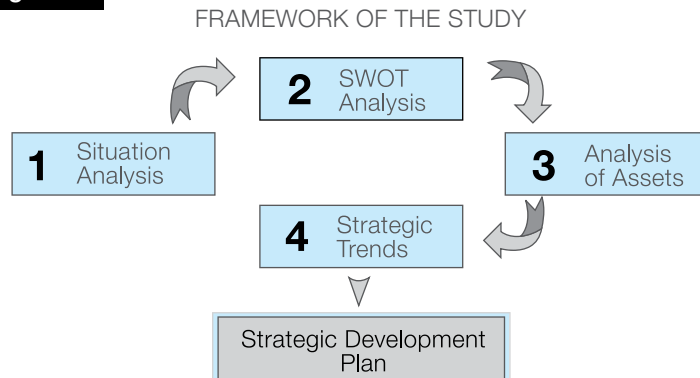


The study has used various methods to achieve its goal. It primarily relied on quantitative and qualitative information collected over a period of 12 months from targeted villages. Quantitatively, a questionnaire that requested information on each village was self-filled by the mayors of each village; 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

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