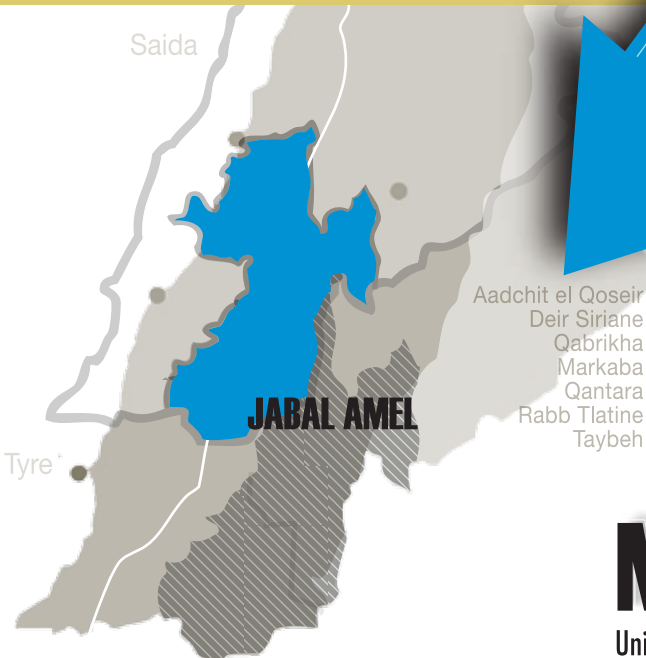




TOWARDS STRATEGIC PLANNING

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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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 farming 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.

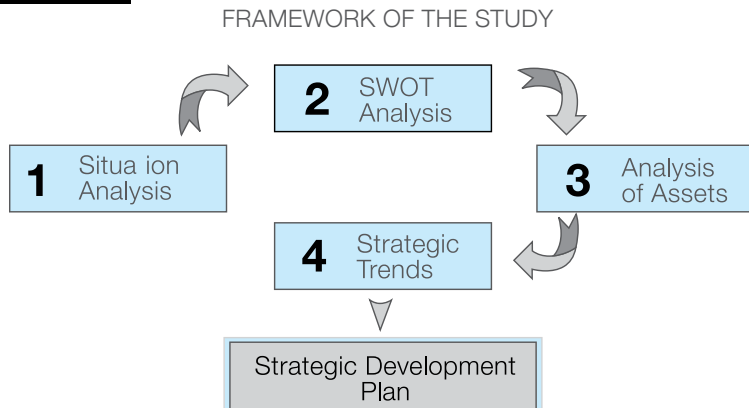
In this context, the objective of this study is to define the strategic development goals for the villages of the Union of Jabal Amel Municipalities based on evidence from a situation analysis exercise and on consultations with the relevant stakeholders in these villages (see *diagram 1*). It presents 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



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

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