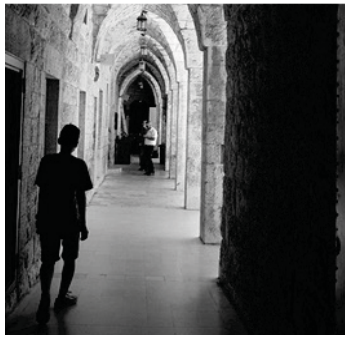


# INCLUSIVE AND SUSTAINABLE CITIES: MUNICIPALITIES GOOD PRACTICES IN LEBANON



United Nations  
Educational, Scientific and  
Cultural Organization

منظمة الأمم المتحدة  
للتربية والعلم والثقافة

UN HABITAT  
FOR A BETTER URBAN FUTURE



جامعة بيروت العربية  
BEIRUT ARAB UNIVERSITY



Inclusive and Sustainable Cities; Municipalities Good Practices in Lebanon; Report

UNESCO  
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# Executive Summary

Lebanon has been suffering consequences of conflicts locally and in the region. The Lebanese people continuously support and thrive to co-exist and accept each other despite numerous challenges caused by the diverse demography and geography. Neighboring crises (Syrian Refugees, Iraqi war and the conflict in the Middle East) and lack of reform for local ones have been threatening the social and economic stability in Lebanon. Moreover, the provisional absence of a president and the impacts of the Syrian refugees' crisis have further pressured the situation and stability of the country.

Since the beginning of the crisis, municipalities have been tasked with using limited resources and capacities to deliver services to both Lebanese residents and refugees. In addition, the rubbish crisis has clearly portrayed the depth of the corruption and political dysfunction in Lebanon. The question of economic development has been the main concern of the authorities as well as the entire population since the end of the war; conceivably with joint efforts nothing is out of reach.

This report aims at collecting evidence of practice-based initiatives carried out by Lebanese local municipalities and responsible authorities. Inspiring programs, which promote social cohesion and urban governance in the area, have been initiated by the municipalities in Lebanon. This report looks into "Municipal Good practices" initiated both municipalities and municipal unions during their respective mandate since the year 2012 and under national laws enforced under the municipal period. These practices focus on social cohesion, solidarity among vulnerable groups and promoting sustainable urban development. A good practice serves the effectiveness of intervention in a particular setting and is replicable to other circumstances. The context, process and outcome are evaluated regardless of the area. Cases of spreading wellness in society, environment or

habitation are taken individually into consideration.

This project improves knowledge sharing among cities in a matter which enhances co-existence and highly advocates experience sharing of each city's capacity building, sustainable development and social cohesion. Through the network of shared types of projects and initiatives, the awareness among participating municipalities, relative to their limited capacities, rises. Development of communication and exchange of expertise among municipalities encourages them to work on projects which fulfill the goals of good practice initiatives.

UNESCO, UN-habitat and BAU have carefully selected the representing entities according to their qualifications in the subject matter in the disciplines. Pre-visit works had been assigned to BAU by program's hosting UN-institutions. Calls for submission of a Letter of Intent had been made after commissioning advising lectures and visits. A significant number of municipalities (125) were contacted to fill up the Letter of Intent. However, 75 have managed to submit the Letter of Intent and only 49 projects were eligible to participate.

The first stage of evaluation focused on the actual implementation of the project submitted and the examination of the credibility of the material and context supported by the municipality. It has also taken the level of public participation in consideration, which illustrates the effectiveness of the municipality in including the public in the decision making process and the actualization of the set goals.

The projects fall into two main categories. The first one relies on the social impacts of the project on the public. Promotion of social cohesion is vital to this section, providing services to the community, promoting gender equality, targeting less fortunate groups or districts, getting the youth involved in community's concerns, creating a force of social integration and

# Executive Summary

increasing the number of job opportunities set for the working force of the targeted group. The second group sets at the promotion of sustainable urban development by creating a more sustainable built, social, natural and economic environments

The analysis of the Good Practices presented yielded general yet important recommendations. Proper management directly affects the success of the project. The scheduling and planning in some of the project was crucial not only to its success, but also to the ability of its execution. The collaboration of the local community is also a key ingredient in the success of a project that addresses the community's needs.

Public awareness spreading is a common feature of many successful projects; it introduces more innovation in ideas and themes resulting in a project that opens new prospects that empowers the community's capabilities and allows it to realize its abilities. The inclusion of youth is a guaranty in having a future generation of capable leaders paving the way for a better future and qualifies the future generations to handle the responsibility of leading their communities. Some of the Good Practices also proved that women have not realized their full capacity and when given the chance, they will excel even in out-of-gender roles

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# List of Abbreviations and Acronyms

- BAU:** Beirut Arab University
- CHF:** Community Habitat Finance
- DRR:** Disaster Risk Reduction Projects
- LPCS:** The Lebanese Centre of Policy Studies
- MOIM:** Ministry of Interior and Municipalities
- NGO:** Non-governmental Organization
- PMC:** Project Management Committee
- SDG:** Social Development Goal
- UNHCR:** United Nations High Commissioner for Refugees



# 1

## Section

# Introduction

Lebanon has long been facing ongoing repercussions of wars fought locally and beyond its doorsteps. The heat of the economic, political, social and demographic impacts increased, and challenges have been on the rise proportionally with the growing needs and inversely proportional to deteriorating resources. Residents of this country show continuous support and strive to co-exist regardless of numerous challenges. Being demographically and geographically diverse, Lebanon has a unique understanding of culture, and acceptance of others. Spillovers of regional crises and the lack of reform for local ones have been threatening the social and economic stability in Lebanon.

The past few years have been challenging for the Lebanese. The absence of a president (from 2014 to 2016) and the impacts of the Syrian refugee crisis on Lebanon have put further pressure on the situation and stability of the country. The country was left without a president who is in charge of the high council for National Defense, acts as the commander of the Armed Forces, as well as being the head of state.

Lebanon has been hosting refugees long before the Syrian civil war broke out, the country has dealt before with the Palestinian refugees issue and to less extent the Iraqi one. It has become a host country for those who have been affected by wars. However, the number of refugees increased exponentially after the Syrian civil war. Six years into the Syrian crisis and in light of the "Supporting Syria and the Region" conference held in London on 4 February 2016, Oxfam and LCPS convened a roundtable on 15 March 2016, on assisting local governments in Lebanon that are coping with the refugee crisis. Since refugees first

began arriving in Lebanon, municipalities have been forced to shoulder an ever growing share of responsibility, as they are now tasked with using limited resources and capacities to deliver services to both Lebanese residents and refugees. The current state of affairs is expected to continue presenting challenges to Lebanon for the foreseeable future, meaning more responsibilities will fall on local governments.

In addition, the rubbish crisis, which led to the protests against the government, has clearly portrayed the depth of the corruption and political dysfunction. However, the solution to the waste crisis is obvious and straightforward. What Lebanon needs is a national strategy on how to deal with waste in general and determine what role should be assigned to key stakeholders. For one, there has been an overemphasis on collecting waste, treatment, and disposal, and little, except by CSOs, on how to reduce waste, recycle, and recover resources. The latest piecemeal measures of removing waste from Beirut and dumping it across the country at informal sites is indicative of this mindset. Instead of simply making it look as though action is being taken to address this specific phase in the crisis, the government needs to resolve this environmental crisis in the long run and thus put in place a policy framework that reflects sustainable goals. To this end, waste collection can be decentralized to municipalities at a fraction of the cost of paying private companies. Local administrations must be given incentives to do so starting with giving their IMF share back. Finally, we need to work on changing the mindsets of citizens on how to deal with waste at the source.

It starts with the awareness of preventing waste and sorting garbage at home.

The question of economic development has been the main concern of the authorities as well as the entire population since the end of the war. The ambition to see Lebanon's "natural role" re-established as a pivotal center and a regional pole collided with a series of internal as well as external obstacles, and has succeeded only in a few limited fields (luxury tourism, banking sector, etc.). In parallel, the main exportable services as well as industry and agriculture face a tough competition. Tourism and food product sectors are both closely linked to the land: their primary asset is landscapes, topography, lands, water, sea, heritage, etc.

The civil society in Lebanon (local associations and organizations) is trying to overcome problems among groups of different opinions, confessions, ethnicities and nationalities. It is trying to reach small achievements, which go a long way; the reality of this resolution might be farfetched, however, with joint efforts nothing is out of reach.

### **Good Practices**

This report is a joint initiative between UNESCO, UN-Habitat and Beirut Arab University, and it aims to showcase the good practices and most fruitful experiences from the participants' municipalities of the Lebanese cities and communities. The projects featured in this report highlight ways in which Lebanese municipalities address various challenges regarding the continuous increasing pollution and refugee crisis that has been affecting the region for the past few years. Recently tensions have been

highly increasing in Lebanon, endangering the social cohesion and economic stability of the country. It is our hope that the current government and future governments will be more proactive, as opposed to reactive, in releasing specific information about policy decisions it adopts. Additionally, it is imperative that this country's leaders and the public consider the economic costs (specifically environmental and social costs), as opposed to the accounting costs, of such decisions. It is stressed that while a plan has been enacted by the government to address the trash crisis, it is necessary to actively consider more sustainable and environmentally friendly approaches to waste management, specifically those which entail waste reduction and sorting at the source and a public campaign to encourage recycling.

The municipal initiatives in this report abide to one of the Good Practices' pillars, which targets a highly participatory approach of city-level policies that intend to resolve geopolitical matters using non-discriminatory advancements and developments involving urban growth and promoting sustainable inclusive cities to satisfy the UN's 11th Social Development Goal (SDG). The challenges and obstacles faced by municipalities are diverse in content, due to misdistribution of resources; thus, these communities have developed exemplary methods and shared successful experiences of responses to challenging issues; they are demonstrating the solutions they have found that have helped in alleviating the burden of ailments of their communities.

The municipalities' participation in the "Inclusive and Sustainable Cities: Good Practices Initiative" has been facilitated by Beirut Arab University's staff members and students.

This program not only served in presenting these projects, but it also created an opportunity for the university's youth to take part in the process. By conducting face-to-face meetings and sharing an online database with municipal figures, students will have acquired high levels of social indulgence and knowledge concerning municipal roles.

Working towards a better urban future, organizations have made it their mission to encourage international peace and universal respect for human rights by promoting collaborations among nations, in hopes of building a sustainable inclusive city. The world will ultimately serve all the generations to come; as a result, it should be taken upon municipalities to act as proper local bodies of the government; a branch of the central government with administrative and

fiscal autonomy that are endowed with tasks of building a balanced and stable society, they have a public character or utility within their area and they are entrusted to establish, manage, and help in the implementation of projects that benefit the area. With Lebanon facing many problems internally and externally, especially since the beginning of the Arab spring in the Middle Eastern countries and the ongoing Syrian conflict, as well as, the ongoing garbage crisis which has left Lebanon's streets filled with rotting trash, UNESCO & UN Habitat collaborated with Beirut Arab University in launching an initiative to promote commendable municipal practices that aim to develop living standards, to enhance human rights, and to preserve society values in various Lebanese cities.

# 2

## Section

# Overview of Context

According to the law, (decree-law 118-1977, articles 49 to 52), the Lebanese municipality is “a local administration that enjoys within its geographical boundaries the power delegated to it by law”. This status as the local authority allows the municipality to control most of the governance aspects within their jurisdiction area, such as but not limited to, control over budgets, revenues, and spending, planning and contracting public works, urban planning and land use, and services like garbage collection, providing domestic water, and sewerage collection.

However, municipalities remain constrained administratively and financially. Most of the municipalities are too small, lack the personnel, and have an insignificant tax revenue. Moreover, municipalities are bound by many ministries and government agencies (Ministry of Interior, General directorate of urbanism, civil service council, Ministry of Finance) that limit their capability to assume their role specified by the law mentioned above. Unions of municipalities present a partial solution to the problem, where unions are better staffed and have more access to funds to conduct developmental projects. The formation of unions and their roles in enhancing the capacities and increasing the chances of small municipalities in creating better and faster change and impact. The union have a great role in bringing municipalities to life, organizing their work and budget, in addition to enhancing collaboration with institutions, NGOs, and the public sector.

Decentralization, if accomplished, can

further enhance the performance of local authorities and improve participation and accountability. A decentralization law must be thoroughly structured in order to grant municipalities and their unions’ financial autonomy and the ability to achieve human resource competence to reinforce them to the extent they were meant to be by law .

The Syrian crises induced a surge of refugees all over the country, which resulted in an overload demand on the country’s already ill-equipped infrastructure and services system, which is jeopardizing country’s existing social and economic infrastructure, institutional stability and development advances. Women and youth are the most vulnerable and the most affected by the consequences of the crises, and its impact on the economy, infrastructure, and social stability .

Due to their proximity to the public, municipalities and their unions are the most appropriate authority to work in a vulnerable situation, focusing on conflict mitigation, community reinforcement and recovery, sustainable work opportunities, self- organization and participation of local residents with the purpose of rising community capability for the deliverance of essential services.

The Good Practices Initiative is a foot-step in the promotion of successful experiences that encouraged social cohesion and sustainable development, its main objective is to convey the information from the municipality regarding a workable experience and exchange the experience between municipalities to serve in mainstreaming of these experiences.

## Challenges Facing Good Practices

There are many challenges associated with local governance facing the implementation of good practices; they could be summarized as follows :

. **Lack of Strategies and Plans:** most projects executed by municipalities address instant needs, however, good practices include strategies that expect future needs and address them.

. **Building Capacity for Human Resources:** Excluding the few large municipalities in Lebanon, most municipalities lack human resources in both number and qualifications. Good practices train human resources and prepare them to work productively and professionally in the public service sector.

. **Financial Capacities:** The lack of funding though crippling, it can be mitigated through proper planning and strict management, as showcased in the Good Practices Initiative.

. **Data Management and Consultation:** There is a general deficiency in data and information provided by

the government in Lebanon, which hinders planning for sustainable development. On the municipal level, the exchange of expertise is weak and unorganized; the Good Practices Initiative serves as a platform for expertise and information exchange between municipalities.

. **Community collaboration and Public Participation:** The interest of the average citizen in the municipal work is relatively low, but some municipalities used innovative approaches that gained the public's attention and engaged them in the decision making and implementation process of beneficial initiatives.

The Municipalities play the main role in building a resilient community, preservation of social cohesion, and planning sustainable development. Hence, highlighting and mainstreaming their successful experiences is of utmost importance in order to accumulate practices that can lead to change.





# 3

## Section

Methodology  
and rationale  
for collecting  
projects

This Initiative aims to collect experiences and lessons learnt in promoting social cohesion and urban governance initiated by municipalities in Lebanon. "Municipalities good practices" include legitimate projects and initiatives implemented by municipalities or unions of municipalities under the national laws during the municipal period of 2012 onwards.

Social Cohesion and inclusion, and reaching the status of a society that works for the well-being of all its members without the marginalizing of the vulnerable, in addition to sustainable urban development, and the guidance of progress without compromising the future, are the main themes sought after in Good Practices.

More specifically, they aim at:

- Improving knowledge sharing among the different Lebanese cities, gathering information regarding other municipalities' useful practices, exchanging it, allowing them to learn from the experience of other cities in capacity building, sustainable urban development, and social cohesion
- Raising awareness among the participating municipalities through sharing different types of projects and initiatives, which can be implemented using their limited capacities
- Encouraging municipalities to work on projects and initiatives as good practices
- Developing communication and cooperation between the municipalities and the exchange of expertise.

To conduct the process, experts selected by the program have been representing their home-NGOs with respect to the municipalities and have been representing the municipalities with respect to their home-NGOs. UNESCO, UN-habitat and BAU have carefully selected its representatives

faces according to their qualifications in the subject matter in the disciplines.

Pre-visit works had been assigned to BAU by the program's hosting UN-institutions. Calls for submissions of a Letters of Intent had been made after commissioning advising lectures and visits. 75 municipalities submitted the Letter of Intent, and 49 projects were submitted and had undergone both on and off-site meetings to assess the credibility of the projects' materials provided by each municipality. By the end of the credibility assessment stage, materials were provided by the visiting teams, which were composed of BAU staff and students.

Projects were submitted within 10 days of the site visit. Each project was reviewed by the institutions' working teams, who processed responses and developments that could be added to the Final draft.

**To assess validity, and to figure out the compatibility of the projects to the program, the following questions were asked:**

Is it an implemented project or a future development project?

Does the project or initiative submitted by the municipality as a good practice fall within the following pillars:

- Originality of the initiative's concept
- Promotion of social cohesion and inclusion
- Abiding to sustainable urban development
- Capability of replication.

# Assessing Eligibility

A significant number of municipalities (125) were contacted to write the Letter of Intent. However, 75 have managed to submit the Letter of Intent and only 49 projects were eligible to participate. Submitted projects were carefully examined to make sure that they fall somewhere into the categories shown in doc 1.

Projects which do not abide by the below chart were non-eligible and were disqualified.

Each project was assessed on the basis of 4 sets of criteria. These sets move from general to most specific details of the selected project

	Promoting social cohesion and inclusion of vulnerable groups without discrimination
	Promoting sustainable urban development
	2.1 Economy
	2.2 Governance
	2.3 Environment and sustainability
	2.4 Programming

**The first group**, group I focused on the actual implementation of the project submitted, and the examination of the credibility of the material and context supported by the municipality by checking documents and links and conducting site visits. The originality of the concept is also a vital issue for it shows how the municipality is overcoming circumstances through innovative solutions.

**The second group**, group II is about collaboration. It describes the level of public participation which illustrates the effectiveness of the municipality in including the public in the decision making process and the actualization of the set goals. Thus, the roles assumed by the stakeholders/ municipality can be vividly determined by the establishment of this criteria group. Due to the variety of projects submitted, projects were evaluated with both group III and group IV according to

their typology i.e. weighing of the groups was employed.

**The third group**, group III relies on the social impacts of the project on the public. Promotion of social cohesion is vital to this section. For the social relevance of the project should lead the way to an impact on the community by providing services to the community, promoting gender equality, targeting less fortunate groups or districts, creating a force of social integration and increasing the number of job opportunities set for the working force of the targeted group.

**The fourth group**, group IV aims at the promotion of sustainable urban development by creating a more sustainable built, social, natural and economic environments. The direct impact on its benefits should also be assessed to conclude with the direct economic boundaries and the impact on economic sectors.

## Methodology Summary

The concept of mainstreaming social and economic sustainability is broadly addressed as the inclusion of the public in all aspects of development efforts. This is a method, a policy and a tool for reaching absolute social inclusion, which involves the actual pursuit of non-discrimination and equality of opportunity; mainstreaming the public is about recognizing persons of different potentials as rights-holding, equal members of a social complex who must engage in the development process regardless

of their status. This method is also recognized as the most cost-effective and efficient way to achieve equality for public.

The originality concerned with this initiative is not constricted with the definition of being completely new. It could be the enhancement of technical issues present, which makes the previous work better. Thus, originality can also be improved measurement techniques that can clarify the relationship between known problem and a better solution.

# Evaluation Matrix

## Inclusive and Sustainable cities: Good Practices Initiative

		Project Name: x		Municipality of: x		Project Typology/Relevance: x			
		Number of Main Criteria and weight Distribution according to typology		Total out of 100		Total points Fixed for all projects			
		General		30		Weight Fixed for all projects			
		Role of Municipality / Local Community		15		Weight Fixed for all projects			
		Type of Activity / Category A: Promoting Social Cohesion		x		55		Weight Varies according to project category/typology	
		Type of Activity /Category B: Promoting Sustainable Urban Development		x					
		Evaluation Criteria		X	Maximum Weight	Weight	Total weight	Remarks	
I- General	A	<b>Project Implementation and Impact</b>		5		Out of 5			
		<i>Percentage completed - Results and Ongoing Effects</i>							
		- Less than 30%	0			0			
		- More than 60%	2						
		- Fully operated and regularly maintained	5						
	B	<b>Credibility (Checking documents, links, photos, on site investigation...)</b>		5		Out of 5			
		<i>Low level of evidence</i>		0					
		- Good level of evidence	2			0			
		- Very good level of evidence	5						
	C	<b>Originality of Concept</b>		20		Out of 20			
		<i>How original and innovative is the intervention?</i>							
		- Prototype project	3			0			
- Can be standardized		10							
- Contains innovative features		15							
	- Authentic, innovative	20							
II- Role of Municipality / Local Community	D	<b>Participation of the local community- Public Participation : Are the residents involved at any phase of the project ?</b>		10		Out of 10			
		<i>Coercive: No participation</i>		0					
		- Information sharing ; one-way flow	5			0			
		- Consultation ; two-way flow	7						
		-Collaboration and Empowerment	10						
	E	<b>Role of Municipality/ Stakeholders</b>		5		Out of 5			
<i>Activities implemented during the project</i>		1							
-Empowering Capacity Building		2			0				
	- Mechanism and effective approaches	2							
III- Promoting Social Cohesion	F1	<b>Promoting Social Cohesion</b>				Out of 20			
		<b>Social Relevance</b>		4					
		<i>Does it respond to the crucial needs of the population?</i>		2					
		The projects supports Refugees, Needy people, people with special needs...	1						
	The project promotes Social Integration	1							
	F2	<b>Impact on the community</b>		4					
		<i>% of local population affected positively by the project/program</i>		2					
		- Most of people were affected	2						
		- A few people were affected	1						
		- None were affected	0						
		<i>% of local population affected negatively by the project/program</i>		2					
		- Most of people were affected	0						
		- A few people were affected	1						
		- None were affected	2						
	F3	<b>Services Provided to the community</b>		4					
Informational=1* Practical/Physical=1 Economic/Infrastructural=1 Training/Guidance=1*		2							
F4	<b>Targeted Group or districts hereby addressed</b>		2						
	<i>Part of Pupulation</i>		1						
	- Entire Population		2						
	<i>Geographical area covered:</i>		2						
	Entire village=2 neighborhood=1 a certain vicinity/site=0.5		2						
F5	<b>Promoting Gender Equality</b>		2						
	<i>Did the project/program promote gender equality?</i>		1						
F6	<b>Employment: Number of jobs created</b>		2						
	permenant =2/ occasional=1		1						

# Evaluation Matrix

IV- Promoting Sustainable Urban Development	<b>G</b>	<b>Promoting Sustainable Urban Development</b>	<b>35</b>	<b>Out of 35</b>
		<i>Built Environment Sustainability</i>	<b>10</b>	0
	G1	The project deals with Cultural Heritage:	5	
		- Protect/ Preserve Built Heritage	2	
		- Rehabilitate/Adaptive reuse of Culture Heritage Asset	5	
		The project establishes new Eco-friendly Construction/ Open spaces eco-freindly treatment	2	
		The project creates built areas/ spaces well integrated with the existing Urban Fabric	3	
		<i>Social Sustainability</i>	<b>5</b>	
	G2	The project targets/ benefits:		
		- Specific groups: lodgers, co-tenants, renters, visitors/tourists	2	
		- Entire population of the village/city	5	
		<i>Economic Sustainability</i>	<b>10</b>	
	G4	Direct Impact on Beneficiaries:	3	
		- Temporary Job creation	1	
		- Permanent Job creation	3	
	G5	Impact on Economic Sectors (Revitalize= 0.5 Initiate= 1)	5	
		- Agricultural Activities	1	
		- Industry	1	
		- Tourism	1	
		- Trading	1	
- Services (Health, Education,...)		1		
G6	Indirect Economic Benefit (to provide or reduce the cost of essential service)	2		
G7	<i>Natural Environmental Sustainability</i>	<b>10</b>		
	- Neutral Impact	0		
	- Improve/ Add to ecology and biodiversity	5		
	- Environment Rehabilitation/ Pollution Treatment	10		





# 4

## Section

# Selected Good Practices

The selected projects fall in one of the below two main categories

## **Selected projects promoting social cohesion and the inclusion of vulnerable groups without discrimination:**

- a) Projects related to the inclusion of migrants and refugees and their integration in the host community (construction of Social development centers, easy access to public spaces, assisting in capacity building, establishment of mixed and inclusive neighborhood committees and community councils...)
- b) Initiatives to reduce urban conflict between communities, especially youth from various cultural backgrounds (Playgrounds, green fields, public spaces...)
- c) Projects to improve access to affordable housing, transport, public spaces, water and sanitation and basic and vital services
- d) Initiatives to reduce urban inequality relevant to gender, generation and socio-economic status and increase the integration of vulnerable populations (elderly persons, women and children) and poor communities (organizing training sessions and raising awareness on gender issues, job creation through inclusion of poor communities in project implementation...)
- e) Projects to enhance safety and security inside the city for marginalized members of the society (gender, age, and ethnicity) (Installation of street lights, ensuring safe access to schools, awareness of safety measures and security precautions...)
- f) Projects to promote interventions for slum upgrading and poverty reduction

## **Promoting sustainable urban development:**

### a) Economy

- Projects to enhance micro and local economies through providing space, loans, and legal support
- Projects to create economic and employment opportunities (Capacity building programs, Public markets, establishment of employment centers...)

### b) Governance

- Initiatives for improving inter-governmental cooperation with the municipalities
- Improving legislation within the urban areas (laws related to public space, driving speed, waste disposal, construction quality, building regulations...)

### c) Environment and sustainability

- Projects presenting sustainable solutions to urban transport (park and ride, parking buildings, public transport network...)
- Initiatives to protect and safeguard national cultural and natural heritage (Restoration and renovation of cultural and heritage sites, sustainable tourism plans...)
- Disaster risk reduction projects (DRR master plans, community awareness campaigns on DRR and post-disaster response, capacity building...)
- Projects targeting solid waste reduction (Sorting from the source, treatment plants, recycling and composting...)
- Projects for the improvement of air quality and the reduction of pollution

(awareness campaigns, pollution reduction projects, launching an informational campaign on billboards...)

- Projects to increase the amount of green footprints per inhabitant (green spaces, public gardens, urban greening and agriculture, preservation of green spaces, forestation...)
- Projects promoting the use of renewable energy

d) Programming

- Initiatives to improve municipal capacity (effective spending/finance and service delivery, improve communication with the community for better service delivery...)
- Projects that improve access to food security (urban agriculture, vulnerable community's access to good nutrition...)

**The below 10 Good practices are presented in alphabetical order.**

Municipalities map



# Aley Municipality

## Re-planning Aley Industrial Zone and Commercial Market

The project's proposal is based on transporting the industrial zone from one area to another, far from the residential neighborhoods of Aley. Thus, this project depends on high levels of development that are important for re-planning parts of the city into elevated social and environmental standards. The goal behind this is to improve Aley as a city and remove any damages caused by the industrial area on the neighboring residential units. There is a necessity to transport such industrial sites into a new area far from the residential areas, considering that this zone is important for the formation of the city's local and daily needs.

Working with the provided budget of 75,000\$ by foreign funding, Aley added a budget of 3 million US dollars from the municipality's treasury. Aley is currently working on 2 projects, the first being the entry of migrants and refugees, their integration with the host community (Aley) and providing work opportunities and adequate living standards for locals and foreigners. The 5 year project that has been in development since

2012 is currently put into work solely on the industrial sector of Aley. It is hoped that this will provide a safer environment and improved living conditions, especially for refugees in the industrial area. This project also created opportunities for the refugees to take part as a strong labor force that constantly supports the Municipality of Aley. Hence, the locals do not generally find them a burden as in many other cities in Lebanon. Recently, however, there has been an increase in the population of refugees which strained the services delivery capacity of the Municipality, which already suffers from the scarcity of financial and technical resources, the lack of coordination with NGOs and humanitarian actors, and increased social tension and accountability issues toward their local communities.

No one expected the war in Syria to last this long, and this had a large impact on service sectors that were not prepared for such a high number of refugees and thus the expectations of handling adequately the crisis were not fulfilled.



These sectors now face consequences related to waste management, housing, services offered to refugees, health services, water management and education.

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**LEAD AUTHORITY OR ORGANIZATION:**

Municipality of Aley

**TARGET AREA**

The industrial and commercial zones

**BENEFICIARIES**

Inhabitants of Aley

**START DATE – END DATE**

Long-Term Project ... 2017

**CONTACT**

Mr Wajdi Mrad

**Urban Development and Housing Policies**

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The first call for the movement of the industrial area rose to the surface after the Civil War. The destructiveness of the war damaged the city's reputation, which held back the entire country's economy for 30 years. Prior to the municipality's decision to take action on ground, Aley's region was infested with clusters of industrial entities scattered around the internal circumference of the city, horribly infringing upon the residential areas of the city and constantly polluting it. This made Aley one of the most perilous areas to raise a family in concern with health standards. The proper solution to this dilemma was an immediate separation of the two entities: creating a private residential zone and a pure industrial

zone in the city.

In the beginning, studies regarding the standards were thought of and conducted, with the aim at creating average distances suitable for the town's residents. This ensured a constant separation of the two areas. This initiative demanded a relatively large capital to come to reality. Relocating not only the inhabitants of the area, but businesses found in the residential area, which were unequipped with tools and machines, to a newly made area which adapts to the needs of what it would host from infrastructure to other aspects as well, was sure to need a lot of labor force, financial resources and acceptance.

To compensate the businesses and incomes of families which were affected by this move, the municipality offered a trade deal which acts as a fair deal for those who were inflicted by the decision to guarantee that no justice is lost in the procedure. Aley's municipality offered buying the old shops, garages and factories which were set on the frontal footprint of the city and offered them a new place to accommodate their businesses for a fair price. Thus, the Municipality created a new clustered zone similar to the Silicon Valley in California, a landmark which will soon be found as the new industrial center of the city. The frontal footprint, on the other hand, has been renovated to better suit the gateway of the city. The municipal's vision conducts direct action concerning issues which need to be addressed immediately. One of the most targeted goals of these actions taken by the municipality are those of solid and liquid waste management and enhancing the infrastructure for these industrial entities in a manner which preserves the ecological narrative of the area.

## Refugee, Lebanon, Environment, Health

The massive flow of Syrian refugees into Lebanon has challenged host municipalities and populations, overwhelming local public services and exacerbating social tensions by reinforcing a common perception that international aid is solely destined for refugees. In this context, this project aims to improve the living conditions of both refugees and host community members by enhancing solid waste management and recycling in several Lebanese municipalities.

**Syrian Refugees:** ~1.14 million

**Palestinian Refugees:** ~450,000 refugees registered in 12 camps (10% of the Lebanese population)

As of early 2017, there are more than one million Syrian refugees registered in Lebanon, in addition to 32,000 Palestinian refugees from Syria. Partly due to the government's registration ban of new arrivals, the real figure is likely to be higher. Lebanon now has the highest number of refugees per capita globally, with an approximate ratio of one registered Syrian refugee to every three Lebanese.

- With the government's no-camps policy, 71% of displaced Syrians live in residential buildings, putting pressure on services and infrastructure in poor urban settings. The same neighborhoods tend to have the highest density of vulnerable Lebanese residents.

- Rapid densification within the structures of already densely-built urban areas adds to the burden on underdeveloped infrastructure networks and poorly maintained buildings.

- The majority of the cadastres that make up the four largest cities in Lebanon are ranked amongst the most vulnerable.

## The Role of the Municipality and Local Community

### Collaborations:

- Local authorities, including municipalities and unions of municipalities, and their Regional Technical Offices" supported by UN-Habitat. Utilities agencies (regional water, power, and others) were approached for service data collection, with analysis returned to them for validation.

-NGOs.

### - Resources:

- Funding amount: US\$75,000 per city

- Human resources: One senior urban analyst, three urban planners, and one Geographical Information Systems officer

- Sources of funding: Swiss government, Cities Alliance

## Solid Waste Management and Recycling

With the aid of an NGO based in Lebanon, Arcenciel, a second project was raised in Aley in collaboration with 11 other municipalities (12 in total). The project in Lebanon aims to support 12 municipalities in their recycling efforts, putting in place efficient and sustainable waste management systems. It thereby aims to answer the key concerns expressed by both host and refugee communities in Lebanon. Moreover, the project reduces poverty through the creation of employment opportunities for Syrian refugees and Lebanese communities in the field of waste management and recycling, while mitigating the waste crisis in Lebanon, which constitutes an environmental and public health hazard.



This newer project is larger and provides opportunities for specialized individuals and youths in Lebanon. The massive flow of Syrian refugees into Lebanon has challenged host municipalities and populations, overwhelming local public services and exacerbating social tensions. In this context, this project aims to improve the living conditions of both refugees and host community members by enhancing solid waste management and recycling in several Lebanese municipalities.

**The project has two goals:**

1. Enhancing waste management capacity and local resilience through the establishment of recycling collection spots, the acquisition of waste collection means, the equipment of waste recycling centers, the collection of recyclable waste (paper, cardboard, plastic, and metal) destined to be sold to recycling centers.
2. Implementing activities for sensitizing, consulting, and training private and public actors, as well as local populations.

### **Project Impact and Ongoing Effect Actions**

- Awareness-raising campaigns to reduce waste and encourage sorting into different categories: plastic, metal, paper/cardboard, organic waste, and other
- Sorting bins were installed and collection points established in target locations within each municipality, organization, and refugee camp. Waste is collected and sent to one of Arc en ciel's secondary sorting centers, where it is sorted again and compacted. Paper, metal, and plastic waste is sent to recycling plants, while organic waste is transformed into compost.

### **Outcomes**

Improved urban services. The improvement of recycling services led to a reduction in waste volume and a more efficient and sustainable waste disposal system, as well as a better perception of municipal services among the population.

Improved public health. The project is reducing health risks among host and refugee populations that result from excessive exposure to hazardous waste.

Improved environmental sustainability. Enhanced recycling waste management has helped in reducing soil, air, and water pollution.

### **Lessons Learned and Follow-up Challenges and Risks**

The Lebanese waste crisis represents a sensitive issue, especially in light of the influx of Syrian refugees which has led to a rise in population and waste production. A major risk was marginalizing either the refugees or the people from the host communities, but this was mitigated by actively including both in this project. In this sense, collaborating more with the local institutions could give citizens a stronger sense of project ownership.



## Key Ingredients of Success

Reinforcing the capacity of the local NGOs through the training of trainers (TOTs) allowed the NGOs to transmit their know-how to local communities and refugees. Furthermore, stressing the fact that Syrian refugees are actively participating in the reduction of municipal waste volumes has helped NGOs to reduce tensions in these communities. The project also highlights the necessity and importance of waste management decentralization, the restructuring of municipalities' waste systems, and the free choice of municipalities in deciding on the services they provide to manage the waste disposal (such as awareness, waste collection, and treatment).

With the increased effort being placed in Aley, this encouraged another NGO to form by the name of Green Hands, this charitable NGO is fully supported both financially and legally by Aley's governance.

The focus of Green Hands is to promote good citizenship, cultural understanding, social awareness at all levels, and sustain biodiversity & healthy ecological systems and nature enjoyment.

1) GreenHand Non-Governmental Organization - [www.greenhand.org.lb](http://www.greenhand.org.lb) - Environmental Department

"Solid and waste Management" Page 72 Best Practices in Hosting Refugees (Article, 2017 Beirut)

2) J. (2017). Refugees and Host Communities. Retrieved September 10, 2017, from <http://cmimarseille.org/programs/regional-knowledge-action-program-refugees-and-host-communities>

3) United Nations High Commissioner for Refugees (UNHCR). (n.d.). 5,164,020. Retrieved September 10, 2017, from <http://data.unhcr.org/syrianrefugees/regional.php>



# Al Qaraoun Municipality

## Al Qaraoun Parc

The importance of this project is to develop a tourism and leisure destination to serve citizens and enhance their relaxation and entertainment, as well as opening parks and playgrounds for children. This project also bears significant economic importance, given that investment opportunities will be provided for youth, as well as many job opportunities to employ local youth and Syrian refugees. The project presents a breather to the local community, being in an area where few activities can be done. It offers an environment that suits people of different interests and different ages. The project takes advantage of the natural beauty of the surrounding lake, and mountains to complete the scenery with a green area and cafes.

### **LEAD AUTHORITY OR ORGANIZATION:**

Municipality of Al Qaraoun and Al Buhaira Union of Municipalities

### **TARGET AREA**

City of Al Qaraoun and neighboring villages, Lebanon

### **BENEFICIARIES**

Inhabitants of Al Qaraoun municipality and neighboring villages, including Syrian refugees

### **START DATE – END DATE**

March 2013 – November 2015

### **CONTACT**

Eng. Yehia Daher, Mayor of Al Qaraoun Municipality



## Context and Challenges

Qaraoun is a Lebanese village, 85 km from Beirut, known for Lake Qaraoun in the Beqaa Valley formed by the El Wauroun Dam built in 1959. It is an ecologically fragile zone in the Western Beqaa District. The village lies about 800 m above sea level. The dam is located nearby on the Litani River. This location created a point of attraction and a source of life.

The Qaraoun area is significantly affected by the influx of refugees experienced by Lebanon due to its proximity to Syria. Lake Qaraoun is the only outlet for tourism in the Bekaa Valley, a wonderful landscape in which the picturesque nature min-

gles with the blue water and the whiteness of Mount Hermon, making it one of the most beautiful places in the world. However, tourism rates have been declining since 1997, when the eastern side of the lake stopped receiving any support from the state. Today, the lake can serve as a leisure destination for both local communities and Syrian refugees living in nearby areas.

The Municipality of Al Qaraoun took part in the Lake Qaraoun Shores Tourism Development Program to complete this vital project. The project also aimed to create a tourism area of excellence to serve the Bekaa Valley in particular, and be an outlet for displaced Syrians, whose numbers are



around 5,200 in the Municipality of Al Qaraoun alone. The Qaraoun dam area seems to also be destined to become a developed tourism center in the Bekaa Valley in the future. The Municipality gives the needed attention to the project performance, maintenance and resources in order to keep the current activities functioning well and to develop futuristic ones

according to a certain plan. The project was successfully completed and managed effectively by the Municipality of Qaraoun by establishing on the ground working committees that review and supervise the work on a daily basis (construction committee and financial committee). These committees included members from local communities and organizations.

All parties were committed to exert all the efforts needed to collaborate and cooperate to achieve the good results.

## Objective of the project

The project aims to increase the social cohesion between the host and refugee population. The direct cooperation between the two in the cafes and parks leads to enhancing the communication among them. In addition to creating a safe environment for people who come to visit the cafes, it offers jobs and secures living expenses for several families, locals and refugees.

## Project Impact

Creating a safe and environmentally friendly zone in Al Qaraoun affected positively the area in many aspects. These effects are classified under social and environmental categories. Socially, the project created a direct contact between the local population and Syrian refugees in the kiosks and the parks. This created a mutual

understanding and thus increased the social cohesion between refugees and host communities. It only made the locals more accepting and welcoming due to the social interaction that is happening on the ground, in a safe environment that suits all ages and social categories.

On the ground, the project provides job opportunities for both Lebanese and Syrians. The project construction phase also provided jobs for Palestinians as well.

These jobs are securing income for 8 families which happens through their employment in the cafes to increase their socio-economic integration and decreased immigration from the area.

Environmentally, the project included planting trees which contributed in the improvement of air quality. In addition, the municipality cleans up the area on regular basis and rehabilitates the pine trees in the forest area.

Regarding power, the project being alongside the street, it is lighted using solar panel street lights along the 800m long sidewalk.





# Al Qaraoun Municipality





## Role of Municipality and local community

Activity	Donor/Contributor	Activity explanation	Date
Backfilling to widen the parking area along the Qaraoun Lake	Municipality of Qaraoun and local people	More than 15000 m3 of fill was transported by the municipality and local donors to the site	March 2013- Nov. 2013
Construction of retaining walls	Albouhaira Union	As well as backfilling behind the constructed walls	March 2014-June 214
Cleaning up the pine forests	Municipality of Qaraoun	On monthly basis during summer time	
Construction of side walk	Italian Corporation	As well as planting trees	April 2015- July 2015
Street Pavement	Albouhiara Union, and Municipality of Qaraoun		June 2015
Installation of Photovoltaic Street lighting	UNDP		Oct. 2015-Nov. 2015

# Al Qaraoun Municipality

- Construction of retaining walls on the main road which runs from the Qaraoun dam and heads north towards the town.
  - Paving main sidewalks leading to the lake on the side of the road, approximately 1,000 meters long, and planting the other side with ornamental trees and flowers.
  - Construction of tourism kiosks and cafés along the sidewalk and in the vicinity of the dam, and lighting the sidewalk with solar powered lights.
  - Cleaning up the pine forests to attract tourists and visitors and mitigate the climate pollution and help resist climatic and environmental conditions.
  - Establishment of a follow-up and supervision committee, including representatives from partners, the Municipality of Al Qaraoun and the Lebanese Scout Association, which represented the local community in this project.
  - Daily project progress reports from the project manager and confirmation of completion within the previously set budget for each phase.
  - Monthly meetings of the committee to discuss progress and set priorities.
- The Role of the Local Community**  
The local community participated in the management of the project through the Lebanese Scout Association and sports clubs. They contributed to the planning of the project as well

as the funding and implementation.

## Used resources:

Human resources: daily workers were picked according to some criteria that specify who is in need and will serve the job. It included both Lebanese and refugees.

## Material resources:

The municipality of al Qaraoun provided all equipment and machinery needed. As for the materials, they were purchased only from local stores and they were selected according to bids. This encouraged locals to contribute to the construction of the project.

## The bids were based on:

- 1) satisfactory price/ quality ratio
- 2) delivery time
- 3) proposed payment methods

## Payments and sponsoring:

All construction and service expenses were paid by Al Buhaira Union of Municipalities, Municipality of Al Qaraoun, the Italian Cooperation, UNDP and local donors.

Donor/ Contributor	Amount	Percentage
Municipality of Qaraoun	55,000\$	25.82%
Albouhaira Union	40,000\$	18.78%
Italian Development corp.	48,000\$	22.53%
UNDP	57,500\$	27.00%
Local donors	12,500\$	5.87%
In-kind donations	Municipality equipment's	



## Project performance and collaborations:

The municipality was responsible for contracting and management. Contracting of all human resources, especially locals, Syrian and Palestinian refugees who were hired for construction work activities. The management was supported by the Association of the Islamic Scout, al Qaraoun social and sport clubs as operation partners. All contributed to the production of documentation and reports according to the guidelines required by UNDP and the Italian Cooperation.

## Project Impact and ongoing effects

Providing an income to 8 families would increase by the time the second stage of the project was completed. It would also provide a revenue to the Municipality. The second phase of the project would only increase the capacity of the facilities to serve a larger number of locals from the surrounding areas. It would also provide a wider range of activities for a wider range of ages and users. This would

enhance the rate of tourism and activate the economic life of the town. On the other hand, the project will grow to create more greenery and environmentally friendly zones for camping and outdoor life.

## Futur plans

Recommendations for Scaling-up or Replication

### Recommendations for scaling-up or replication:

- Free parks for picnics equipped with chairs and tables, running water, stoves, and playground facilities such as swings.
- Camping areas for tents or trailers, equipped with running water, dining tables, a stove for each tent with power supply, odor control systems, public toilets, and a parking area for cars.
- Building of a paved ramp which slopes into the lake, to allow the launching and beaching of boats without causing damage.
- Creation of an artificial pond and provision of small boats for children.
- Increasing the number of cafés.

Stakeholders	Numbers of beneficiaries	Income	Performance
Municipality of Qaraoun		1000\$/ month	the number of visitors is expected to increased drastically after the completion of the rehabilitation of the pine forest and transforming it to a public park
Lebanese Families (Employees)	8 Lebanese employees	300 to 400\$/month / family	
Syrian families (Employees)	18 Syrian employees	200 to 300 \$/month / family	
Lebanese Families (Owners, Employer)	6 Lebanese Families	Min. 1000\$/ winter, 4000-8000\$ /month in summer	
Peddler	6 Lebanese & Syrian		

## **Lessons Learned and Follow-up**

### **Challenges and Risks**

The project is a great example of how to manage and secure the necessary funding to complete the initial stages, in the hope that requested financial support from donors would be secured to complete the project.

It is also an initiative to achieve the necessary approvals and permits from competent government agencies.

### **Key Ingredients of Success**

The partnership between the Al Buhaira Union of Municipalities and the Italian Development Cooperation was a major key to success. Also, the participation of the civil society through the Scouts and sports clubs was an added value to the project completion.

The Ongoing support from the Al Qaraoun Municipality, which performed all necessary maintenance and clean-up operations, and facilitated accessibility and comfort for tourists will keep on improving the project performance, income and benefits.

### **Innovative Aspects**

The Municipality succeeded in finding a natural outlet where the people of the region can come to relax and enjoy their time in a safe environment that is suitable for families and youth. By transforming this area into a natural park, the Municipality secured the perfect get away for youth to keep them under good supervision and offered different types of jobs and activities for all diversities.

# Chehim Municipality

## Badi Efrouz

The importance of this project is to generalize the culture of 'storing from the source' on a daily basis and generates a mutual and sustainable cooperation relationship across generations, as well as improving the relationship and faith between the local people and the municipality. This project gives people a chance to take part in the decision-making process in the grand scheme of things, as well as many job opportunities to employ local Syrian refugees. It also stimulates and further encourages the people on improving the quality and quantity of the recycling resources. This project has greatly and positively influenced the city by creating an environment in which refugees are able to contribute to their society while still maintaining their culture.

**LEAD AUTHORITY OR ORGANIZATION:**  
Municipality of Chehim

**TARGET AREA**  
Two separate neighborhoods in Chehim District, Lebanon

**BENEFICIARIES**  
671 families from different nationalities, including Syrian refugees, Palestinians and Nawar (Gypsies)

**START DATE – END DATE**  
15 February 2017 – 15 May 2018

**CONTACT**  
Eng. Ghazi Issa, Member of Chehim Municipality



## Context and Challenge

Chehim, one of the most overpopulated Lebanese cities, is greatly affected by the migratory flux from the Syrian crisis. Many refugees are located in diverse areas in the city. This project's challenge is to generalize the culture of 'storing from the source' on a daily basis. It generates a mutual and sustainable cooperation relationship across generations and improves the relationship and faith between the local people and the municipality. The project gives people a chance to take part in the decision-making process in the grand scheme of things.

Starting with social, cultural and environmental studies prepared by the Community Habitat Finance (CHF) in corporation with the Environmental Committee in the municipality of Chehim, the project was divided into several phases. The first phase was to prepare and define the targeted citizens. Then, a number of committee volunteers - trained to help local citizens to improve their streets and local areas - put three different containers for daily storing. This project enabled citizens to develop their

lifestyles, maintain traditional and/or cultural heritage, and preserve their city from any additional waste.

To stimulate and further encourage the people, the municipality is working on improving the quality and quantity of the recycling resources. The project is covering two separate geographical neighborhood units with different economic levels. Thus, two different mentalities and social attitudes were included during the process of the project, both of which are overseen by volunteers from the city who continue their supervision of the development. Overall, the project's budget amounted to approximately \$59,920, and the municipality's input added up to a total of \$10,000.

This project has greatly and positively influenced the city by creating an environment in which refugees are able to contribute to their society while still maintaining their culture. After the project's successful after-effects, people are in agreement to enlarge and expand the project's efforts to other areas since one of the project's criteria is to embrace all residential neighborhoods.



## Objectives of the project

The main objective of this project is to decrease the budget spent on the waste generated by both districts, as well as keeping the neighborhoods clean. It also reduces the tension between the diversity of nationalities while adding a new culture to their daily life style. In addition, it makes local citizens become a part of the decision-making process in their village, and creates a mutual and sustainable cooperation relationship with the municipality of Chehim and its citizens.

## Project Impact

Socially, the project created a direct and mutual contact between the local population, the refugees from different nationalities and the municipality in order to engage the citizens within the project's process. This started with training local youth volunteers to lead the Awareness campaigns before starting the storing phase due to the lack of environmental culture within both neighborhoods.

On the ground, the project is providing jobs for two drivers and employers from different nationalities mostly from Syrian nationality.

However, this project engaged inhabitants from diverse economic levels to increase their socio integration and

maintain a healthy behavior as well as holding meetings on specific rituals for neighborhood committees, to organize their goals, discuss the problems, and identify the district's needs, while coordinating with the municipality to find the best solutions.

**Environmentally**, the project included distributing a set of containers for the neighborhoods. Each set was composed of three different containers with diverse use: organic waste, exhaust waste and recycling materials. In other words, it closed all random waste dumps while providing the city with a recycling system that kept the neighborhoods away from unwanted waste collecting within the districts. In addition, it decreased the amount of waste collected. It lowered the waste collection bills as early as after the project's starting day by about 30% of its original cost. In addition, yield from selling un-wanted materials increased the municipality's budget.

The cleanliness of the street revived a new environmental balance. According to a specific schedule, on a daily and organized basis, a pick-up collected all waste from the containers which developed the environment and kept it fresh clear and sound.

The role of the Municipality and the local community.





## Role of Municipality and local community

Activity	Donor/Contributor	Activity explanation	Date
Offering an awareness on sorting waste	Municipality of Chehim and The Institutions of civil society	A local publication offering an awareness on how to sort through the trash and waste from the residence was released. They were distributed to the local citizens during their training sessions	12/02/2017 till 18/02/2017
Training and informing	Municipality of Chehim and experts	The municipality started training and informing phases for workers, employees and drivers on re-collecting waste and making sure of the sorting operation sequence.	28/02/2017 – Meeting with the volunteers 04/03/2017 till 11/03/2017 – Training sessions
Ordering and Delivery of containers and	Municipality of Chehim	Arrival of the set of containers – 3 containers for each set	15/03/2017
Continuity of awareness and training session for housewives	Volunteers, trainers and CHF		17/03/2017
Adding a new piston	Municipality of Chehim	The new piston is a new technique to decrease the size of waste such as paper, metals and Plastic.	24/03/2017
Distributing a set of containers in the neighborhoods - Jabal al Zaafaran	Municipality of Chehim and CHF	A set of containers were distributed in the neighborhoods. Each set was composed of three different containers with diverse use: organic waste, exhaust waste and recycling materials.	29/03/2017 till 30/03/2017
Training for employees and drivers	Special trainers assigned from the municipality of Chehim	Training each of the employers and drivers on the techniques of collecting and how to deal with it.	30/03/2017
Starting with collecting Waste	Workers and drivers assigned from the Municipality of Chehim	The employers followed a specific schedule for waste collecting on daily basis in Jabal Al- Zaafaran.	31/03/2017
Distributing a set of containers in the North -Neighborhood	Municipality of Chehim and CHF	A set of containers were distributed in the neighborhoods with some difficulties since the geographic type of the district	04/04/2017 till 13/04/2017
Receiving containers for organic waste	Municipality of Chehim and CHF	New containers for organic waste arrived and they were distributed.	23/04/2017 and CHF
New training sessions for students and teachers	Municipality of Chehim and CHF	Starting with training students and teachers of Official School of Chehim on the importance of waste sorting .	25/04/2017 Till 27/04/2017
Adding 2 new pick-ups	Municipality of Chehim	The municipality bought two new mini Pick-up trucks to collect the waste from the narrow streets where no car can enter	09/05/2017
Meeting and Discussions	Municipality of Chehim and Selective neighborhood committees	They were holding meeting on specific rituals for neighborhood committees, organizing their goals and discussing the problems and district's needs while coordinating with the municipality to find the best solutions.	

## **Role of Local Community**

The project is based on the commitment of the local citizens. The community had an important role in the project starting by the training phase where several local youth were trained to train the women within the neighborhood. Women played an essential role in supporting the projects. On the other hand, Syrian employees were assigned to clean and collect waste with pick-ups and innovative motor-cycles designed and created by the local community to gain access to narrow streets in both districts. Other employees were assigned to collect the waste.

Marginalized persons were also included in the process of the project. Several lectures were delivered to the women of the local neighborhoods to raise their awareness on how to sort the waste generated within their houses. Also, the youth's awareness was raised in the villages to fulfill the project aims and make them active participants in their city.

## **Used Resources**

Human resources: Trainers were selected from the local youth citizens from both nationalities, Lebanese and Syrian. Two truck drivers, Syrian Nationality, collected waste on a daily basis.

## **Materials Resources:**

The municipality of Chehim provided all equipment and machinery needed. As for the materials, they were purchased only from local citizens and they were selected according to bids; as for the selection of pick-ups, they

were based on:

1. Satisfactory prices
2. Maintenance of the product

## **Role of Local Community**

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## **Payments and sponsoring:**

All services and materials were paid by the Municipality of Chehim, UNICEF, the Community Habitat Finance (CHF) and local donors from Chehim's Committee.

The Official High School of Chehim made a meeting room available for free. It was used for meetings held with both districts – Jabal Sweid and the Northern neighborhood.

Al-Shaaban Union made another meeting space available for free, for the training sessions and meetings with the committee and volunteers. Donors and sponsors along with committees of both districts used the room six times a week for free starting with unions and local clubs and also volunteer meetings.

Audio devices were offered by one of the volunteers to be used during training sessions.

From the amount of money left from these free non-profit utilities, the municipality saved 1400\$ and they reused the sum to buy new containers and tongs for waste collection.

Donor/Contributor	Amount	Percentage
Municipality of Shehim	10,000 \$	16,6%

## Project performance and collaborations

The municipality and CHF in collaboration with the local clubs and associations were responsible for the management and contracting of all human resources, especially locals, Syrians refugees who were hired for waste collection activities. The management was supported by association of The

municipality of Shehim and local committee members as operation partners.

All documents, reports and studies including social, cultural and environmental was prepared by the Community Habitat Finance (CHF) in corporation with the Environmental Committee in the municipality of Shehim.

### Project Impact and ongoing effects:

The project achieved a new level of success on the environmental level. It improved the development of the environmental starting with the air and the visual pollution provided by the random waste dumps. In other hand, the collecting of waste provide a healthy environment to the local heritage located in both neighborhood covered by the project. While storing and collecting, this project the bill of waste was decreased about 30% and manages to re-cover the maintenance of the machines by selling unwanted materials.

In addition, it regenerated a new culture and increased the social cohesion of the volunteers from the committee. This project gave the locals an opportunity to show their commitment to the project and o their city and also they regained the trust and faith in the municipality after an effective problem solving and improved results during the project's duration.

Beneficiary	Numbers of beneficiaries	Income	Performance
Municipality of Shehim		1000\$/month	We expect the number of visitors to be increased drastically after we complete the rehabilitation of the pine forest and transform it into a public park
Lebanese Families (Employees)	8 Lebanese employees	300 to 400\$ /month/family	
Syrian families (Employees)	18 Syrian employees	200 to 300 \$ /month /family	



## **Recommendations for Scaling-up or Replication**

The managers of this project succeeded in the geographical area of both neighborhoods, as they played an important role in environmental and political issues. After the claim of the village nearby, the municipality is planning to expand the area and collaborate with other municipalities, in order to implement other advanced machines and innovated methods.

In order to replicate the project in other municipalities, main recommendations would be suggested to increase youth participation, continuity of awareness and accountability.

## **Challenges and risks**

### **Lessons Learned and Follow-up**

The amount of trash and waste generated from both districts was a huge challenge for the municipality and the volunteers. The diversity of nationalities in the northern neighborhood includes Syrian and Palestinian refugees. The project aims to decrease tensions between the citizens and refugees, create a positive and cooperative atmosphere, in which the refugees work harmoniously together.

## **Keys of Success**

Firstly, the diversity of the local citizens within the two geometrical districts gave the project a great incentive to succeed. The local volunteers, including Lebanese and Syrian citizens, facilitate communication

between refugees and support refugees to become socially and economically self-reliant. In addition, it enables them freedom of speech and movement and will make them more likely to contribute economically to the host country. Secondly, the support of the local Institutions of civil society enhances the ability of collaborative work of other municipal units, public institutions and NGOs.

## **Innovative aspects**

The narrow streets within the districts led to an innovative, new technique to collect waste and recollect it on a daily basis. A new motorcycle was created by the municipality to maneuver through the narrow streets and travel to the deepest point in both neighborhoods since both regions are located in a heritage zone in Chehim. In order to create additional resources and advance the progress of services and actions, the Municipality began working with organizations and agencies. They adopted an evidence-based planning and intervention mechanism through district-based surveys of all households.

# Daraya Municipality:

## Daraya Public Park

Daraya is located in the Iklm El Kharoub province, 45 km from Beirut and 20 km from Saida. Darya is the economic heart of the region of the Iklm Kharoub province, as it includes the most important commercial streets and factories in the food industry, which turned it into a destination with thousands of inhabitants daily visitors and refugees. Due to its economy, the number of refugees amounted to four thousand, or about one third of the population.

Because of the absence of recreational places in the village represents the residents' need for a natural outlet, and the necessity to create a social interaction between the different residents of this village, this project was established amid the beautiful oak forest surrounding the town.

The presence of parks, playgrounds and the cultural center that represent the largest part of the project were a primary factor in achieving a positive interaction

between the residents of the town and neighboring areas in a recreational and cultural atmosphere.

**LEAD AUTHORITY OR ORGANIZATION:**  
Municipality of Darya

**TARGET AREA**  
Darya, Lebanon

**BENEFICIARIES**  
15,000 People

**START DATE – END DATE**  
2012 – 2017

**CONTACT**  
Mr. Bassim Basbous



This project provides today 50,000 square meters of green space equipped by an irrigation system, lighting and water supply points for firefighters, and offers some employment opportunities, including private-run facilities supported by the municipality.

All studies related to the transformation of the internal lighting of the facilities and the general lighting to run on solar energy are ready and will be completed by the end of 2017 in cooperation with the Ministry of Energy and Water. As for the studies related to the allocation of a landing field for Lebanese Red Cross aircrafts, these have been completed within the framework of the comprehensive emergency plan and the possibility of setting up mountain pools with clear specifications to meet the needs of firefighters instead of going back and forth to the sea. The field is also under consideration.

## **Background**

### **Objectives of the project:**

Preserving the beautiful rural environment that characterizes the town and at the same time increasing the green spaces, as well as finding a natural outlet for the inhabitants of the region which include more than 4000 Syrian refugees.

### **Project Impact:**

Socially, the project created a direct, mutual contact between the local population and the refugees from different nationalities since its open to all, regardless of their origins, age or gender, and as such it represents a

democratic forum for citizens and the society, provides meeting places and fosters social ties of a kind that have been disappearing. The project provides a sense of place for local communities as the number of visitors so far exceeded one hundred and fifty thousand and all the programs and activities are successful and enjoy wide public participation.

Environmentally, preserving parks and open lands is the idea that having access to parks and natural lands reminds people to act more environmentally responsible, since land preservation can change behavior.

## **The role of the Municipality and the local community**

### **Stakeholders role:**

Making decisions and providing a social, economic and environmental vision.

Supervising the implementation of these decisions in accordance with clear rational policies.

### **Local community's role:**

The team that developed the vision consists of members of the Municipality and the people of Darya, including engineers, doctors, lawyers, and businessmen, women active in the community and university students. They all participated and were involved during the preparation and implementation phases.

# Daraya Municipality:

## Activities Done

### Used Resources:

A large part of the human and financial resources of the Municipality are placed in the service of this project and the competent committees use the skills of young residents and the refugees according to a voluntary work system.

### Payments and sponsoring:

All services and materials were paid by the Municipality of Darya, Alwaleed Bin Talal Foundation (Civil institutions), The World Bank (Organization) and local associations.



Donor/Contributor	Amount	Percentage
Municipality	520,000 \$	74,3%
Alwaleed Bin Talal Foundation		
The World Bank		
Local associations		
	\$ 700,000	

### Project impact and ongoing effects:

We can confirm that this project contributed in improving the quality of life in Darya and to the development of social and cultural relations between Darya residents and the Syrian refugees within it, where the people of Darya have been very helpful in cooperation with Syrian refugees or those in need



# Deir Qanoun El Nahr Municipality

## Bee-Keeping for Economic and Environmental Development

The aim of this project in Deir Qanoun Al-Nahr town is the improvement of the socio-economic conditions of disadvantaged groups including women, poor farmers and the youth, by implementing a bee-keeping project, which creates a permanent source of income for the beneficiaries and improves the local natural environment, by enriching its biodiversity. The success of this initiative is distinguished in the south region of the country and worthy of being examined and replicated.

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**LEAD AUTHORITY OR ORGANIZATION:**  
Municipality of Deir Qanoun Al-Nahr

**TARGET AREA**  
Deir Qanoun Al-Nahr village

**BENEFICIARIES**  
Inhabitants of Deir Qanoun Al-Nahr

**START DATE – END DATE**  
2011-2014

**CONTACT**  
Eng. Adnan Kassir (Head of the municipality)



### **Context and Challenges:**

Deir Qanoun Al-Nahr town is located in South Lebanon, 90km far from Beirut. The climate is Mediterranean with an annual rainfall of 700mm. The elevation of the town is 250m above sea level, making it suitable for growing many types of crops and doing bee-keeping activities. The town has a total land area of 400 hectares or 4km<sup>2</sup>. More than half of these are farmlands where mainly citrus fruits and olives are grown. The other lands are covered with natural forests, which are mostly degraded because of fires that have resulted from war conditions in the area, particularly during the period from 1970 to 2006. Because of the war situation that prevailed for more than 25 years, about half of the families of the town migrated to urban centers, particularly to Beirut. Nevertheless, after the withdrawal of the occupation army in the year 2000 they have returned in mass scale. During the July war of 2006, more than 23% of the buildings of the town were destroyed or heavily damaged. Fortunately, those buildings were immediately renovated through

external funding, and because of this, many families have returned. This trend has prevailed after the year 2006 and fortunately, the young couples are the ones that are returning. However, the lack of job opportunities is creating economic problems for the families.

Deir Qanoun Al-Nahr town has a population of 9,000 people and currently 70% of the original residents permanently reside there. In the case of other towns of South Lebanon, this percentage is less than 50%.

The proposed project aims at improving the economic situation of the poor families and the environmental situation of the town. Those aims will be fulfilled by: encouraging bee keeping as an essential economic activity; large scale tree planting; securing the necessary equipment for beneficiaries and providing them with essential training on bee keeping; creating effective awareness in the project area; mobilizing the local community towards adopting environmentally friendly lifestyles; and other positive measures. All of these activities aim at



upgrading the local economy and the environment, to catalyze sustainable patterns of development in the area. The Municipality of Deir Qanoun Al-Nahr's development policy is aiming at sustainable development in the town, through the participation of all actors of the local community.

## **Objective of the Project**

The aim of the project is to launch a comprehensive campaign for the development of bee-keeping activities in the town. The goal is to generate income for poor families, reversing the rural to urban migration, and enabling environmental gains.

The specific objectives of this project are as follow:

- To provide 400 bee hives to poor farmers and community members,
- To train the beneficiaries on the proper management of the bees and honey production process,
- To promote tree planting and biodiversity in the area,
- To raise awareness of the community at large on the economic and ecologic benefits of bee keeping.

## **Project Impact:**

The project had a positive impact on social, economic and environmental levels.

### **Social impact:**

The project had a positive impact on social, economic and environmental levels.

#### **Social impact**

- Empowerment of limited income families: the direct beneficiaries of the project are 47 families, mostly farmers with limited income.

The project provided them with a skill that generated an extra income (400-5000\$ per year) that improved their quality of life.

- Empowerment of Women: among the 47 beneficiaries, there are 5 women who were trained to be beekeepers which nullified the gender stereotype associated with beekeeping.

- Promotion of communal collaboration: No labor was hired during the execution of the project. The beneficiaries helped each other when group work was required, such as the harvesting operation for honey, transportation of hives to better flower zones and other sorts of collective work. Also, the beneficiaries formed a cooperative with the aim of effectively marketing their honey and guaranteeing the sustainability of the project. They selected the brand name "King Honey" and during 2014, they sold their honey under this brand name.

- Awareness: during the project, an awareness meeting was organized for the public. They were briefed about the importance of the project and its economic and environmental benefits for all. They were also briefed about the reforestation program of the project and were encouraged to plant trees on their lands. In addition, a field trip was organized for 50 students and they visited some of the apiaries. They were briefed about the socio-economic importance of the bee keeping project for the poor families and the youth. They were also briefed about the environmental advantages of the project activities and about the protection of newly planted tree seedlings. The students made a pledge that they will protect the green cover of the town throughout their lives.

## **Economic Impact:**

- Vitalizing of beekeeping sector: prior to the implementation of this project, there were only 6 individuals that already had apiaries with a limited number of beehives. They did not have the knowledge of modern techniques to manage their bees properly. Subsequently, they produced little honey, indeed less than half of the capacity of their apiaries. After the implementation of the project, the total number of hives reached 650. On average 16 kg of honey were harvested from each hive. This makes a total of 10,400 kg of honey sold at an average price of \$20/kg. The project's total annual value of honey production was \$208,000.

- Generating income: the project returned an annual income of \$4,425 per beneficiary, which is a quite significant income for rural families. This increment is vitalizing the economy of the town and enables many others to have better businesses.

## **Environmental impact:**

- Forestation: The municipality of Deir Qanoun Al-Nahr planted 4,500 forest trees in the barren ranges and other places of the project area. The tree species planted include the false acacia, eucalyptus, laurel, "Zaarour", carob, and other honey sources that are suitable to the climate of the project area. Tree planting campaigns were launched during the three winter seasons of the project lifetime. This implies that every year about 1,500 trees were planted.

- Enhancing Biodiversity: the increase in bee population in the area

directly enhanced the biodiversity and bolstered the wild vegetation cover in the region.

## **The role of the Municipality and the Local Community**

### **Stakeholders' Role:**

During the project implementation, the project staff cooperated with the NGOs of the project's area and the region. Close cooperation was established with the Agricultural Committee of the town, the Association of Bee Keepers of South Lebanon, the Agricultural Extension Centre of the Ministry of Agriculture in the nearby city of Tyre, and other local actors. All of these initiatives for cooperation empowered the beneficiaries and led to the success of the project.

In addition, the Agricultural Committee promoted awareness among farmers to discourage them from spraying herbicides in their orchards. The Ministry of Agriculture provided some medications for controlling the diseases of bees. The Association of Bee Keepers of South Lebanon provided technical input and disseminated the success stories of the action.

### **Activities performed:**

A set of activities were executed during the project lifetime; the descriptions of planned activities are summarized in the following points:



# Deir Qanoun El Nahr Municipality

Activity	Implementing	Activity explanation	
Selection of Project Personnel	Municipality	The Municipality of Deir Qanoun Al-Nahr established a Project Management Committee (PMC). This PMC selected and recruited the Project Personnel that included the project manager, the accountant, and the procurement officer.	1/2012
Selection of beneficiaries	Municipality and PMC	The number of direct beneficiaries of the project was 47 families including women, poor farmers and the youth. They were selected from 95 applicants. The priority of selection was to avoid selecting members of the same family in order to ensure a wider outreach and a fairer allocation of the benefits of the project	1/2012
Hiring of experts and consultants for training and follow-up work with the beneficiaries.	Municipality/PMC /Project Personnel	PMC and the project manager recruited the training experts and consultants. The training experts were hired for short periods, while the consultants were hired for specific periods to do specific assignments	2/2012
Securing equipment and material for the Project	Municipality/PMC /Project Personnel	-Establishing criteria for the selection of beneficiaries and accepting applications for bee hive requests from the potential beneficiaries. -Preparing the specifications and bidding documents and inviting suppliers to submit their offers for bee keeping supplies (hives, medications, uniforms, centrifuge).	4-5/2012
Training of beneficiaries by experts on beehives management.	Bee Keeping Consultants Where Training sessions Organized by Municipality/ PMC/ Project Personnel	The beneficiaries were trained in groups of 15 to 20 individuals. They received theoretical and field level practical training on how to manage the hives, how to harvest the honey, how to control the diseases and other routine tasks. After six months, a special group of 5 beneficiaries who were to be found highly motivated, were further trained on advanced techniques. This special group in turn served for all of the beneficiaries of the town.	6-7-8/2012
Training of beneficiaries in packaging and marketing of bee products	Marketing Expert Workshops organized by Municipality/ PMC /Project Personnel	Two workshops were organized for the beneficiaries on marketing aspects of the Bee Project. This included proper packaging of jars and having an attractive label. The marketing expert of the project and other guest speakers explained how to carry out effective marketing of honey.	In October 2013 and in February 2014
Planting of forest trees as additional honey source and environmental protection.	The Municipality	The municipality of Deir Qanoun Al-Nahr planted 4,500 forest trees in the barren ranges and other places of the Project area. The tree species planted include the false acacia, eucalyptus, laurel, "Zaarour", carob, and other honey sources that are suitable to the climate of the project area. The tree seedlings were purchased from the nurseries of the area and planted in public lands	4-5/2012
Organizing educational and awareness campaigns	Municipality/PMC/Project Personnel & an editor	Awareness meetings were organized for beneficiaries. They were briefed about the progress of the project activities and the positive achievements of the project. In addition, tips were given for keeping the high standards and quality of honey. A third awareness meeting was organized for the public, in which they were briefed about the project and its economic and environmental benefits. They were also briefed about the forestation program and were encouraged to participate. In addition, a field trip to the bee apiaries was organized for 50 students to raise environmental awareness among the youth.	4-5/2012

### **The role of the community:**

Unlike the direct beneficiaries, the role of the local community was limited to awareness. The Municipality held a public environmental meeting where the public were advised to contribute in the forestation campaign, and to limit or abandon use of pesticides, particularly herbicides that kill the flowering weeds and shrubs around their orchards.

### **Funding**

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#### **Used Resources:**

The total number of distributed hives reached 470, which is 70 units more than what had initially been planned. That is, in the project budget 400 hives were considered. The additional 70 hives were shouldered by the Municipality and through the minor adjustments from other budget lines.

70 hives, associated material and medicines were purchased from the beehive supplier and distributed to the beneficiaries. Each beneficiary received 10 hives during the project life. Every beneficiary contributed 50 Euros for each hive and other materials. The price of each hive with bees was 150 Euros.

#### **Payments and sponsoring:**

The total budget of the project is 142,000 EUR, covered as follows:

- The European Union funded 73,000 EUR (51.5%).
- The Municipality funded 40,600 EUR (28.5%).
- The beneficiaries themselves funded 28,400 EUR (20%).

#### **Project performance:**

The Project Management Committee, the Mayor and the Project Manager held weekly meetings and continuously monitored the progress of the action. They also visited the apiaries of

beneficiaries on a monthly basis and followed up on all sorts of project activities. They took immediate action for corrective measures, whenever mismanagement problems occurred. Moreover, the PMC, together with training experts, carried out three evaluation visits at each beneficiary's apiary and assessed the management practices that were applied. In general, they were satisfied with the performance of beekeepers. During their visits, they interviewed the beneficiaries who all expressed their satisfaction and economic benefits that they were achieving. The best indicators for this are that the bees are not dying and honey production rates per hive are above the average in South Lebanon. This is because beneficiaries were highly motivated, benefited from the training program and are taking good care for their hives.

On the other hand, more than 80% of the 4500 planted tree seedlings have survived, which is a very good rate; according to international standards. In addition, the presence of the large audience during the training sessions and awareness meetings has been greater than originally anticipated.

#### **Project Impact and Ongoing effects**

The main means for the implementation of the project was to secure the 400 double-decked beehives and accessories, a vehicle, and 4,500 forest tree seedlings. These were secured through tendering procedures.

Therefore, there are all preconditions for the beneficiaries to continue their bee keeping work after the support from the EU comes to an end. The Municipality believes that the sustainability of the action is ensured and the beneficiaries will gradually become economically stronger and continue their bee keeping business for many years.

In addition, the Municipality, through its Agricultural Committee, will continuously support the beekeepers, in order to ensure the sustainability of the action in the long run.

So far, the overall increase of hives is 180. Now the project hives have reached 650 from the original 470 hives.

### **Future plans and recommendations for scaling-up or replication:**

This project is ideal for replication in any village in Lebanon. Main conditions for the success of its replication are:

- Presence of a sound and serious management strategy and process;
- The availability of proper expertise and proper training to convey that expertise;
- The focus on women's participation since they showed spectacular skills in beekeeping.

### **Lessons Learned and Follow-up Challenges and Risks**

- Climate conditions: The bad climatic fluctuations in Lebanon resulted in less rainfall and lesser flowering of plants, which weakened the bees and hives. Therefore, the project purchased medications and feed material for bees, to ensure their health. In addition, medications were distributed for controlling the wasp population that prey on honeybees. This cost 4,000, Euro, which was not anticipated in the project budget.

### **Keys of Success:**

- Honey and other bee products have a ready market and do not require much marketing.
- Beekeeping is not a time consuming activity with a tempting additional income.

- Beekeeping does not require vast lands, which makes it one of the most adequate and beneficial project for farmers who are mainly landless residents or those who have limited lands for practicing subsistence agriculture.

### **Innovative Aspects:**

As lessons learned from this initiative, we can mention the following:

- There is always a prospect for eco-friendly, economically feasible, and socially empowering projects.
- The investment in training people is always viable.
- Women, when given the opportunity, can excel outside their traditional gender roles, and some of them can even outperform men in fields considered traditionally a no woman's land.
- Beekeeping, among other neglected agricultural sectors, can flourish if provided with support and can become an important source of income for farmers.





# Faraya Municipality

## Faraya on the Beach

Faraya is a village famous for snow-based and nature-related activities, and a destination for mountain tourism. After the new municipality was elected in May 2016, it took on the responsibility to offer a high standard summer event and the public expectations were very high. The municipality's intention was to create and offer a new experience to the community, and to attract tourists of all ages.

The concept of "Faraya On The Beach" was fashioned from the paradoxical notion of offering a beach experience at the iconic mountain territory of Faraya. The objectives of this event surpasses

This event surpassed its touristic revenue, as it aimed to provide an atmosphere of team work, a sense of responsibility and create the sensation of belonging among the youth population of Faraya. It also aimed at associating the village of Faraya with joyful entertainment and distinctive sports activities, while creating a commer-

cial benefit for the commercial sector of the village. The municipality of Faraya started this event as a project to be planned and executed with the collaboration of the National/local NGO "Skiing Society" and Faraya's youth population.

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**LEAD AUTHORITY OR ORGANIZATION:**  
Municipality of Faraya

**TARGET AREA**  
Mountain of Faraya

**BENEFICIARIES**  
Lebanese citizens and tourists

**START DATE – END DATE**  
August 2016

**CONTACT**  
Mr Michel Salamah





## Context and challenges

The citizens of Faraya, from different age groups and backgrounds as well as NGO's, participated in preparing for this event. The volunteers included more than 80 participants of Faraya citizens, who were given the tasks of organizing and planning the event, providing media coverage (online, brochures, banners), assisting in the construction and decoration of installations (local materials), as well as transportation and crowd organization (local buses and vehicles). They formed groups according to each person's capabilities and experiences to undertake these tasks. Each team member was determined to contribute and assist in any way possible to ensure the success of the event. The event, however, was intended to be different from traditional events; free from any commercial stores and ensuring free entrance. The event was planned to encompass different sports activities to merge both beach and mountain atmospheres. A large area was covered by sand to create the illusion of a beach. Swimming pools, giant inflatables and games were available for free for kids and adults. Moreover, a Beach Volleyball tournament was organized on the

sand beside the pool, with the collaboration of the Lebanese national teams. Music and entertainment were available throughout the day and night, which included famous DJs, live performances with singers, and a fashion show with a Harley Davidson parade. "Souk El Akel" also offered a high standard experience with a large variety of cuisines. All activities took place at one location, which fashioned the event.

The event was a success by all standards. There were more than 40,000 visitors in 3 days from noon till after midnight. Visitors from all over the country visited the event to experience this fusion of the mountains and the beach. Tourists, families and children would come in the morning to swim, enjoy the sun and participate in sport activities. The adults and youth continued their experience well into the night to enjoy the nightlife and great dining.

The event was all planned and organized by locals, who provided free labor. It was achieved without any profit or commercial aim and without any cost impact on the Municipality since everything was funded by sponsors. This was the first project which the community and municipality did not pay for, but still received financial returns.



“Faraya On The Beach” became a portrayal of harmony and fusion. It thrived to achieve its objectives and goals and was successful in producing positive outcomes.

## **Promoting social cohesion:**

This event united and encouraged Faraya’s youth - of different backgrounds - to work, collaborate and effectively communicate with each other. This was based on the initiative to reduce urban conflict between communities, especially the youth population. This project was the first project by the municipality to get closer to the community and allow them take part in one of major municipality projects. This enhanced the relationship of the municipality with the community.

This project improved the commercial value within the village. During the event, the commercial sector was well-nourished and people from different sectors had a seasonable job. This was based on the initiative to reduce urban inequality.

## **Improving Economic Profit:**

Sponsors, companies and restaurant owners attending the event developed an interest in opening permanent commercial projects at the village. This was based on the initiative to enhance micro and local economies.

All hotels and rented apartments were fully booked during and after the event. All stores worked at over-capacity and added 30% more revenue. This created jobs for local citizens to provide service to event sponsors and the commercial sector. This was based on the initiative to create

economic and employment opportunities.



## **Environment and sustainability:**

Faraya village has always been a destination for tourism. This event helped to improve Faraya’s touristic credit by providing high standard events and services. People that attended the event all returned during the year and companies that attended are considering the possibility permanently in Faraya. This was based on the initiative to protect and safeguard the national and cultural heritage.

## **Used resources:**

The labor-force was made up of the local youth and Faraya citizens. The local community was involved and responsible of all the project phases of design and construction. There was no outsourcing for any activity. The participants were as follows:

Women: More than 20 women were involved in the media design and decoration of art crafts.

Youth: More than 40 participants from the youth population were actively involved in the execution of the project. The event was planned to be a destination point for thousands of

youths all over Lebanon.

People with disabilities: The location of the event enabled ease of access to persons with disabilities. There was a team assigned to elders and persons with disabilities to help in placing and transporting them.

Developing teams according to the capabilities and interests of the participants was a challenge, so, project management became a key to promote and educate. The organizers worked on enhancing leaderships throughout the team by using different management styles, mechanisms, methods, techniques, and sophisticated and effective approaches through the implementation of the project.

### **Role of the municipality in implementation, management, and sustainability:**

- . Role of the council: Planning, promoting, executing and management
- . Role of the Mayor: Support, guidance, and management
- . Role of the municipal employees: Execution
- . Role of the committees: Planning, executing

### **General impact of the project/initiative in the long run:**

The teams that were created for this project were not only for short term purposes. They continue their activity throughout the year. This regular continuity will encourage a greater bonding and understanding within the community. Also, it will enable the youth to be more willingly active in community projects. In addition, this project adds to the touristic benefit of the village, and in turn, will provide

more job opportunities to the citizens of Faraya. This will increase the economic and commercial benefits.

### **Results and ongoing effects of the project/initiative:**

More than 40,000 visitors to the village used the village commercial facilities and hundreds of apartments and hotel rooms were occupied. Also, more than 100 additional jobs were offered during, before and after the event. Moreover, the teams that were created before the event (youths) became one team associated with the municipality and the community.

### **Sustainability and continuity of the project/initiative:**

Administrative Aspect: Groups that were formed - in addition to the Municipality guidance with support of Faraya citizens - are the main contributors to making this project sustainable for the future. Sponsors from different organizations all want to participate in this project. Also, the National Beach Volleyball committee for 2017 committed to hold the Lebanese Championship during the event.

Financial Aspect: The sponsors' participation will cover the costs.

Social Aspect: Teams are getting bigger and more committed, this enhanced the sense of citizenship and belonging to the community.

Environmental Aspect: The tourism at the village is in need of this event to promote the village of Faraya and all sectors and people are supportive of this fact.



# Hazmieh Municipality

## Towards a partnership with the youth

"The Municipality of Hazmieh, towards a partnership with the youth", is a project that was born with a desire to make a qualitative difference in the organization of municipal development work by activating youth participation in public affairs and promoting their practices in cultural, socio-economic, environmental and sports development.

Hazmieh is a town in Mount Lebanon Governorate of Lebanon, and a suburb of Beirut, part of Greater Beirut.

There is a need for extension agents, program developers, and policy planners to better understand the role of youth in the community and thereby participating in the development process.

### **LEAD AUTHORITY OR ORGANIZATION:**

Municipality of Hazmieh

### **TARGET AREA**

Hazmieh, the southern Metn coast municipalities

### **BENEFICIARIES**

All inhabitants living in the target areas especially the youth category

### **START DATE – END DATE**

15 February 2017 – 15 May 2015

### **CONTACT**

Hanane Haber

hananehaber82@hotmail.com



## Context and Challenges

Equally important, a need exists to better recognize the benefits and opportunities presented through youth involvement in community development activities. Extension plays a vital role in engaging youth through interactions with the local community. Youth can actively contribute to a variety of activities that enhance local life. If youth are included in programs to meet the needs and empower communities, they can become lifelong participants and take on a sense of ownership in development efforts.



An understanding of youth motivations and efficacy to this kind of engagement are important so that extension and other development professionals can maximize these valuable resources. As youth are brought into community organizations and civic roles that they have traditionally been excluded from, they can participate in local decision-making at multiple levels. This collaboration leads to skill enhancement, confidence building, and ownership that prepare them as they navigate toward adulthood.

## Objective of the project

Shedding light on this matter, the President of the Municipal Council, Mr. Jean Elias Asmar, came up with the

idea of working to attract and engage the youth component in the municipal work. One of the main objectives of the Municipal Development Office was to work on fulfilling the ideas of the youth, where the office found new ways in implementing and ensuring the best of these projects. While often seen, the aspiration of the youth is not confined to the regional and geographical borders of the region, but rather to the convergence of all of the transcendent thought of seclusion and alienation, and is believed in dialogue and openness.

## The role of the municipality and the local community

The municipality launched the **youth conference in June 2015**, where more than 200 young men and women participated. The aim of this conference was to enhance the participation of young people in local governance, increase the communication between municipalities and the local community, as well as promote the concepts of dialogue and democracy among youth.

After this conference, Hazmieh Municipality, in cooperation with the United Cities and Local Governments Organization and in continuous meetings with the youth, prepared the **Hazmieh Municipality Youth Development Plan**, which was based mainly on youth participation. The following methodology had 4 main strategies:

- Involvement of young people in all stages of the preparation for the project "from conception to achievement and evaluation"
- Working on the needs of young people according to priorities

- Educating young people to engage in the process of community development and maintaining continuous communication with them
- The participation of all actors in the local development process of Hazmieh city (municipalities, youth sector, associations, local institutions and specialists)
- Creating, economic, environmental, social, cultural and sports committees and ensuring their sustainability as well as their projects
- Establishing the local development office in the municipality of Hazmieh, which is the main drive of the committees whose role is to induce a dynamic transformation of ideas and the needs of young people into real projects reflecting their aspirations and benefiting the region in the economic, social, environmental and cultural sectors
- The project of establishing the local development office aims to enhance the role and presence of the municipality by launching new services to meet the needs of the population. This structure is, therefore, responsible for managing concrete projects at the social, cultural, environmental and economic levels to ensure a better quality of life for the population in general and youth in particular.



## Launching of the local development office-January 2016

### Activities done:

The local development office in Hazmieh municipality, which emerged from the project "Municipality Hazmieh in partnership with young people," contributed to the involvement of young local development in cooperation with the municipality in 5 major sectors.

#### a) Social Development

- Annually organizing the Youth Conference "

Training of youth in public affairs under the project "Youth and Local Government" with the funding of UNESCO and the launch of the Youth Union of the Southern Metn Coast Municipalities Union

Working on the implementation of the primary health care center of Hazmieh municipality, which benefits more than 300 families in need

Working on opening a restaurant for the needy in the municipality of Hazmieh which will contribute significantly to volunteer youth to make the project a success

Organizing first aid courses for the population

#### b) Economic Development

- . Promoting the employment of Hazmieh's youth through training young people on all soft skills (writing CV and interview job) and encouraging them to enter the official functions.

. Modernizing the municipal administration and working to ensure municipal services in a more flexible manner by training municipal staff on topics that benefit the municipality in

cooperation with the program of My Country Cap. This project gives excellence and competence to municipal work in Hazmieh Municipality.



#### c) Cultural development:

- . Supporting youth talents through cultural festivals held by young people in the region
- . Cooperating with embassies within the municipal area to strengthen relations between countries and benefit from them culturally. "
- . creating partnerships with universities in order to benefit from their expertise in various fields ,thus encouraging young people to develop their logic and leave their touches on them (through the signing of cooperation protocols with universities in the fields of environment and engineering)

Striving to establish decentralized cooperation relations with foreign municipalities in order to develop the youth projects sector

#### d) Environmental development:

- . Raising the awareness of the population on the sorting of waste and lifting the public containers on the roads and obligating the buildings to con-

tainer for the separation of solid waste from organic waste.

- . Working on the establishment of waste plant for the Union of Municipalities of the southern coast of Metn through the PROMARE project. The project is currently in the initial acceptance stage and we are waiting for the final results.

#### Project impact and ongoing effects:

The project of "Municipality of Hazmieh, Towards a partnership with youth" was launched through the establishment of the local development office in order to:

- . Implement the Hazmieh Municipality's Development Plan for Youth
  - . Identify the problems, needs and priorities of young people and formulate their opinion and reactions to the projects they wish to be implemented by the municipality
  - . Envisage projects that concern them and work to implement them.
  - . Develop services provided in various development fields
  - . Involve the youth in the preparation of programs and action plans for the Municipal Council
  - . Activate and promote citizenship, democracy and youth participation in public affairs
  - . Activate and promote the economic, social, cultural, environmental and sports development of Hazmieh city.
- This tangible change in municipal work has recently begun to demonstrate results, in the municipal sphere of the Hazmieh as well as across the Union
- The establishment of the Local Development Bureau has led to a positive change in the situation of the region and the community in all socio-economic, cultural and environmental aspects, as well as:


## Lessons learned and follow up

It is clear that youth participation is not uniform, and in some areas council-youth interaction is far weaker than in others. There is an array of challenges relating to council funding and capacity, including: the legal and policy framework, traditional cultural attitudes towards youth, the capacity of youth leaders, youth civil society and formal youth structures. While there are some impressive examples of strong, dynamic youth representatives participating effectively in council decision-making, this tends to be the exception rather than the norm and more often youth engagement is low-level and sometimes tokenistic. Youth engagement is strongest when youth are provided opportunities to become actively involved and feel valued. Youth in governance members have benefitted from the opportunity to serve on county board committees and contribute in a meaningful way. This is a learning opportunity that most adults never experience. Exposing youth to elements of civic engagement at a young age will likely deepen their appreciation and understanding

of the democratic process as they become an adult.

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**In the framework of Hazmieh job opportunities Pilot project  
A Training session with Dr. Ramzi el Hage  
Will be given @Hazmieh municipality  
On Job Interview Skills**


**Date & time:** Saturday, April 23/From 4 p.m. till 8 p.m.(the 1st session)  
Saturday, May 7/ From 4 p.m. till 8 p.m. (the 2nd session)

**Last date for registration :** Wednesday, April 20

**Available places :** 18

**Contact:** Hanane Haber / 03241186

*You will get a certificate of attendance at the end of the session*







# Saida Municipality

## Mohammad Al Saudi Garden (Saida Public Garden)

The accumulating mountain of trash was a massive ignominy to the culturally notable and prominent city of Saida; one of the oldest cities in existence.

The Municipality planned a project that would convert the mountain of trash into a significant landmark in the city; the UNDP supported the project, phrasing the conversion in the slogan "from shame to fame". The project accomplished the task of reducing solid waste gathered by sorting and managing the trash from the source. The trash mountain used to have a drastic effect on both the air and sea. By controlling the trash and separating it, the total amount of green space in the area would increase relative to the existing population of Saida. The green space would include a public park, vegetation, various flora, and reinforce the importance of using eco-friendly electrical and water fixtures in the park.

**LEAD AUTHORITY OR ORGANIZATION:**  
Municipality of Saida, Republic of Lebanon-Ministry of Environment and UNDP

**TARGET AREA**

City of Saida, Lebanon- Location: Saida Municipality / Southern Shore Saida-Tyre Road

**BENEFICIARIES**

Inhabitants of Saida city, especially those live in a radius of 200 meters around the site.

**START DATE – END DATE**

June 2013 – December 2016

**CONTACT**

Mrs. Laila Mordwa, Consultant to the Mayor of Saida



## Context and Challenges

Saida is a Lebanese city, around 40 kilometers to south of the capital, Beirut. It was controversially infamous for its rubbish mountain, locally named the "Makab" in the Southern part of the city, a 600,000 cubic meter heap that reached the height of a four-story building. It was originally created to dispose of the remains of buildings destroyed in Israeli air strikes during the 1982 invasion, but it then became the main dump for the city. Growing out of the sea, it became an environmental hazard, with medical waste and plastic bags polluting nearby fishing grounds.

In light of the above, Sidon politicians, including the Hariri family, failed for decades to resolve the Makab crisis—which has endangered residents health, especially during episodic burning. In 2004, Engineer Hamzi Moghrabi, a Sidon native, conceived the idea to establish a treatment plant for the city's decades-old chronic waste problem. He established IBC Enviro, privately funded, and the treatment plant became operational in 2013. The transformation would not only benefit the residents of the area but also managed to posi-

tively impact the sea life surrounding the now existing park; the coral sea bed of Saida was revitalized after being damaged for many years by the waste and contamination of the trash into the sea. Black smoke would forever disappear from the sky above Saida, considerably reducing the air pollution and fumes. The project was a great success and improved the lives of the nearby inhabitants. The public park would be a counter response to the litter and trash in an ironic and factual way, as the diseases and infections were reduced and the green space invigorated the air space and would attract people who suffered from different forms of lung diseases and respiratory illnesses.

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inhabitants. The public park would be a counter response to the litter and trash in an ironic and factual way, as the diseases and infections were reduced and the green space invigorated the air space and would attract people who suffered from different forms of lung diseases and respiratory illnesses.

## Objective of the project

The site is a non-engineered landfill with a surface area of over 6 hectares (14.8 acres) and rises up to 58 meters above sea level with extremely steep side slopes. The waste is estimated at 1.5 million cubic meters, and consists of demolition debris, municipal solid waste, hazardous waste, and slaughterhouse waste.

The project, started with the installation of a seawall around the site back in 2009 and the closure of the site with the city's waste going to a newly opened facility further south. By mid 2013, construction works began. The first phase of the project included meetings and decision making by the municipality board under the general supervision and headship of Eng. Mohammad Saudi, the Head of the Municipality. Various employees handled the field work and some of them took part in the decision making. By mid 2013, construction began for the

treatment of the waste and land reclamation with the rubble and demolition waste. The rest of the dump was turned into a sanitary landfill, lined with protective material and gas pipes. The gas was extracted from the vicinity followed by the sorting and separation of waste according to category. Samples were extracted from the soil and were sent to a civil lab for testing. Once the approval was sent from the laboratory, the ground was excavated and restocked in a concentrated manner covering the previous wasteland. Networks of reprocessing facilities were prepared on site to utilize the natural gases and fluids, storing the gases in durable containers for future uses, while filtering the contaminated liquids.

On April 21, 2016; 3 years after the construction began, a 33,000 m<sup>2</sup> park was opened on the reclaimed land, with plans for its expansion over the landfill site in an 8 year period once the material under it decomposes.

## Project Impact

If the project had never happened, the current increasing waste crisis the country faces would have had a huge impact on the mountain of trash and resulted in the continual spread of waste in the area. The periodical burnings would also have been very



pollutant and hazardous on the inhabitants' health. The number of people affected by this project were around 150,000 individuals or roughly 56% of Saida's total metro population. This would include people who originate from the city, Syrian refugees, and others.

The labor forces included a number of Lebanese, Syrian and Palestinian workers that were provided by the Municipality; and worked according to the coordination with a few foreign countries, the UNDP, and several Lebanese based Non-Governmental Organizations. The major funding of the project included a self funding of 20 million USD from the Lebanese government, as well as, another 20 million USD from the Kingdom of Saudi Arabia.

This project was designed on international standards that took into consideration people with disabilities and intended to serve all of Saida's popu-

lace; regardless of the nationalities, age, religions, and social classes that make up the city' inhabitants. The project also aimed at improving the social paradigm of the city and fulfilling a green vision of the city.

**Environmentally,** The waste mountain would seep into the sea during the winter, often catch fire during the summer, and emit harmful toxic gases the whole year round. The dumpsite received about 300 tons of solid waste daily from 250,000 people living in 15 municipalities surrounding Saida. The waste mountain stretched 55 meters high from the surrounding terrain, and covered an area of 60,000m<sup>2</sup>. Additionally, the dumpsite had no basal lining barrier and no leachate collection system, which led to recurring waste slides into the Mediterranean Sea, and invited countless complaints from local fishermen and residents.





## The Role of the Municipality and the Local Community

### Activities Done :

Activity	Donor/Contributor	Activity explanation	Date
Managing the entire project & construction of sea wall	Municipality of Saida and local people		March 1982- Dec. 2016
Aiding the project	Lebanese Ministry of Environment	Aided financially	March 2010 - Nov. 2015
Environmental Awareness	NGO Bahr Loubnan	Marine life and sea conservation alertness	January 2009- Dec.2016
Donation for the project	Kingdom of Saudi Arabia's Foreign Affairs	A donation of 20 million dollars after the 2006 war in Lebanon	August 2006
Supervision over the project	UNDP		Oct. 2015-Nov. 2015

### Used resources:

**Human resources:** daily workers were picked according to some criteria that specify who is in need and will serve the job. It included both Lebanese and refugees.

**Material resources:**

The Municipality of Saida provided all equipment and machinery needed.

**Project performance and collaborations:**

This project is one of the ways to improve cooperation between the municipalities because the landfill is also an environmental problem that threatens neighboring areas. This requires cooperation between the Municipality of Saida and other municipalities to emphasize the importance of the project and its long-term positive impact within a wide range

This task is one of the approaches to enhance collaboration between the districts in light of the fact that the landfill is likewise a natural issue that debilitates neighboring ranges. This requires collaboration between the Municipality of Saida and different regions to stress the significance of

the undertaking and its long term positive effect inside a wide range.

The foundation of this open stop means to have every one of the general population of the town and the neighboring zones of various nationalities and social gatherings as it advances their assurance and reconciliation among each other.

### Project Impact and ongoing effects

- This project aims to reduce solid waste by refining it in laboratories and landfills.
- Totally evacuate the waste mountain and transform it into a clean landfill
- Turn the area into a public park
- Shield marine riches from squander dangers and enhance air quality
- Increment green spaces
- Lower the contamination of water and air while safeguarding marine riches.
- The high level of tourism attraction resulting from the establishment of the public park
- This project is considered one of the means of improving access to housing.

Large green spaces, with high hygiene standards have been created, as well as the waste recycling plant which is considered one of the most important services.

## **Challenges and Risks** Lessons Learned and Follow-up

The project is a great example of how to manage and secure the necessary funding to complete the initial stages in the hope that requested financial support from donors would be secured to complete the project. It is also an initiative to achieve the necessary approvals and permits from competent government agencies.

## **Key Ingredients of Success**

This strategy was the adequate way of spreading the functional image of this project which represents the main key ingredient of its success.

## **Innovative Aspects**

The Municipality of Sidon endeavors to lessen the natural dangers occurring because of this landfill and additionally to spread the ecological mindfulness that requires spreading the significance of green spaces, means on how to keep these running and incrementing them.



# Tripoli Municipality

## Strengthening the development and local governance of the Municipality of Tripoli

The project aims to work on different factors and aspects, mainly focusing on the following:

1. Developing the abilities of local authorities and communities.
2. Providing health services for the residents in the area regarding gender, social status and age.
3. Providing job opportunities by enhancing educational abilities.
4. Generating a social environment by creating activities around the project site.
  - Training members and workers of the town council, along with representatives of local communities to better their abilities, while offering improved chances in the administrative field.
  - Training through civil education based on studies regarding the needs of the areas that suffered from deprivation because of the deteriorating security situation that has taken place in the aftermath of armed conflicts. It was, thus, necessary to spread civil education in the city.
  - Rehabilitating Tripoli's municipality training center where vocational training courses will be offered for young people in the region which will allow them to open up and engage in TOEIC and ICDL. In addition, there will be training in information programs especially those relevant to the labor market.
  - Rehabilitating the community center, which will host the cooperating tables among the people of the areas of Jabal Mohsen, Tabbana and strangers, as well as contributing towards the hosting of these activities with the financial help of the municipality.
  - Reintegration of two gardens within Jabal Mohsen and Tabbana, providing the local residents of the above-listed cities with

social space. Having a social space is important for the residents to share their recreational activities to create a social environment.

- Vocational training courses that will target dropouts to train them on a career that later creates the opportunity to find work.
- School support courses for students of official diplomas to improve their level in science and provide them with the opportunity to pass the examinations and to enter into the labor market or to continue their studies.

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**LEAD AUTHORITY OR ORGANIZATION:**  
Municipality of Tripoli

### **TARGET AREA**

Jabal Mohsen, Al Tabbana and Al Gharba, North Lebanon, Tripoli

### **BENEFICIARIES**

60000 persons distributed as follows: 40000 from Al Tabbana, 15000 from Jabal Mohsen and 5000 from Al Gharba. The beneficiaries are the inhabitants of the above-mentioned areas with special focus on the youth and women.

### **START DATE – END DATE**

2017 to 15 January 2019

### **CONTACT**

Eng. Ahmad Kamar Eddine - Ms.  
Taghrid Al Marhabi

### **KEYWORDS**

Social cohesion, capacity development of local authority, health services, educational capacity

## Context and Challenge

Jabal Mohsen, Al Tabbara and Al Gharba are a challenging context that needs development and many services.

Objectives of the project

Strengthening the institution and local participation of the Municipality of Tripoli to improve its governance and local development.

## Project Impact

-Enhancing access to basic and appropriate services in the areas of Jabal Mohsen, Al Tabbara and Al Gharba

-Strengthening the relationship between the municipality and the local community

The role of Municipality and the local community

Stakeholder's role:

-The role of the Board: Acceptance and approval of the donations and approval of any subsequent amendments and agreements, services and supplies

-The role of the Mayor: 1- The implementation of the project through the development office in the municipality, 2- Approving the disbursement operations, 3- Approval of purchase and receipt operations 4. Conduct all contracts with experts, 5. Approving the assignment of obligations, 6. Follow-up projects with donors and official bodies, 7 - Ensuring the proper implementation of the contract

-The role of municipal officials: Assisting in the implementation of the project in accordance with its competence,

-The role of the committees: Participation in specific activities according to their competence, and helping in sharing the necessary information for the project.

-The role of the project follow-up committee: 1. Follow up the implementation of all phases of the project. 2. Making recommendations 3. Monitoring and evaluation.

- The role of the Development Office: Implement the project activities according to the terms of the contract and the timetable.

**the following works were carried out :**

	Activity	Others
Activity	Economic and Social Development Fund	Contributing to the preparation of the project and is a key supporter during implementation
Donor	Commission of the European Union	Financing 100% of the project

## Activities Done

- Implement a school support course for formal certificate students.
- Preparation of the capacity-building program.
- Preparation of the final plan for the garden of Jabal Mohsen and Al Tabbara
- Preparing special plans and maps for the rehabilitation of the community centre and the municipal centre for professional training.
- Prepare a survey of health service delivery centres and equipment.

## Role of Local Community

Community participation is through:

- Formation of the Partnership Forum.
- Participation of representatives of associations and regions in project meetings.
- Giving feedback that can improve performance in implementation.

the rehabilitation of the community centre and the municipal centre for professional training.

-Prepare a survey of health service delivery centres and equipment.

-Issuing recommendations.

Taking vulnerable and marginalized groups into consideration:

-Women: Women participate equally with men in the project, and in all its stages.

-Youth: Participation in round tables to be held between regions, participation in training on capacity development, participation in support courses for school, participation in vocational training courses, computer and language.

-Persons with disabilities: Involvement in the vocational training program through the creation of programs that suit them and creating jobs for them in the future.

### **Use Resources: Human resources:**

-An expert to develop a school support program.

-Two school supervisors.

-Two officials responsible for opening the centers.

-13 teachers at Tripoli High School for Girls.

-13 teachers at the second official Al Qubba school.

-An expert to develop a capacity development program / Five trainers to implement the program / program management expert.

-An expert for the rehabilitation of gardens.

-An expert to survey health service delivery centers

-An expert to prepare plans for the rehabilitation of the Community Center and the Municipal Center for Vocational Training.

-An expert to manage the Partnership Forum, which will be designed to map

out a comprehensive local development plan.

-An expert to develop the civic education program / trainers and interlocutors to implement the civic education program.

-An expert to develop a vocational training program.

-An expert to supervise the implementation of the vocational training program.

-An expert in IT training and ICDL

-A training specialist in TOEIC

-A director responsible for the capacity development-training program.

-A director responsible for the vocational training program.

-A director responsible for implementing the civic education program

-Workers who will work in the rehabilitation of the park.

-Project performance and collaborations

-Establish a partnership forum that includes representatives from the regions, associations and target sectors to ensure communication and make observations and recommendations on expert reports

-Adoption of Participatory Approaches with community representatives

-Adopting SWOT analysis to identify needs and priorities in capacity building and civic education topics

-Adopting the Rapid Assessment technique to identify the needs of health service delivery centers

-Building a Data Base to assist in monitoring and evaluation

-Signing memoranda of understanding with the target parties.

Project Impact and ongoing effects:

-Strengthen municipal development capacities and coordinate with community organizations to develop a comprehensive development plan.

-Provide health services in the project area to all categories and age groups,

especially for affected groups such as children, women, and targeted seniors in the region.

-Create entertainment spaces for the residents, especially for children, and safe play areas through the rehabilitation of parks in the project area.

-Promote citizenship and dialogue among the various components of society.

-Provide educational services and training courses for the children of the region, especially for dropouts to train them in how to access the job market.

### Project outcomes and Follow-up

**Administrative level:** The project is implemented by the Development Office of the Municipality of Tripoli, which ensures the sustainability of human resources.

**Financial level:** A number of memoranda of understanding will be signed with the beneficiaries to ensure sustainability.

**Social level:** The Municipal Development Office will provide monitoring and evaluation during all phases of project implementation. Competent municipal committees will ensure the continuity of activities at the social level as they are involved in the implementation. Based on the experience acquired, the activities will be added to the database built during implementation. The Partnership Forum will also ensure sustainability at the level of communication with the target groups in the project.



# Tyre Municipality

## Tyre Cultural Heritage Project

The Tyre cultural heritage project is a rehabilitation/built environment improvement project administrated in the southern quarter of Tyre city's historic core. The project aims at improving the social status of the inhabitant, strengthening the cultural ties and the integration of the targeted area in sustainable development and transforming it into a touristic destination. The project is the outcome of the coordination of various municipal committees and their collaboration with the local community; alongside the municipal workers, volunteers are donating their time and effort to make their city better. It is a part of a greater vision to conserve the old city quarters.

**LEAD AUTHORITY OR ORGANIZATION:**  
Municipality of Tyre

**TARGET AREA**  
The southern quarter of Tyre city's historic core

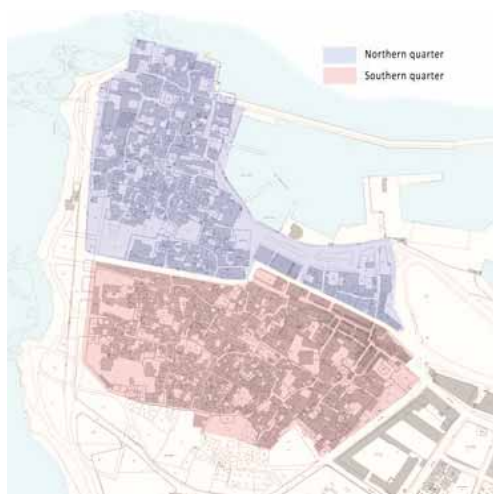
**BENEFICIARIES**  
Inhabitants of Tyre city

**START DATE – END DATE**  
02/01/2017 until 31/12/2017

**CONTACT**  
Eng. Hassan Dbouk (Mayor of Tyre city)







■ Tyre Old City Map showing the Northern and the Southern Neighborhoods.

## Context and Challenges

Located 83 km south of Beirut, Tyre is a coastal town with a historical core. Based on ICOMOS recommendations, the old city was inscribed on the World Heritage List in 1984.

Since the year 2000, Tyre Municipality commenced the rehabilitation of its infrastructure, public spaces, and facades of the old historical core of the city, all these steps were established with the Culture Heritage and Urban Development (CHUD) project implementation in the Old City of Tyre. The start was the rehabilitation of the facades of Al Bawaba (the old

gate of the old city) buildings; the next step was the old Souk, where all the violations were removed and the sanitation infrastructure was rehabilitated, this was followed by the rehabilitation of public and common spaces, as well as the alleys of the northern quarter was commissioned. The good practice initiative presented is the rehabilitation of the public and the common spaces and alleys of the southern quarter of the historical core, which constitutes 75% of its area and 85% of its population.

## Objective of the Project

The aim of the project is to integrate the neglected areas in the historical core of the city with the other quarters of the city, which establishes social inclusion and economic benefits for the inhabitants.

The strategy adopted in this initiative focused on two levels: restoring historical facades and aesthetically enhancing the non-historic features of the urban environment. The main architectural element chosen to be restored was the Sibat, which is the arched tunnel under historic buildings connecting alleys. Out of more than ten Sibats, eight were rehabilitated in this project.



■ The walls of the residential facades in the southern quarter of the old city were cleaned and painted and the electricity wiring were arranged properly to avoid visual pollution.





The walls of the residential facades in the southern quarter of the old city were cleaned and painted and the electricity wiring were arranged properly to avoid visual pollution.



Different types of Sibat Restorations: Wooden ceiling, sandstone cross-vaulted and arched structures.

## Project Impact

The impact of this project was positively elaborated on many levels as follows: On the cultural level, it contributed to the preservation of the cultural heritage of the city; seven historical Sibats were restored, which included: Sibat Jamati and Sibat Alkhayateen in the northern quarter, Sibat Shaikh Al Dayaa, Sibat Zaidan, Sibat Shmaysani, Sibat Al Jin and Sibat Hoballah in the southern quarter of the old city. Each Sibat takes the name of the family owning the house above it. Most of these Sibats and historic walls and fences are located in the part of the old city excluded from the cultural touristic trail, which was implemented by the CHUD targeting some important buildings as a pilot trail. On the social level, the project promoted social inclusion and harmo-

ny; once the quarters became connected to the cultural trail, they were no more excluded from the rest of the town. Moreover, the inhabitants' admiration of their neighborhoods encouraged them to preserve and further enhance their built environment.

On the economical level, it enhanced the cultural tourism sector. The southern quarter is becoming a cultural tourism attraction which provides income and job opportunities for the residents.

### Stakeholders' role:

#### The Role of the Municipality and the Local Community:

The Municipality of Tyre is the main player in this project, although the volunteered collaboration of the artists and architects was significant.



Municipal staff carefully cleaning a historical sandstone wall

### The following works were carried out:

- Replacing the decayed woodwork in all the facades of the historic buildings (planned).

### The Role of the Community:

As the project started, there was a

lack of enthusiasm from the inhabitants, but as it progressed and they saw the changes, the enthusiasm was boosted to the level that the inhabitants started competing to get the Municipality to work on their properties and alleys. They contributed in cleaning and took over the planters to plant and care for them.

They contributed in cleaning and took over the planters to plant and care for them.

## Funding

The project was funded entirely by the Municipality. Some of the costs were covered by material donations (paint), and volunteer work (Artists).

## Used Resources:

The main challenge that faced the project was the lack of resources that could be allocated for the project. Due to the challenge of rehabilitating private properties and the difficulty to proceed in a large scale project, the human resources allocated to the project were three municipal laborers (two masons and one painter) who carried out all the repair and rendering works. The artists were informed and invited via social media and all of their work was volunteered. So practically, the project was carried out with minimum cost under the supervision of the culture committee of Tyre Municipality and the technical support from volunteer architects.

## Material Resources:

Local entities- private sector (BMA) offered all the paint material needed for the project.

## Payments and sponsoring:

No external funding was raised for this project. It was fully covered by the Municipality, except of the painting

offered by private sector.

## Project performance and collaboration:

The significant volunteered participation of the architects and artists, and their enthusiasm to be part of this project, shed light on the beauty of the accomplishment; almost all the local TV channels and newspapers covered the progress of the project.

## Project Impact and Ongoing effects:

The project aims to make the alleys of the southern quarter attractive to the tourists and easily accessed by the local inhabitants.

Future plans and recommendations for scaling-up or replication

The municipality is targeting to rehabilitate all the remaining alleys and facades linking the residential areas and districts of the old city to the old souk, which establish an overall sustainable strategy for developing the old city.

## Lessons Learned and Follow-up

### Challenges and Risks:

The main three challenges in this project were as follow:

- Most of the targeted area is privately owned, and legally speaking, there is a limitation to what the municipality can perform.
- The unavailability of the vast resources required.
- The immense amount of work needed due to the deteriorated state of most buildings.



## Activities performed:

Activity	Implementing body	Activity explanation	Date
Restoration of facades and Sibats of historic buildings	Tyre municipality	Restoration of historic Sibats and walls built with sand stone, replacement of damaged stones and restoration of the partially damaged structures	30-01-2017
Cleaning and grouting of Sibats of historic buildings	Tyre municipality	General cleaning of historic sandstone facades, and grouting repairs where needed	30-02-2017
Maintenance of basketball court	Tyre municipality	The basketball court flooring and equipments were maintained and made ready for use.	
Rendering of non-historic walls and their preparation to receive artworks	Tyre municipality	Applying sand and cement plaster to non-historic walls, and painting them to prepare them to receive artwork.	
Inviting artists to contribute in decorating the non-historic walls of the public and common spaces and allies	Tyre municipality culture committee	The culture committee invited artists from all over the country to participate in the project. The announcement was mainly made via social media and word of mouth	20-05-2017
Drawing on the walls	Artists-volunteers	The artists found inspiration in the adjacent buildings and the built environment and themed their paintings accordingly.	
Removing debris from some common spaces	Tyre municipality	Cleaning of few public and private spaces.	06-07-2017
Paints	Private sector BMA Company	Mixed acrylic paints/ dark and light paints for wall painting. For drawings: super acrylic/ water base, a good resistant product for weather factors on external facades.	
Constructing planters where possible	Tyre municipality	Planters were constructed where possible to enhance the greenery. They are being planted and cared for by the inhabitants.	



## Keys of Success

The following list offers some points that are considered factors for the project's success:

- The positive reaction and satisfaction of the inhabitants grew as they witnessed the positive transfor-

mation of their built environment. This improvement emulates the sense of belonging and pride, and motivates a higher sense of responsibility towards the old town.

- One of the prominent characteristics of the historic core of Tyre is the absence of gentrification, where

quality of life of the inhabitants without forcing any sudden changes of real-estate value that would result in forcing the locals out of the old town. The following photos are of wall paintings done by different artists on the walls of the city.

## **Innovative Aspects**

The lessons learned from this practice are summarized in the following points:

- "Where there is a will there is a way", even with little resources,

impressive achievements can be realized with relentless determination and hard work.

- Considering that the project targeted a low-income quarter, the improvement of the built environment induced an improvement of the place image, which removed the social and psychological barriers between the rest of the inhabitants of the city and its historic core. That resulted in the social inclusion of the inhabitants of the historic core and decreased their social marginalization.





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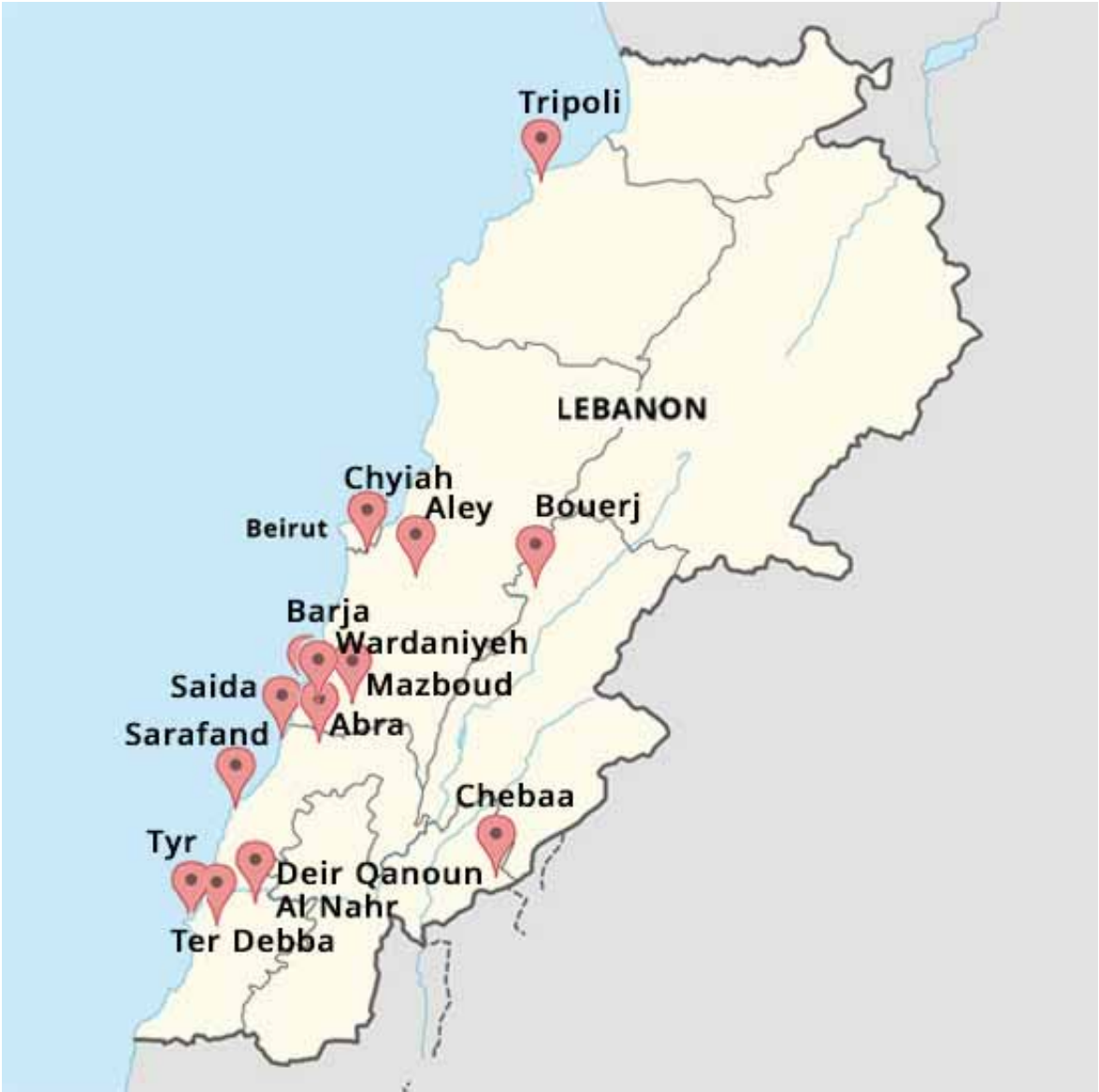
## Section

# Additional Shortlisted Good Practices





Municipalities map



# ABRA MUNICIPALITY

## Rehabilitation of Wasted Areas into Public

Abra is located in the east of Sidon, 160 meters above sea level, and can be reached from the general road of Saida-Jezzine leading to the center of the village. The town is divided into the new Abra, where new high building apartments, and the village where the municipality is located. It is 47 km from Beirut and 2 km from Saida. In light of needing public areas to create social

spaces, the municipality aimed at providing a land equipped for events and day-to-day social interaction. Different lots of land were chosen to be used, but the main focus was to start with a lot near the village's church considering it is central location. This lot is currently used as an event area that attracts not only the villagers but people nearby.



# ALEY MUNICIPALITY

## Activating the role of the youth

The municipality stated that the best solution for the development of the town is to support associations and volunteering work that encourage the youth factor. With this strategy, the municipality can accomplish a large amount of development projects through the support of the associations. It provides all basic needs as well as free education. It also works to strengthen the roles of humanitarian institutions and associations contributing to these matters. West Aley was revived and Aref al-Rayes

workshop was established, which provided technical courses for the youth. Moreover, the establishment of the Society of Youth and Environment - " Botanical Gardens " - and the Association of green hands and Youth Forum resulted in an increase in the development of the social and environmental conditions of Aley. In addition, the municipality's influence became extensive in many areas, one of them being the support of refugees and minorities.



# BARJA MUNICIPALITY

## Sport Arena and Public Park

The project aims at constructing a football court and two Ping Pong courts with their services (changing rooms and facilities), and a public park of 2500 square meters. The municipality has fully financed the project. The significance of the project is in the encouragement of the youth and sporting clubs to motivate sport activities in the town, where a local football league was

established. On the other hand, this project has created a recreational venue for the public, gave space for young people to develop their athletic abilities and reduced social tension. In addition, the project facilities provided a suitable place for festivals and social activities, which helped to enhance the interaction between different sectors of the society.





# BOUERJ MUNICIPALITY

## Forestation of an area of 50,000m<sup>2</sup>- A tree for each Citizen

Bouerj is located in the Caza of Zahle in the Bekaa Governorate. It is located 41 kilometers from Beirut and is 1310 meters above sea level. It covers an area of 347 hectares. The project aims at transforming a barren public land, 5 hectares, into a green forest area. The municipality, with the financial support of the Ministry of the Environment, is planting trees namely pine, cedar, oak, hawthorn, almonds among others, in order

to reduce environmental hazards such as soil erosion, desertification and air pollution. The municipality promoted this project under the idea of "a tree for each citizen", which creates a bond between the public and Mother Nature. The increase in forestation enhances the skyline of the town, and strengthens the sense of belonging. The participation of NGOs and Scouts was significant in the implementation of the project.





# CHEBAA MUNICIPALITY

## “Nabeeh Al Mghara” Road

Chebaa is located in southern Lebanon in Hasbaya caza. Chebaa is known for its moderate climate, natural scenery, fresh springs and fertile land.

The project's purpose is to renovate “Nabeeh al Maghara” road, which was executed by the municipality. It acts as the main road leading to the center of the village, and it reduces heavy traffic that usually occurs on the main road. This road

can be considered a vital road since it connects “Nabeeh al Maghara” (touristic spot) to the surrounding regions, especially Al Aarkoub area. Also, this road can be considered a touristic road; hence, it should be supplied with the infrastructure needed to be in good condition. Such infrastructure ranges from sewage supply lines to the installation of lighting poles, and to the retaining walls to stop soil erosion.



# CHIYAH MUNICIPALITY

## Primary Health Care Center Chiyah (PHCCC)

Chiyah Municipality is characterized by cultural and social diversity. The PHCCC was found in 2014 by a decision of the council of Chiyah municipality, chaired by Mr Edmond Gharios. The Primary Health Care Center of Chiyah's municipality is one of the leading and unique centers in the region, aiming to offer exemplary health care services. The center consists of a group of medical clinics,

whose doctors are specialized in health care. The center's mission is to build a healthy and integrated society. The objectives of the PHCCC project are ensuring preventive and medical education and promoting health and psychological education through high quality health services for individuals and families of all age groups



# DEIR QANOUN AL NAHR MU- NICIPALITY

## The Good Tree Project

“The Good Tree” project is a small-scale tree planting venture located in an urban area, in which the collaboration of the inhabitants was original and distinctive. The municipality’s preliminary aim was to aesthetically enhance the main public space in the town by planting trees. The selection of Palm trees was due to their

slenderness, that is occupying a minimal space in an already dense area. The implied function of the project is to strengthen community ties and achieve social bonding by giving inhabitants a sense of achievement in enhancing their environment, and in contributing in aiding the less fortunate of inhabitants.



# MAZBOUD MUNICIPALITY

## Waste Management

Due to solid waste crisis within the town, and the unavailability of open spaces inside Mazboud, the municipality was compelled to gather all the wastes inside a certain lot that belongs to one of the municipality's members. The lot's area was not sufficient to house the the entire town's waste, the initiative is to build a waste sorting and

recycling factory that solves the waste piling problem. The factory would reduce the waste accumulation within the lot - that has reached (6Ton) – and sort through all the plastics and cardboard, which have organic resources. Another factory will be created to sort other types of waste generated.



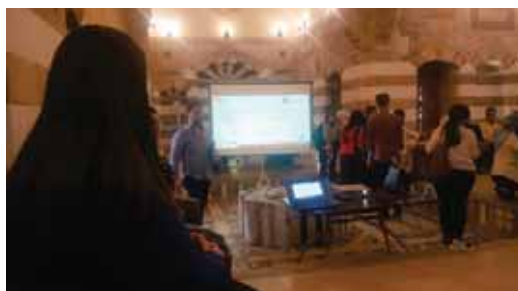


# SAIDA MUNICIPALITY

## OLA Center- Old Sidon

The Academy of Communication and Leadership, "Ola Center", was established in February 2015 at the Aisha Um Al Mumi-neen School (formerly Dar Ali Hamoud). The building dates back to the beginning of the 19th century, in the second half of the 19th century, it was donated to Al Maqased and became a school till the mid of the 1900's. Few years back, Al Hariri Foundation for Sustainable Human Development

has rehabilitated the building in accordance with the UNESCO World Heritage Restoration Standards within their plan to revive the built cultural heritage of the city. The Hariri Foundation established Ola Center in this monumental building as an enlightenment center to ward off the dangers surrounding our society and to confront all forms of violence and extremism with knowledge and capacity development.



# SARAFAND MUNICIPALITY

## Eliminating Illiteracy and Enhancing Educational Capacities

The Literacy and Educational Capacity Enhancement Program consists of three phases designed to eradicate or decrease illiteracy among the citizens. The program, which was launched on April 1, will be marked by a celebration on World Literacy Day - according to UNESCO - on September 8. Phase one includes improving Literacy (Writing and Reading) by establishing specific classes. Phase two consists of

Foreign Language Education (starting with members of the Municipal Council and municipal staff). The third and final phase includes the eradication of technological illiteracy through teaching computer skills. Moreover, intellectual interaction can enhance the ability to understand the variables needed for employment. This improves the process of community development.





# SARAFAND MUNICIPALITY

## Talents - Youth against Drugs 2017

The program aims at raising a conscious and educated generation by creating spaces and opportunities for their potential creative energies, which in turn enhances the community and strengthens the relationship between youth and society. It aims to spread awareness of the dangers that threaten youth, especially drugs. The program was launched on May 19, 2017 with the participation of 500 young men

and women, who competed in mind games, painting, acting, dancing, ballet, gymnastics, football, writing small stories, improvisational speeches, and singing. Several promising talents were incubated, nurtured, developed and refined by specialized experts. This program has resulted in a council similar to the Municipal Council and municipal committees in its structure.



# TER DEBBA MUNICIPALITY

## Sewing and Embroidery Workshop

The sewing and embroidery workshop project is a women's empowerment project that aims at enhancing women's skills to help them cope with the stresses of life. The workshop is held every three months and enrolls for women aged between 15 and 20, including Syrian, Egyptian and non-Arab nationalities. The project yields in the empowerment of locals and refugees. In

addition, it facilitates the integration of refugee women in the host community. Moreover, the Municipality has held graduation ceremonies for the participants and exhibitions for their products. The Korean force operating in UNIFIL contributed by providing resources to equip the municipal hall with the necessary tools.



# TRIPOLI Municipality

## Promoting Youth resilience through sport

This project was mainly directed towards Jabal Mohsen, Al Tabbana and Al Gharba.

Under the supervision and coordination of the Municipality of Tripoli, the British Council, funded by the European Union, is promoting the youth resilience through sport in six of the most affected areas in Tripoli. These areas witnessed a significant number of young people involved in fighting groups and extremism in addition to the effects of the war between different sects in Jabal Mohsen, Qabah and Tabanah, and the lack of acceptance of the people of each region as a result of tribal rivalry between the areas of Nahla valley and Mnkubin and Beddawi, Witnessed by the port area - the

monsters of slaves and neglect and school dropout and unemployment, which has forced the area of the Tabbana for decades.

The program targets 255 young vulnerable men and women between 13 and 18 years of age (not at school, child labor, etc.).

The project is entitled to work on different factors and aspects, mainly objected towards the following:

- Developing the abilities of local authorities and communities.
- Providing health services for the residents in the area regarding gender, social status and age.
- Providing job opportunities by enhancing educational abilities.
- Generating a social environment by creating activities around the projected area.



# TYR MUNICIPALITY

## MED Phare

**Location:** Old City of Tyre

The lighthouses and the marine signals in the Mediterranean stayed high at the point where the land and the sea met, at the borders between dreams and hopes, resisting the disasters of time and preserving its mysterious magic. Over time, lighthouses and marine signals were

the origin for myths and legends and what directed the sailors across the darkness of the sea. Depending on the historical importance of lighthouses, it contributed over centuries in protecting nearby coastal areas. The objective of the project is to revive the relationship between the locals and those hidden and forgotten buildings over the years.





# WARDANIYEH MUNICIPALITY

## Natural Reserve

Wardaniyeh is a town in Mount Lebanon Governorate. It is 41 kilometers from Beirut at an altitude of 340 meters above sea level. It covers an area of 357 hectares. Historically, this area belonged to Pine Lands. During the war, it was destroyed and left only with a total of 12 pine trees. In an

aim to transform it into a natural reserve, a 13000m<sup>2</sup> lot will be planted with a variety of trees: namely, Pine, Carob, etc... The project will be offering a natural reserve to the whole town and the neighboring areas that includes a variety of wild life and pedestrian accessibility.



# 6

## Section

Conclusions  
Lesson Learned  
and  
Recommendations





The analysis of the Good Practices presented yielded general yet important recommendations. These common lessons learned can be summarized as listed below:

**Management:** Proper management directly affects the success of the project. In some of the projects like the featured projects in Saida and Qaroun, the scheduling and planning of the project, especially dividing it into several stages, was crucial not only to its success, but also to the ability of its execution, since funding could only be provided partially, and by dividing the project where its "stages" were funded was the only way it got realized.

**Collaboration:** The empowerment of the local community is the key ingredient of a successful project that addresses the community's needs. This empowerment encourages the public to participate and volunteer in such projects, where the public feel that they are contributing to the greater good. In the featured projects in Aley and Shehim, the public's participation was crucial to the project's success, and the guaranty to its continuity.

**Awareness:** Public awareness spreading is a common feature of many successful projects. Whether it is environmental awareness, governance awareness, or social awareness, it significantly reduces the cost of the project, ensures its sustainability, and reaps social cohesion and inclusion as its result. As in the solid waste sorting from the source projects in Shehim and Aley, the awareness campaign had a direct influence on the public and reduced greatly the amount of solid waste that had to be dealt with.

**Innovation:** Innovation in ideas and problem solving is the main difference between a regular project and a good practice. Innovation in ideas and themes results in a project that opens new prospects that empowers the community's capabilities and allows it to realize its abilities. Innovation in problem solving neutralizes the obstacles in its path and gets it over the shortage of resources. Innovative ideas may come as simple as training personnel or the public to acquire new skills or to change their perspective or approach towards a subject, or as radical as initiating a new economic sector. The showcased project in Faraya had an out of the box idea, which stimulated and invigorated the tourism sector, which is mainly a winter season activity. As for the showcased project in Sour, the innovation in problem solving overcame the crippling shortage of resources and resulted in a project that improved the built environment, induced social harmony, and improved economic conditions.

**Capacity Building:** The most important indirect result of a good practice is capacity building. Good practices lead by example and particularly coach the engaged parties how to plan, act, and manage future projects. Whether it is individual or communal, building capacity is the most profitable investment in a sustainable prospect. In Tripoli, the featured project deals with governance capacity building in order to strengthen the ties between the municipality and the community. As for the bee keeping project in Deir Qanoun al Nahr, the bee keeping experts coached and trained local bee keepers to the extent of becoming experts themselves, which eliminated the need of experts in any future bee

keeping venture in the municipality proximity, and that represents an example of individual and communal capacity building.

**Youth Inclusion:** Inclusion of youth is the guaranty of having a future generation of community leaders and a continuity in leadership without a gap between generations. The continuous training of youth on subjects like governance and environmental sustainability paves the way for a better future and qualifies the future generations to handle the responsibility of leading their community. The showcased project in Hazmieh is a text book example of youth inclusion and involvement in administration and decision making.

**Gender Equality and Women Empowerment:** Some of the Good Practices proved that women have not realized their full capacity and when given the chance they will excel even in out-of -gender roles. Realizing the full capacity of women is the realization of the full capacity of the society. Deir Qanoun al Nahr bee keeping project yielded women bee keepers who can lead by example and be productive members in their community.

### Recommendations

As a recommendation to municipalities, adopting policies based on the above recommendations, can change the trouble filled present into a more optimistic future, where Good Practices prevail and become the norm. Also, Academic institutions and research centers are always interested in innovations in public administration. Liaising with such institutions can make the best use of the municipalities' practical knowledge and turn that knowledge into management models for public administration. The permanent dialogue with all concerned stakeholders (Ministries, International agencies, local representatives, NGOs, Academic institutions, etc.) on all levels is the guaranty to progress of knowledge, and the strengthening of the Good Practice.

A small action may cause larger actions in the future. For bad deeds are followed with comebacks and good deeds are followed with better ones. One must pertain his/her environment for the coming and always take them in regard.

