



Activity
Report
2021

United Cities Lebanon

*Technical Office of
Lebanese Municipalities*

UNITED CITIES LEBANON
Technical Office of Lebanese Municipalities
Toufic Salem Street, Sakr Bldg., 3rd Floor
Ras El Nabeh, Damascus Road - Beirut – LEBANON
+961 1 649 900

contact@bt-villes.org

United Cities Lebanon/Technical Office of Lebanese Municipalities

Web: www.bt-villes.org

Facebook

www.linkedin.com/company/btvl

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ABBREVIATIONS

AUDETA	Urban and Spatial Development Agency for the Abu Ali River Living Area
AViTeM	Agency for Sustainable Mediterranean Cities and Territories
CEFOM	Lebanese Municipalities Training Center
CNFPT	National Center for Regional Public Service
ENA	Ecole Nationale d'Administration
FM	Federation of municipalities
LMC	Lebanese Mayors' Committee
MSPGs	Multi-Stakeholders Partnership Groups
PACA Region	Provence Cote d'Azur Region
SLAT	Special Led Assessment Taskforce
SOCLE	Operational Support to Lebanese Municipalities for the Environment
TOLM	Technical Office of Lebanese Municipalities
UCL	United Cities Lebanon
UCLG	United Cities and Local Governments

A Word from the Director

United Cities Lebanon/Technical Office of Lebanese Municipalities (UCL/TOLM) manages the network of Lebanese municipalities, members of the World Organization of United Cities and Local Governments (UCLG). UCLG promotes local democracy, partnership and solidarity between cities, in particular by supporting decentralized cooperation programs, and mobilizing funds and technical support for the international actions related to the projects and the membership.

01

A Word from the Director

24 Years of Existence

In 2021, United Cities Lebanon/TOLM implemented its activities in the backdrop of an unprecedented multisector crisis.

Food prices soared by more than 290% year-to-year, from August 2020 to August 2021. Banks imposed tight restrictions on withdrawals and international transfers, and stopped lending and opening new accounts. More than 40% of the Lebanese population is jobless. According to a report published by the ESCWA in September 2021, multidimensional poverty in the Lebanese population rose from 42% to 82% between 2019 and 2021. As a result of the Government failure to provide basic public services, municipalities found themselves on the frontline. But, lacking in technical and financial means, they are battling to respond to local populations needs.

This is where our partners' support became even more crucial. Many adopted a new dynamic allowing them to ensure the success of their projects while adapting their activities to the new reality.

Despite all difficulties, 2021 can be summed up in a few telling figures that will showcase our accomplishments: 24 years of existence; projects being implemented; new projects being developed; and projects building up on previously completed projects.



Bechir ODEIMI

President, United Cities
Lebanon; Director,
Technical Office of
Lebanese Municipalities



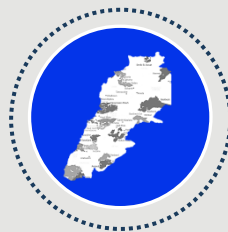
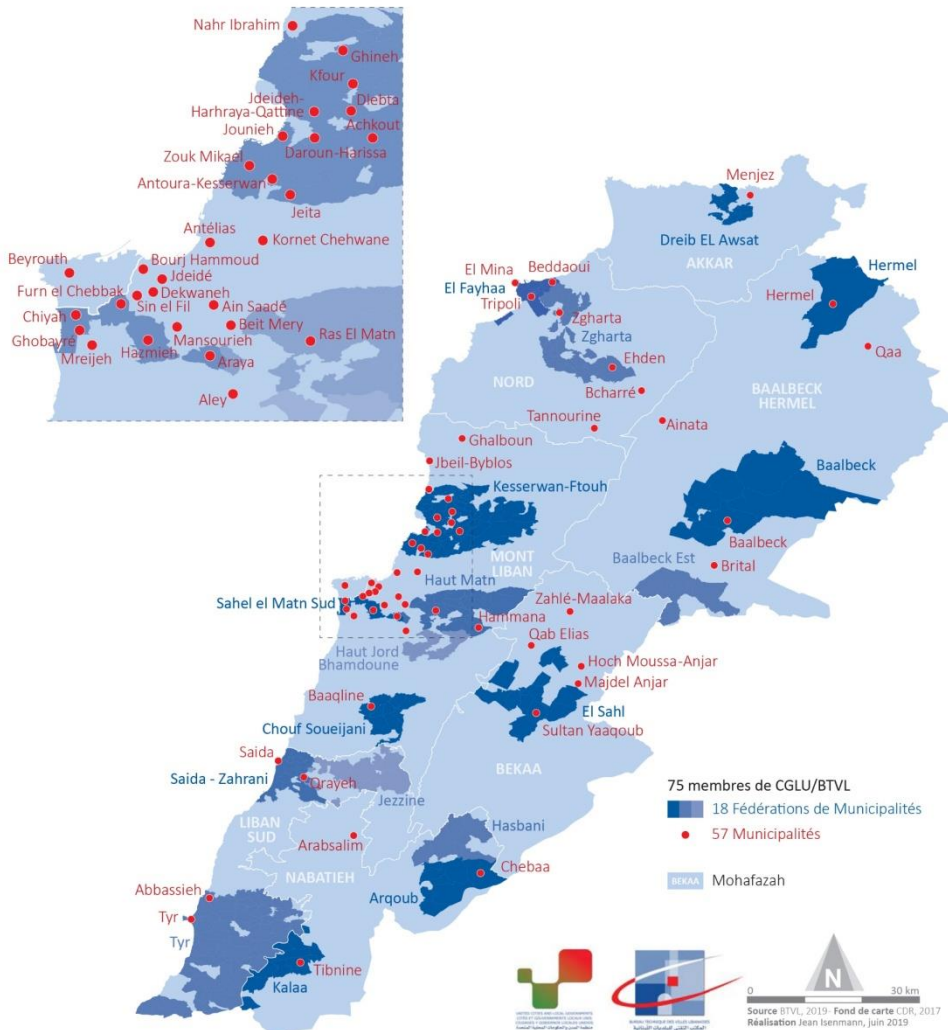
This work was made possible thanks to the commitment of our members and partners.

Network of Lebanese Cities

In 2021, United Cities Lebanon/TOLM managed a network of 75 members, including 57 municipalities and 18 federations of municipalities, representing 335 cities and more than 70% of the Lebanese population.

02

**MUNICIPALITÉS ET FÉDÉRATIONS DE MUNICIPALITÉS
ADHÉRENTES À CITÉS ET GOUVERNEMENTS LOCAUX UNIS
CITÉS UNIES LIBAN / BUREAU TECHNIQUE DES VILLES LIBANAISES**



**United Cities
Lebanon/Technical
Office of Lebanese
Municipalities**

75 members

**57 municipalities
and 18
federations of
municipalities**

**335
municipalities =
70% of the
Lebanese
population**

Our Team

United Cities Lebanon/TOLM relies on a standing team of thirteen staff and the support of consultants and external experts for project development.

03

OUR TEAM



Bechir ODEIMI
President, United Cities
Lebanon;
Director, Technical Office
of Lebanese
Municipalities



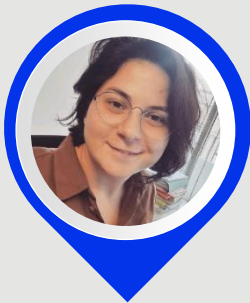
Houda ODEIMI
Manager, Development
and Coordination



Sami MENKARA
Advisor, United Cities
Lebanon; former
Minister and former
Mayor of Tripoli



Nisrine MALAEB
Head, Accounting and
Administration



Mayssa TANNIR
Project Manager



Sarah ARBEZ
Project Officer



Maya ACHKAR
Project Officer



Cynthia AZZAM
Project Officer



Christelle TOHME
Project Officer



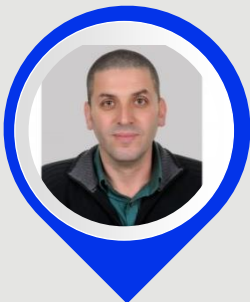
Georges ZEINO
Project Officer



Lea GHANEM
Administrative and
Financial Assistant



Adele ELIA
Administrative
Assistant



Samer ABOU CHACRA
Officer

Lebanese Mayors' Committee

United Cities Lebanon/TOLM manages the Lebanese Mayors' Committee (LMC). Members are chosen among UCLG member cities. The Committee is chaired by the Mayor of Beirut.

04

MISSION

With a membership chosen among UCLG member cities, the Lebanese Mayors’ Committee is chaired by the Mayor of Beirut. The LMC has set for itself the task of fostering dialogue with the Government and international organizations to promote a general and coordinated reflection on municipalities, their role as public service providers and, more broadly, in local development. The general aim is to promote decentralization in Lebanon and build the capacities of municipalities in their fields of activities.



The purpose of the LMC is to boost the Lebanese municipal sector and provide enabling conditions to translate mayors’ wishes into concrete actions that will respond to needs expressed during seminars, meetings, conferences, and technical visits, especially in Europe.

Needs expressed are as diverse as establishing a dialogue with the Government and donors, developing relations with networks of cities and promoting experience sharing.

MEMBERS

Members	Office
Beirut	President
Ghobeyri	Vice-President
Jdeideh	Vice-President
Zahle	Vice-President
Aley	Member
Baalbek	Member
Furn El Chebbak	Member
Jounieh	Member
Nahr Ibrahim	Member
Saida	Member
Tibnine	Member
Tripoli	Member
Zgharta/Ehden	Member
Zouk Mikael	Member

OBJECTIVES

- To promote relationships among Lebanese municipalities and European and Mediterranean cities and foster collaboration with cities networks
- To suggest innovative and diverse topics to expand municipal action
- To foster collaboration with local and international organizations and programs dedicated to local and municipal development
- To represent UCLG member cities at meetings with donors and international organizations
- To promote the relationships among UCLG member cities

2021 TIMELINE

19 May 2021	Online meeting – 31 participants, including 15 elected representatives of 14 LMC member cities, representatives from the French Embassy in Lebanon, Region Sud PACA (France), the Agency for Sustainable Mediterranean Cities and Territories (AViTeM) and the National Center for Regional Public Service (CNFPT).
8 June 2021	Meeting at the Municipality of Beirut to examine the Lebanese Municipalities Training Center (CEFOM) Project and designate a provisional General Director for Local Authorities to be part of the Project Steering Committee – 7 participants, including 4 LMC members and the Minister of Interior and Municipalities, General M. Fahmi.
9 June 2021	Online meeting. General presentation of the local background and the impact of the multisector crisis as well as the needs of Lebanese municipalities to the Chair of the Lebanon Country Group – 7 participants, including Ms. Aurélie Le Meur, Chair, Lebanon Country Group in United Cities France
7-12 July 2021	Meetings with CEFOM Project partners: Public Service Council, General Directorate for Local Authorities, the National Administration School (ENA) and the Finance Institute.



IN FOCUS

Meeting of the LMC, 19 May 2021

- +

 Presentation and discussion of economic, financial, social and health challenges, their impact on Lebanese municipalities, and the projects implemented with United Cities Lebanon/TOLM to overcome such difficulties.
- +

 Presentation of the measures implemented by the LMC:
 - amendment proposals to the municipal law governing fees and taxes;
 - new sources of income available to Lebanese municipalities;
 - other amendments to the law governing municipalities;
 - examination of the decentralization project;
 - amendments to the municipal police rules and regulations.
- +

 Presentation of the findings and the role of the LMC in the CEFOM Project.
Establishment within the LMC of a CEFOM Follow-up Committee to take part in the activities of both the Steering and the Technical Committees.
- +

 Presentation of projects implemented by United Cities Lebanon/TOLM in 2021.
Exchange of views about Lebanese municipal elections in 2022 and the next steps to be taken by the LMC.

Consolidating Partnerships

France and Lebanon have a long shared history and have maintained a vibrant relationship. In a context marked by a multifaceted crisis, this bond was again evident as French territorial authorities provided exemplary support to their counterparts in Lebanon and to the Lebanese people, demonstrating, once again, the unique and historical ties between both countries.

05

CONSOLIDATING PARTNERSHIPS



MINISTÈRE
DE L'EUROPE
ET DES AFFAIRES
ÉTRANGÈRES

*Liberté
Égalité
Fraternité*

OBJECTIVES

01

To improve exposure, pooling of resources and coordination of decentralized activities and projects between France and Lebanon

02

To strengthen existing partnerships and develop new ones between French and Lebanese local authorities and their networks

03

To optimize advocacy in favor of decentralization by building the capacities of Lebanese municipalities

04

To strengthen the role of the LMC, and of its thematic committees, as the sole representative of Lebanese municipalities

05

To provide a special support to UCL/TOLM in the aftermath of the 4 August blast.

MISSION

France supports the development and strengthening of decentralized cooperation projects between French and Lebanese local authorities. Such partnerships are deemed necessary to reinforce the ties of friendship and solidarity, as well as the economic relationship, between local public actors in both countries. In particular, France supports projects based on exchanges of expertise and know-how. France is also keen on assisting Lebanese municipalities that bear the burden of the impact of the war in Syria. Local public authorities are, in her view, essential to social cohesion and the proper development of Lebanon.



CONSOLIDATING PARTNERSHIPS

2021 TIMELINE

- + Database update and review of partnerships.** Two reviews of decentralized cooperation activities between France and Lebanon were conducted, in 31 January and 18 November 2021, with the aim of supporting the French Embassy in Lebanon and the French Ministry for Europe and Foreign Affairs efforts to improve exposure and coordination of such activities.
- + Strengthening of the role of the Lebanese Mayors' Committee through meetings between the LMC and their elected French partners:**

On 19 May 2021, within the framework of the scoping mission concerning the Lebanese Municipalities Training Center (CEFOM).

On 9 June 2021, with Ms. Aurelie Le Meur, President, Lebanon Country Group at United Cities France, Mr. Ghassan Tayoun, Assistant Mayor of Zgharta/Ehden and Ms. Pauline Balaa, Assistant Mayor of Zahle .

On 20 September 2021, with the Mayor of Beirut and LMC President.

The meetings with the LMC resulted in the decision to establish a Lebanese National Association of Mayors. The LMC was also invited to take part in the work of the Parliamentary Committee on Defence and on Interior and Municipal Affairs.
- + Organizing and supporting visits for French and Lebanese local authorities, in France and in Lebanon, over the course of 2021.** UCL/TOLM also supported the participation of Lebanese elected officials in and their contribution to webinars and training sessions, online and in person.
- + Developing and maintaining relationships with French local authorities, networks and other relevant organizations and stakeholders.**

Follow-up on new relationships for partnership development with 20 French local authorities and 10 territorial authorities and multi-stakeholder networks with information exchanges, remote or physical meetings, consulting, guidance with partners, project set-up, participation in webinars, and technical and training sessions. A follow-up on meetings and exchanges was also done with training organizations such as CNFPT and AViTeM as well as 6 technical stakeholders and associations.
- + Assisting the Support Fund for a French-Lebanese Decentralized Cooperation of the Delegation for External Action of Territorial Authorities/Ministry of Europe and Foreign Affairs through :**

Preparation of business cases for projects submitted to the third tranche of the Support Fund for 2019-2021.

Participation to the meeting of the Steering Committee on 1 April 2021 where five cooperation projects were approved.
- + Raising awareness of French and Lebanese local authorities about decentralized cooperation and providing support** through exchanges and regular contacts over the course of 2021, and especially thanks to the “Webinar on Decentralized Cooperation: A Tool for Engagement, Development, and Openness Available to Lebanese Municipalities”, held on 3 June 2021, with 61 participants, and the “Webinar on Information and Exchanges on Decentralized Cooperation with Lebanon”, held on 24 June 2021 with 21 participants, for the benefit of French local authorities interested in cooperating with Lebanon (and for those already involved in such cooperation).

Capacity-Building and Implementation of Technical Projects

In 2021, United Cities Lebanon/Technical Office of Lebanese Municipalities implemented 9 projects for the benefit of Lebanese municipalities with the support of French and Spanish partners. Projects covered various aspects of municipal work, such as the environment, social activities, local economic development and education.

06

Operational Support to Lebanese Municipalities for the Environment (SOCLE), 2019-2021

Despite the best efforts of Lebanese municipalities, the state of environment sharply deteriorated, especially after 2011. With the huge influx of Syrian refugees, pressure on energy resources, soil and air contamination and waste generation increased considerably. Lebanese municipalities were the first to feel the brunt, with very little resources to deal with the demographic pressure and environment degradation. The lack of human, technical and financial means limits greatly their ability to implement environmental public policies and develop environmental projects using renewable sources of energy.



SOCLE PROJECT – OPERATIONAL SUPPORT TO LEBANESE MUNICIPALITIES FOR THE ENVIRONMENT, 2019-2022

THEMES

WASTE MANAGEMENT



RENEWABLE ENERGY



AIR QUALITY



ENERGY TRANSITION

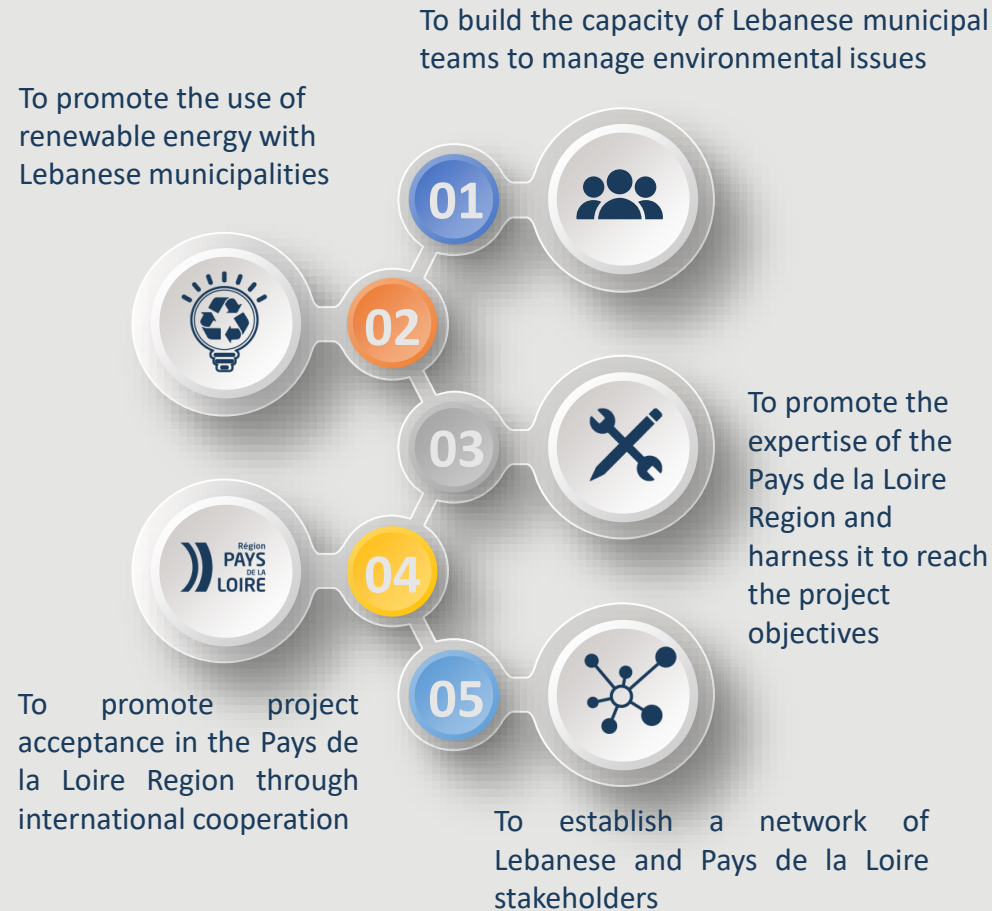


WATER AND SANITATION



OBJECTIVES

To improve environmental policies in Lebanon, with the help of Lebanese municipalities and the support of experts from the Pays de la Loire Region



IN PRACTICE

Main Steps	
Training of elected municipal officers and municipal agents in 40 Lebanese municipalities	<ul style="list-style-type: none">• Training sessions• Study visits and Lebanese experience-sharing seminars in the Pays de la Loire Region
Establishment of environmental units in 12 Lebanese municipalities	<ul style="list-style-type: none">• Selection, coaching and training of 12 municipalities
Development of concept notes for a pilot project to be implemented in 12 Lebanese municipalities	<ul style="list-style-type: none">• Coaching of municipalities in the identification process of a project with a capital project component
Resource mobilization	<ul style="list-style-type: none">• Lobbying• Meetings with international donors

SOCLE PROJECT – OPERATIONAL SUPPORT TO LEBANESE MUNICIPALITIES FOR THE ENVIRONMENT, 2019-2022

IN FOCUS

Study Visit in the Pays de la Loire Region, 25-27 October 2021

23 Lebanese elected municipal officers and municipal agents, as well as officials from the Ministry of Environment and the Ministry of Interior and Municipalities, were able to exchange over three days with members of local authorities of the Pays de la Loire Region and public and private stakeholders in the field of sanitation, waste management, environmental police and renewable energies. Lebanese participants learned about innovative environmental and renewable energy projects and environmental public policies implemented by public and private stakeholders in the Pays de la Loire. These meetings helped develop ties between Lebanese municipalities and stakeholders from the Pays de la Loire and discuss pilot capital projects to respond to the environmental challenges of the 12 Lebanese municipalities to benefit from the second component of the SOCLE Project.



OUR PARTNERS



This project is supported by the Ministry of Interior and Municipalities and the Ministry of Environment

2021 TIMELINE

- 09/03

Webinar on “Managing Solid Waste in Lebanon”
155 participants, including 72 Lebanese elected municipal officers and municipal agents
- 11/03

Webinar on “Municipalities and Sustainable Energy Policies”
95 participants, including 59 Lebanese elected municipal officers and municipal agents
- 16/03

Webinar on “Public Transport and Urban Mobility in Lebanon”
111 participants, including 44 Lebanese elected municipal officers and municipal agents
- 06/04

Webinar on “Presentation of the Second Component of SOCLE”
60 participants, including 54 elected municipal officers, and municipal agents
- 18/05

Publication of a brochure entitled “Local Authorities in Lebanon and Pays de Loire – Key Actors of Environmental and Sustainable Energy Use Policies”
- 25/06

Webinar for experience-sharing on environment management for municipal police members
72 participants, including 56 Lebanese elected municipal officers, and municipal agents and police members
- 01/10

Virtual museum of the media education project
19 schools from the Pays de Loire Region
- and police members from the 12 municipalities to benefit from the second component of the Project.

Capacity-Building and Networking of Municipal Elected Officers and Municipal Technicians in Lebanon, 2019-2021

Lebanese municipalities suffer from many deficiencies caused, *inter alia*, by a shortage of human resources, insufficient skills and inadequate training. Such shortcomings reflect badly on the relationship between municipalities and the Government. In addition, the socioeconomic, financial, political and health crisis, which hit the country since October 2019, has exacerbated the financial and material difficulties of Lebanese municipalities. Therefore, it has become necessary to support their efforts to provide basic needs, respond to local emergencies, improve communication with the Government, partake in development projects and strengthen municipal teams.



CAPACITY-BUILDING AND NETWORKING OF ELECTED MUNICIPAL OFFICERS AND MUNICIPAL TECHNICIANS IN LEBANON, 2019-2021

THEMES

HEALTH



EDUCATION



ECONOMIC DEVELOPMENT



AGRICULTURE



OBJECTIVES

To support municipalities efforts to provide basic services, respond to local emergencies, improve communication with the Government, partake in development projects and strengthen municipal teams

01

To build capacities and improve training of elected municipal officers, and municipal agents and technicians, and local stakeholders in the civil society within municipal boundaries

02

To assess urgent and priority social needs

03

To organize thematic workshops to exchange with partners

04

To create a network of elected municipal officers and municipal technicians and to have them connected with stakeholders from French local authorities

IN PRACTICE

Main Steps

Training/Regional conferences for elected municipal officers and municipal technicians

- Regional conference cycle for elected municipal officers on financial resources and management tools for local action
- Training cycle for municipal technicians on financial resource management, data collection and need assessment
- Development of a guide to social action for municipalities

Networking of technicians

- National workshop on financing local projects

Coaching of the municipalities of Antoura, El Qaa, Jdeideh-Bauchrieh-Sidd, Jeita and Menjez to help them identify emergency and priority social needs

- Establishment of civic engagement units in five municipalities
- Training on methodological tools to assess social needs, develop local projects and prepare action plans
- Coaching of municipalities in the implementation of social projects

CAPACITY-BUILDING AND NETWORKING OF ELECTED MUNICIPAL OFFICERS AND MUNICIPAL TECHNICIANS IN LEBANON, 2019-2021

IN FOCUS

Implementing social projects in five Lebanese municipalities coached by experts in local development – From February to December 2021

- **Antoura Municipality** restructured and consolidated the services of the city public medical dispensary, by building the team capacity in governance and internal administrative and medical management. It also conducted awareness-raising activities about dental health targeting various groups within the local community.
- **Jeita Municipality** implemented an agricultural project to provide a sustainable response to the increasingly pressing food needs of the population. The project helped rehabilitate and plant local agricultural lands, build the capacity of local growers and raise awareness about food waste and the importance of domestic agricultural practices to ensure food security in the medium term.
- **Jdeideh-Bauchrieh-Sidd Municipality** conducted an awareness campaign about mental health targeting vulnerable populations (women homemakers, children, fathers heads of families, company directors, etc.). Led by experts in psychology, these efforts focused on various themes, including psychology.
- **Menjez Municipality** opened a store in the local cultural museum to improve productivity and create job opportunities for the population. The project helped train small producers and women to create local crafts and provided an outlet for their products. The project also contributed to build managerial capacities of municipal agents.
- **El Qaa Municipality** implemented socio-educational activities whilst training and building the capacities of administrative executives and teachers in three schools and helping them modernize educational processes. This project benefitted about 650 students, 350 Syrian refugee students and about 60 teachers.

OUR PARTNERS



With the financial support of the French Ministry of Europe and Foreign Affairs

2021 TIMELINE

12-20
/01

Training of five civic engagement units on methodologies for writing local social projects selected by the 5 municipalities

Participants: elected municipal officers, municipal agents and members of civil society

Feb.-
Dec.

Implementation of the social projects in all five Lebanese municipalities

04/10

Publication of the brochure entitled “A Guide to Social Action in Lebanese Municipalities”

14/10

Thematic workshops on experience sharing with partners

35 participants, including 23 elected municipal officers, and municipal agents and police members

25/11

Webinar on social action

72 participants, including 45 elected municipal officers and municipal agents

06/12

Project wrap-up seminar

65 participants

05-08
/12

Visit of French partners to review project implementation and meet with local authorities

Back-Up Project for an Emergency Response in Lebanese Municipalities, 2020-2021

Since end 2019, Lebanon has drowned in a deep political, financial and socioeconomic crisis. Against this backdrop, Lebanese municipalities are, more often than not, asked by Lebanese ministries to implement support programs to local populations, thus initiating a *de facto* decentralization process without providing them with the human and financial resources to shoulder such responsibilities. As a result, municipalities are left alone to tackle the needs of fast-growing numbers of vulnerable persons and provide basic public services. The dearth of funding jeopardizes municipalities, which are the last standing public institutions remaining in Lebanon. In order to respond to the pressing needs of Lebanese municipalities, the project for “Capacity-Building and Networking of Elected Municipal Officers and Municipal Technicians in Lebanon” was complemented by an emergency response project.



BACK-UP PROJECT FOR AN EMERGENCY RESPONSE IN LEBANESE MUNICIPALITIES, 2020-2021

OBJECTIVES

To complement the efforts of five recipient municipalities by providing direct financial assistance to the municipalities to help them provide basic services and protect vulnerable populations

THEMES



Local administration



Health



Agriculture

2021 TIMELINE

- **Developing direct support plans for recipient municipalities** – From February to April 2021 – Recipients: five municipalities, namely Antoura, Jeita, Menjez, El Qaa, and Jdeideh-Bauchrieh-Sidd
- **Implementing direct support plans** – From May to December 2021
- **Antoura Municipality** used the subsidy to renovate and reequip the dental clinic of the medical dispensary in conjunction with its awareness-raising activities on dental health within the local community, and to support municipal agents.
- **Jeita Municipality** acquired basic equipment to sustain the work of the municipality which came to a halt for a lack of resources. A share of the subsidy was also used to procure agricultural and gardening tools in conjunction with its social, agricultural and food security project.
- **The Municipalities of Jdeideh-Bauchrieh-Sidd, Menjez and El Qaa** used the extra funding to acquire office equipment and basic material to sustain their activities which came to a halt for a lack of financial resources.

OUR PARTNERS



Supporting Lebanese Municipalities Local Economic Development, Youth Employment and Civic Engagement Projects, 2020-2022

According to recent figures published by the Government, in 2019, unemployment rate amongst the Lebanese population amounted to 25%, and youth unemployment rate stood at 37%. Since end of 2019, the economic and financial crisis has worsened, and according to World Bank estimates, it is expected that 50% of the Lebanese population will be affected by poverty by year end. Considering the economic, political and social situation and the lack of Government policies, it is essential that Lebanese municipalities occupy center stage in their communities and become an open space for civic engagement and dialogue, in order to restore a relationship of trust between citizens, the youth especially, and the municipalities, and to better respond to the needs of the population. It is equally essential to strengthen and support municipalities to foster youth employment and local economic development.

6|d

SUPPORTING LEBANESE MUNICIPALITIES LOCAL ECONOMIC DEVELOPMENT, YOUTH EMPLOYMENT AND CIVIC ENGAGEMENT PROJECTS, 2020-2022

THEMES

LOCAL ECONOMIC DEVELOPMENT



YOUTH EMPLOYMENT



CIVIC ENGAGEMENT

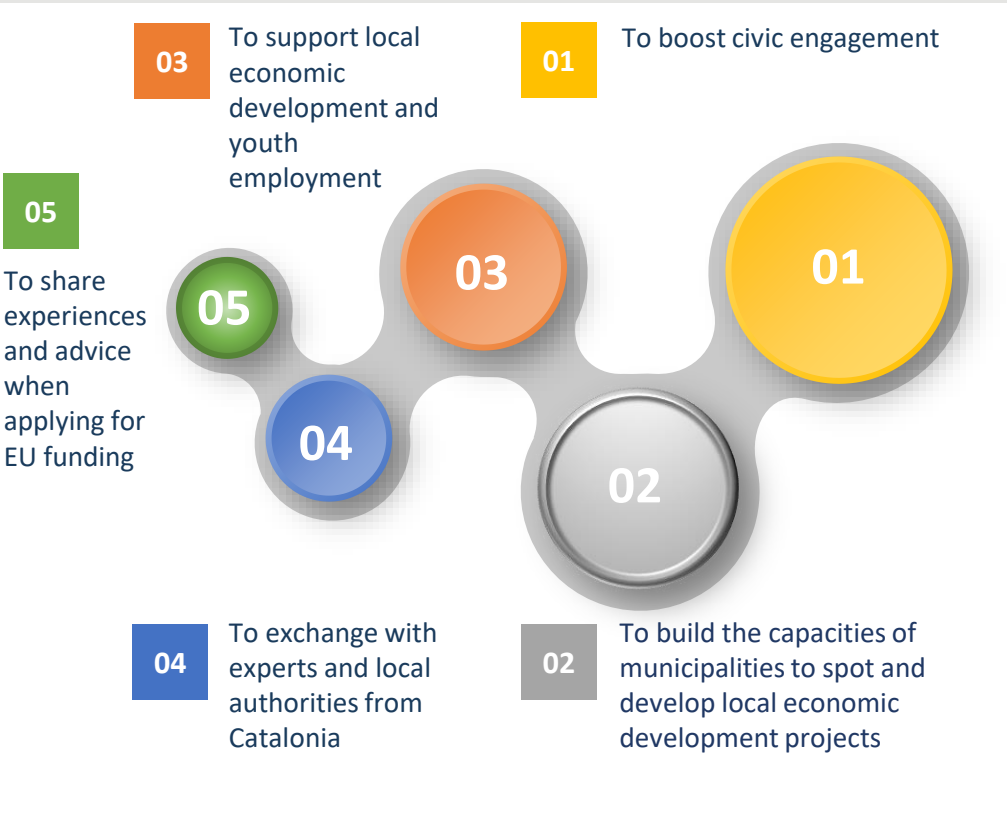


TRANSPARENCY



OBJECTIVES

To support six municipalities efforts in local economic development and civic engagement



IN PRACTICE

Main Steps

Training sessions and technical coaching around the themes of civic engagement and local economic development strategies for the youth

- Establishment of civic engagement units in six municipalities
- Training and experience-sharing workshops with experts from Catalonia

Simplified participative assessments of promising local economic sectors and youth employment opportunities

- Drafting of simplified participative assessments for each of the six municipalities with the participation of the civic engagement units
- Organization of workshops with the participation of local communities to come up with practical recommendations to boost youth employment opportunities

Coaching of six municipalities in the development of action plans

- Drafting action plans for youth employment and local economic development with the participation of civic engagement units

Resource mobilization

- Overview of various EU funding programs

SUPPORTING LEBANESE MUNICIPALITIES LOCAL ECONOMIC DEVELOPMENT, YOUTH EMPLOYMENT AND CIVIC ENGAGEMENT PROJECTS, 2020-2022

IN FOCUS

Online participative workshops to come up with practical recommendations to ensure local economic development and support youth employability – May and June 2021.

111 elected municipal officers, municipal agents and members from the civil society of six recipient municipalities participated jointly in a SWOT analysis of their respective situation to set up youth-oriented local economic development plans. Together, they addressed sectoral themes previously identified in order to come up with practical recommendations to ensure local economic development and support youth employability.



OUR PARTNERS



2021 TIMELINE

26/02

Technical coaching webinar for municipalities to boost civic engagement and transparency
22 participants, including experts from Catalonia and Lebanese elected municipal officers and municipal agents

May-June

Participative workshops to come up with practical recommendations to ensure local economic development and support youth employability in six recipient municipalities

01/07

Training webinar on the design and implementation of a local economic development strategy for the youth
36 participants, including 23 elected municipal officers, municipal agents and members of civil society

October

Drafting by and participative propositions of action plans from the six recipient Lebanese municipalities

09 & 16 /12

Webinars on “How to Approach EU Funding Programs Available to Lebanese and Moroccan Municipalities”
77 participants, including 30 Lebanese elected municipal officers and municipal agents

Lebanon Solidarity Fund, 2021-2022

The August 4, 2020 blast at the Beirut port caused a serious humanitarian crisis, which aggravated an already fragile situation in a country suffering from political, institutional and economic instability. The massive international assistance focused on the immediate surroundings of the blast, leaving by the wayside support to other communities that were impacted by the explosion. They were left alone to tackle with the difficult task of housing, caring for and assisting the victims of the explosion, and of the economic crisis, while their own resources had dried up.

To support partner municipalities (affected by the blast or the multisector crisis) in their efforts to restore and set up public services, United Cities France, together with donor French territorial authorities and ULCG, established a Lebanon Solidarity Fund to showcase the role and contribution of municipalities in responding to the crisis and setting up resilient policies over the long run.



OBJECTIVES

To fulfill priority needs of Lebanese municipalities, directly or indirectly, affected by the August 4, 2020 blast at the port of Beirut



FONDS DE SOLIDARITE POUR LE LIBAN

De Cites Unies France avec le soutien des collectivités territoriales françaises donatrices et de Cites et Gouvernements Locaux Unies (CGLU)

OUR PARTNERS

UNITED CITIES AND LOCAL GOVERNMENTS
CITES ET GOUVERNEMENTS LOCAUX UNIS
CGLU - GROUPEMENT DES CITES UNIES
مجموعة المدن والمunicipalities المتحدة

المدن والبلديات المتحدة
لجنة رؤساء البلديات اللبنانية
Comité des Maires Libanais

cités unies france

CGLU
Groupe de travail

Prevention
Territoriale et
gestion des crises

THEMES

EDUCATION

SOS
EMRGENCY ASSISTANCE

SOCIAL

RECONSTRUCTION

IN PRACTICE

Main Steps	
Coaching of 16 municipalities on local economic development, the youth, and education and social aspects	<ul style="list-style-type: none">Drafting action plans and implementing education projects in the municipalities of Qrayeh and Achkout and in the federation of municipalities of East Baalbek
Supporting the Karantina community project	<ul style="list-style-type: none">Coaching in the development of a concept proposal for a community center
Supporting the municipality of Burj Hammoud	<ul style="list-style-type: none">Stock-taking activities to assess the needs of the municipalitySupporting local families impacted by the blast and the multifaceted crisis
Organizing technical and exchange missions with partners	<ul style="list-style-type: none">Organizing experience-sharing seminars among French and Lebanese stakeholdersVisits to Lebanon by representatives of French local authorities contributing to the project

IN FOCUS

Support to families in need in Burj Hammoud – From May to December 2021

With the help of 12 local associations, 66 families and 55 elderly persons received food stamps. Coupons were also distributed to buy clothes and shoes for 150 children under the age of 16 in December 2021 (before the Christmas holidays).

Stock-taking activities were performed within Burj Hammoud to identify the most disadvantaged households and their needs. A methodology was then set up to distribute aid and control the receipt of such assistance. Distribution started in December 2021.



2021 TIMELINE

<div>April-Dec</div> <div>Community project in the Karantina sector</div>	<div>20-22 /09</div> <div>Technical mission of the President of the Lebanese Solidarity Fund and United Cities France</div>
<div>May-Dec</div> <div>Support to disadvantaged families in Burj Hammoud Recipients: 66 families, 55 elderly persons and 150 children under the age of 16</div>	<div>05-09 /12</div> <div>Webinar on “Post-Disaster Strategies to Mend Urban Fabrics” 80 participants, including 35 Lebanese elected municipal officers and municipal agents</div>
<div>June-Dec</div> <div>Implementation of education projects Municipalities of Qrayeh and Achkout, and the federation of municipalities of East Baalbek Direct recipients: 303 students, 20 teachers and more than 150 parents</div>	<div>05-09 /12</div> <div>Technical mission of the President of the Lebanese Solidarity Fund</div>

Assessing Local Economic Development Potential in Three Federations of Municipalities, 2021-2022

Lebanon is currently afflicted by an unprecedented financial, socioeconomic and health crisis that seriously threatens the livelihoods of the population. Poverty rate doubled in 2020, representing 50% of the population compared with 28% in 2019. The explosion at the port of Beirut, which took a heavy toll on human life, caused losses estimated between 7 and 10 billion dollars. This gruesome social and economic reality makes it all the more essential that all players who have a role to play in development and economic recovery of the country do their part. Lebanese municipalities and federations of municipalities have therefore the responsibility to plan, promote and boost local economic development.



ASSESSING OF LOCAL ECONOMIC DEVELOPMENT POTENTIAL FOR THREE FEDERATIONS OF MUNICIPALITIES, 2021-2022

THEMES

LOCAL ECONOMIC
DEVELOPMENT



LOCAL GOVERNANCE



CIVIC ENGAGEMENT



OBJECTIVES

To assess the potential for local economic development and offer prospects for the Tyre, Al Fayhaa and Al Matn federations of municipalities (FM)



IN PRACTICE

Main Steps

Participatory research

- Documentary research on socioeconomic data of the federations of municipalities
- Mapping of the players and set-up of Multi-Stakeholders Partnership Groups (MSPGs)
- Assessing development needs, challenges and opportunities
- Establishing working and discussion groups to delve deeper into assessment findings

Field assessment and data validation

- In-depth survey of local businesses
- Assessment of local economic development

Action-research

- Validation of economic development findings for all three federations of municipalities
- Drafting and submission of a political advocacy document to promote local economic development with the Ministry of Interior and Municipalities

ASSESSING OF LOCAL ECONOMIC DEVELOPMENT POTENTIAL FOR THREE FEDERATIONS OF MUNICIPALITIES, 2021-2022

IN FOCUS

Mapping of players and creation of Multi-Stakeholders Partnership Groups

11 August, FM of Al Matn: 26 participants

13 August, FM of Tyre: 25 participants

18 August, FM of Al Fayhaa: 35 participants

A mapping of stakeholders in local economic development was conducted within each of the recipient federations of municipalities, with the assistance of the Steering Committee, members of the working groups dedicated to the study of local economic development, as well as other parties involved in local economic development and able to participate in the assessment process. Local economic development MSPGs were established to represent all targeted sectors and include all stakeholders involved in local economic development. Dialogue sessions were organized with local economic development MSPGs through group discussions and workshops to validate the findings of the assessment studies and identify local economic development priorities in targeted areas.

OUR PARTNERS



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FOR A BETTER URBAN FUTURE

This project is supported by the Ministry of Interior and Municipalities and financed by the European Union Regional Trust Fund in Response to the Syrian Crisis, Madad Fund.

2021 TIMELINE

02/03

Establishment of the Steering Committee - Online

Participants: 15 persons representing UCL/TOLM, study experts, UN-Habitat and UNDP

August

Mapping of players and creation of Multi-Stakeholders Partnership Groups

86 participants

Apr.-June

3 project presentations to the federations of municipalities

63 participants

July-Oct.

15 working and discussion groups to delve deeper into assessment findings

77 participants

June

3 presentations of the role of SLATs (Working groups dedicated to the study of local economic development)

52 participants

Dec.

In-depth survey of local businesses

126 businesses surveyed in the FM of Al Matn

126 businesses surveyed in the FM of Al Fayhaa

127 businesses surveyed in the FM of Tyre

July

3 strategic working groups

74 participants

Supporting Zahle Municipality Response to the Multisector Crisis in Lebanon, 2021-2022

Since the end of 2019, Lebanon has drowned into an economic, financial, political and social crisis which led to a sharp increase in unemployment and poverty. The youth, in particular, are badly affected as they can no longer find job opportunities and choose to leave the country in search for employment. Considering the economic, political and social situation and the lack of Government policies, it is essential that Lebanese municipalities occupy center stage in their communities and become an open space for civic engagement and dialogue, in order to restore a relationship of trust between citizens, the youth especially, and the municipalities, and to better respond to the needs of the population. It is equally essential to strengthen and support municipalities to foster youth employment and local economic development.



SUPPORTING ZAHLE MUNICIPALITY RESPONSE TO THE MULTISECTOR CRISIS IN LEBANON, 2021-2022

THEMES

LOCAL ECONOMIC
DEVELOPMENT



YOUTH EMPLOYMENT



CIVIC ENGAGEMENT

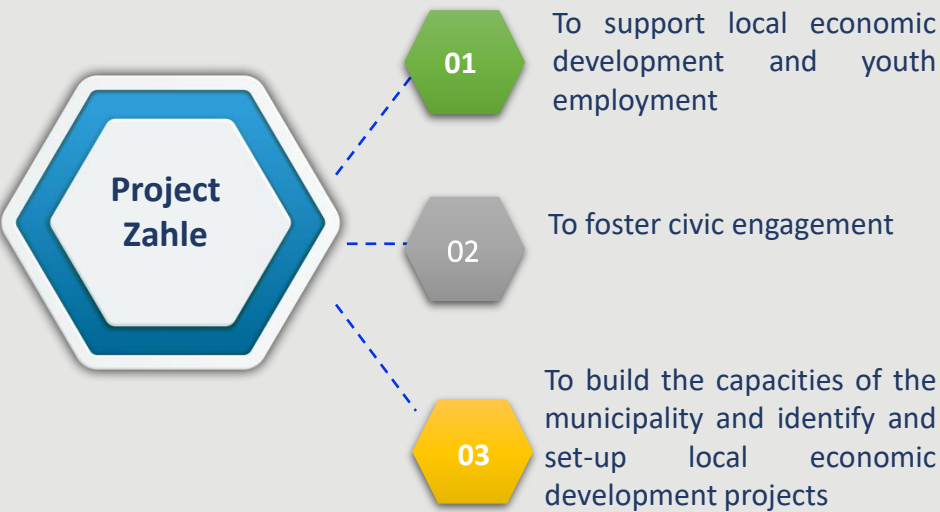


TOURISM



OBJECTIVES

To support Zahle Municipality local economic development and civic engagement efforts



IN PRACTICE

Main Steps

Simplified participative assessment of promising local economic sectors and youth employment opportunities

- Establishment of a civic engagement unit
- Collaboration with the Municipality of Zahle and its civic engagement unit for the drafting of a simplified participative assessment
- Organization of a participative workshop for the Municipality constituents to come up with recommendations for youth employment

Coaching the municipality of Zahle in the development of action plans

- Drafting of an action plan for youth employment and local economic development, jointly with the civic engagement unit

Implementation of the action plan in collaboration with civil society representatives and with a financial support

- Drawing of tourist trails in the city of Zahle
- Training of tourist guides
- Measures to promote tourist trails

SUPPORTING ZAHLE MUNICIPALITY RESPONSE TO THE MULTISECTOR CRISIS IN LEBANON, 2021-2022

IN FOCUS

Participative workshop to come up with practical recommendations for local economic development and youth employability in the Municipality of Zahle
18/09/2021 in Zahle

15 elected municipal officers, municipal agents and civil society members from the Municipality of Zahle were involved in the participative workshop to come up with practical recommendations for local economic development and youth employability. Participants in the workshop worked together to perform a SWOT analysis for a youth-oriented local economic development plan for Zahle. They also tackled three thematic areas in order to come up with practical recommendations for local economic development and youth employability.



OUR PARTNERS



2021 TIMELINE

- June** Establishment of a civic engagement unit within the Municipality of Zahle
- July – Sept.** Simplified participative assessment of promising local economic sectors and youth employment opportunities
- 18/09** Participative workshop to come up with practical recommendations for local economic development and youth employability in the Municipality of Zahle
18 participants
- Dec.** Drafting of and proposal for an involvement in the action plan

Scoping Study for an Urban and Spatial Development Agency for the Abu Ali River Living Area, AUDETA, (North Lebanon)

Municipalities lack financial and human resources to achieve their planning mission. There is no space for dialogue and broad reflection among various stakeholders of urban construction, especially the Government who is in charge of establishing land-use planning policies. The country's administrative divisions is inadequate for spatial development. There are potential challenges to any dialogue among regions with a variety of issues and interests. All these factors complicate the work of municipalities and hinder the achievement of sustainable spatial development plans. Yet, local stakeholders have to deal with common management and local development issues. Hence the need and justification for the establishment of an urban and spatial development agency.

6|h

SCOPING STUDY FOR AN URBAN AND SPATIAL DEVELOPMENT AGENCY FOR THE ABU ALI RIVER LIVING AREA, AUDETA, (NORTH LEBANON)

THEMES

LAND USE PLANNING



LOCAL GOVERNANCE



OBJECTIVES

To establish a technical and political collaboration in order to create a common integrated tool for land-use planning: an urban and spatial development agency

To further municipalities understanding of their territorial space and of its stakeholders

01

02

To harmonize public policies in a given space

03

04

To foster dialogue among stakeholders in the same living area

To support the adoption of a shared strategic vision among municipalities of a given living area

IN PRACTICE

Main Steps

Organization of an urban and spatial development agency

- Conducting legal and financial studies and developing statutes and by-laws for the to be created urban agency
- Establishment of an organizational chart and 5 job cards for the to be created urban agency
- Organization of thematic workshops to develop a work plan for the to be created urban agency
- Development of a chart for the creation of the agency to be signed by the elected officers of partner Lebanese municipalities

Lobbying public institutions and local stakeholders

- Mapping of future and potential partners of the agency
- Draft of a “Partnership Agreement” between the agency and its potential future partners
- Lobbying through bilateral meetings with public institutions and local stakeholders

Raising awareness of Lebanese elected officers and training of agents

- Study trip to Dunkirk for Lebanese partners and public officers to understand the mission and the organization of an urban agency

SCOPING STUDY FOR AN URBAN AND SPATIAL DEVELOPMENT AGENCY FOR THE ABU ALI RIVER LIVING AREA, AUDETA, (NORTH LEBANON)

IN FOCUS

Seminar to introduce the Urban Agency

05/10/2021 online

60 participants, representing project partners as well as the French and Lebanese stakeholders and institutions interested in the project, attended the seminar where the institutional, economic and organizational model of the urban agency was introduced. The presentation was followed by two roundtables.

Roundtable 1: Discussion about the prospects and future role of the urban agency, AUDETA. The agency will support the emergence of public and non-state actors working for a development model that would foster decentralized cooperation. It would work towards harmonizing projects over a given space and will complement the mission of the General Directorate in terms of urban planning and spatial development as well as towards municipalities.

Roundtable 2: Potential local partners of AUDETA. Various national and regional institutions have expressed an interest in collaborating with the agency to be, including Balamand University, the Order of Engineers & Architects in Tripoli and North Lebanon, the Tripoli Special Economic Zone and the Port of Tripoli. Representatives cited various avenues of cooperation with the agency, including support for local development studies and implementation of spatial projects.

OUR PARTNERS



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مجلس المدن والحكومات المحلية المتحدة



BUREAU TECHNIQUE DES VILLES LIBANAISES
المكتب الفني للمدن اللبنانية



البلديات وبلديات
لجنة رؤساء البلديات اللبنانية
Comité des Maires Libanais



MUNICIPALITY OF
ZGHARTA-EHDEN
بلدية زغرتا-أهدن



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AGENCE D'URBANISME
FLANDRE-DUNKERQUE
agur

MINISTÈRE
DE L'EUROPE ET DES
AFFAIRES ÉTRANGÈRES

2021 TIMELINE

Jan.- March 3 discussion workshops to introduce the legal and financial studies for the creation of an urban agency
11 participants

26/03 Meeting of the Steering Committee
11 participants

12/07 Meeting of the Steering Committee
9 participants

May-June 3 discussion workshops of thematic priorities for the Urban Agency and of municipalities needs

05/10 Seminar to introduce the Urban Agency
72 participants, including 56 Lebanese elected municipal officers, and municipal agents and police members

Scoping Study for a Lebanese Municipalities Training Center (CEFOM), 2019-2023

Municipalities are faced with a myriad of challenges from finding skilled elected officers and municipal agents, to their training, and recruitment in the case of the latter. There isn't a single training center to harmonize, organize and complement current national training offerings. To bring about a comprehensive, harmonized and lasting solution that would contribute towards building the capacities of municipalities is imperative, in particular to fight corruption and modernize the public sector and public finance management. This project is in line with the Protocol signed on 19 September 2019 between the French Ministry of Europe and Foreign Affairs, the Ministry in charge of relations of territorial authorities, the Lebanese Ministry of Interior and Municipalities, the President of CNFPT and the LMC President.



SCOPING STUDY FOR A LEBANESE MUNICIPALITIES TRAINING CENTER (CEFOM), 2019-2023

THEMES

LOCAL ADMINISTRATION



LOCAL GOVERNANCE



TRAINING



OBJECTIVES

To ensure harmonization, organization and capacity-building in municipalities, including the sustainability of current initiatives for training of elected officers and agents

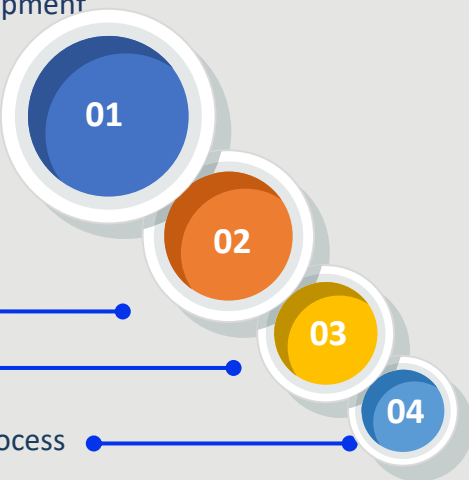
To guide public institutions and municipalities in the organization of municipal public services, an essential component of a dynamic, sustainable and balanced local development

To improve the quality of public service provision

To professionalize the performance of town councilors and municipal agents

To consolidate municipalities

To consolidate the decentralization process



IN PRACTICE

Main Steps

Scoping study of the institutional, financial and operational model of CEFOM

- Definition of an institutional, financial and operational model
- Design of training modules for CEFOM staff
- Support to strengthening of CEFOM

Definition of a national training plan and of course offering

- Design of a national training plan and of the institutional, financial and operational model
- National seminar to introduce the training plan
- Selection of course offering at CEFOM
- Training of new elected municipal officers
- Design of a modular training for municipal agents

SCOPING STUDY FOR A LEBANESE MUNICIPALITIES TRAINING CENTER (CEFOM), 2019-2023

IN FOCUS

Official launch of the CEFOM project

30/09/2021 - Lebanon

This seminar, which gathered 91 participants, including 40 Lebanese elected municipal officers and municipal agents, French and Lebanese partners, and a group of institutional, political, governmental, and international stakeholders, was organized to present and launch the CEFOM project.

The meeting was opened by Ms. Anne Grillo, French Ambassador to Lebanon, and Mr. Bassam Maoulaoui, Minister of Interior and Municipalities, who showed their support to the project and underscored the need to build the capacities of Lebanese municipalities through training.

French and Lebanese partners provided a technical presentation, with particular emphasis on the objectives and measures to be implemented.

Finally, the discussion at the roundtable, which gathered the Interim General Director of Local Authorities at the Ministry of Interior and Municipalities, representatives of the Financial Institute and the National School of Administration and Lebanese elected municipal officers, focused on the financial, technical and human resource challenges of Lebanese municipalities and the need to ensure a formal and consistent training of Lebanese elected municipal officers and municipal agents.

OUR PARTNERS



This project is supported by the Ministry of Interior and Municipalities



2021 TIMELINE

11/06 Meeting of the Technical Committee
8 Participants

05-14 /07 Visit of French partners to Lebanon

08/07 Workshop on the role and profession of elected officers
12 participants

09/07 Workshops on job cards with municipal agents
12 participants

12/07 Meeting of the Steering Committee

30/09 Official launch of the CEFOM project
91 participants, including 40 Lebanese elected municipal officers and municipal agents

29/09-02/10 Visit of French partners to Lebanon

2021 in pictures

We would like to thank our member municipalities and our partners worldwide, in particular in Lebanon, France and Catalonia, who did not only maintain, but even redoubled, their efforts within the framework of activities implemented in Lebanon, thereby reaffirming the relevance and usefulness of our work.

Bechir Odeimi

07

2021 IN PICTURES



2021 IN PICTURES



UNITED CITIES LEBANON
Technical Office of Lebanese Municipalities
Toufic Salem Street, Sakr Bldg., 3rd Floor
Ras El Nabeh, Damascus Road - Beirut – LEBANON
+961 1 649 900

contact@bt-villes.org

United Cities Lebanon/Technical Office of Lebanese Municipalities

Web: www.bt-villes.org

Facebook

www.linkedin.com/company/btvl



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Comité des Maires Libanais

United Cities Lebanon/Technical Office
of Lebanese Municipalities, Beirut
Toufic Salem Street, Sakr Bldg. (3rd
Floor)
Ras el Nabeh, Damascus Road, Beirut,
Lebanon
PO Box 16-5094 Beirut – Lebanon

Phone: + 961 1 649900
Fax.: Ext. 111
Mail: contact@bt-villes.org

Web: www.bt-villes.org
[Facebook](#)
www.linkedin.com/company/btvl