مشروع دعم قدرات البلديات اللبنانية في المواضيع الادارية والمالية



# "CAPACITY DEVELOPMENT FOR MUNICIPALITIES IN LEBANON ON GOOD LOCAL GOVERNANCE"

## FINAL REPORT

*MARCH 2017*
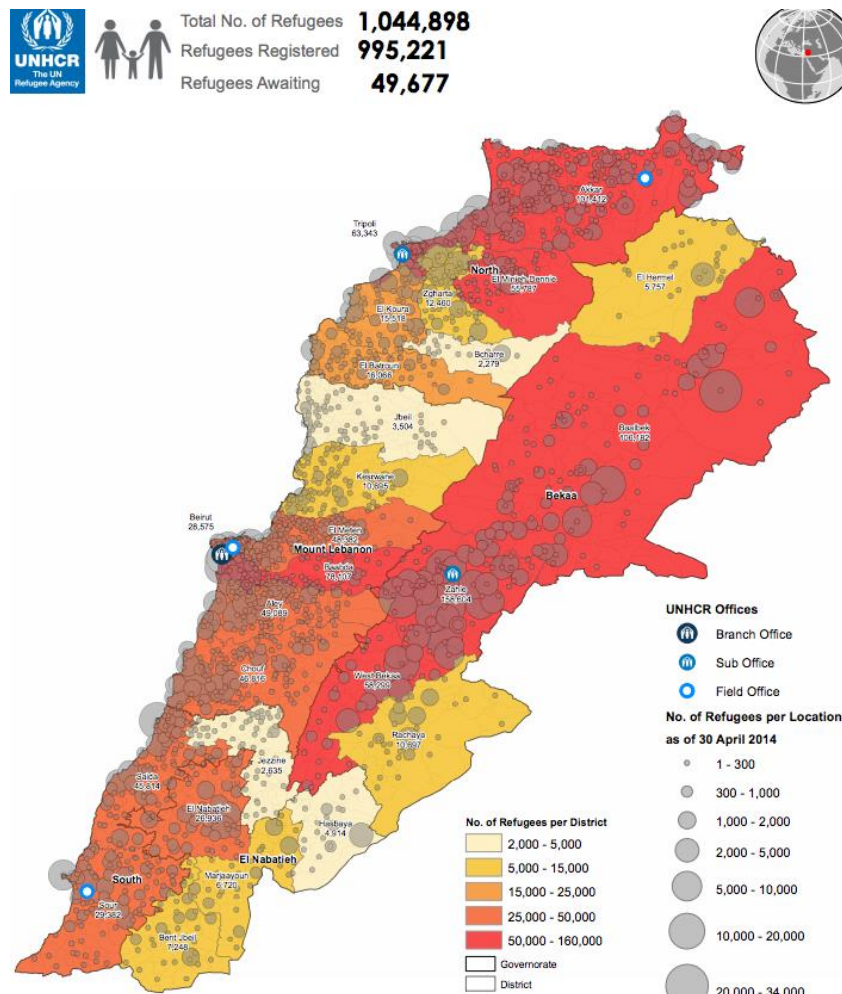
**Prepared by the Institut des Finances Basil Fuleihan**

## Contents

## I – PROJECT BRIEF

### 1- BACKGROUND

Statistics from International organizations show that Lebanon hosts more than 1.1 million displaced (UNHCR, 2015) due to the events in Syria and Iraq. This exodus, qualified as the biggest in the history of complex emergency situations, imposes a huge pressure on the municipal resources for two reasons: first, because Lebanon is amongst the most populated countries in the world (highest density), i.e. 400 inhabitants per square km (Trading Economics, 2015). Second, because the displaced are concentrated in the poorest and most vulnerable areas (80% of them are distributed in 80% of the poorest villages).

Five years into the crisis, vulnerable people and institutions have fewer resources to help them cope with the effects of the increasingly protracted displacement due to the dwindling assistance and limited opportunities for self-support.

Municipalities and Unions of Municipalities provide the main access point for work in these very sensitive environments; they know the needs of their citizens and they have the capacity to respond dynamically to any of the changes occurring in their local communities. However, in light of the current legal and organizational situation of municipalities, the matter of concern is their capacity to perform their local development role, to be an efficient partner in managing and containing crises and coping with their repercussions at the economic, social and environmental levels.

Hence, the Ministry of Interior and Municipalities and the Ministry of Social Affairs launched in November 2016 a Capacity Development project for municipalities in Lebanon on Good Local Governance, in collaboration with the UNDP and the Institute of Finance – Basil Fuleihan. The project aimed at supporting municipalities (mainly newly elected municipal members) to better manage their resources, namely their financial, human and organizational ones through the establishment of training workshops in which success stories were carefully studied.

## 2- OBJECTIVES AND MAIN COMPONENTS

The overall objective of this capacity development project is to enhance resilience and promote stability in the Lebanese municipalities facing the impact of the Syrian Crisis. The 300 municipalities targeted in the project were selected based on priorities determined by the Ministry of Social Affairs and the UNDP, under the LHSP Program (Lebanese Hosting communities Support Project).

More specifically, this project targeting mainly mayors and members of municipal councils was conceived to:

- Provide them with the knowledge and know-how of the municipal work, including the administrative and financial management principles stipulated by the Lebanese laws.
- Encourage them to learn from the success stories, and to set appropriate plans and projects, taking into consideration the situation in their municipalities and the sustainable development goals.
- Motivate them on performing their role as local public leaders and ensure citizens' participation in the various stages of local development process, starting with policy setting, passing by financial resources mobilization and ending with performance and implementation.
- Promote the culture of good local governance with special emphasis on transparency, accountability and value for public money.

- Make the information available on an electronic municipal resource center that allows continuous exchange of expertise, consultation, and sharing of success stories, providing the participants with means to maintain communication.

In this respect, three main components were implemented during the project:

- **27 Training Sessions** organized as two-day workshops in the different Lebanese regions for 300 municipalities.
- **IradaBaladiya.org**: the project's **Electronic Learning Platform**, ensuring its sustainability.
- **Data Collection and report** on the municipal work challenges and priorities.

This report will cover in more details each of the above mentioned outcomes as follows: the objective, the approach/methodology/structure and the achievements.

## 3- PROJECT MANAGEMENT

In order to guarantee a smooth and structured implementation of such an intense and challenging project, three committees were established:

- **The Steering Committee**
  - o Composed of the project's stakeholders: the Ministry of Interior and Municipalities represented by Dr Khalil Gebara, the Ministry of Social Affairs represented by Director General Judge Abdallah Ahmad and Ms. Suheir el Ghali, the UNDP represented by Mr. Raghed Assi and Ms. Marina LoGiudice and the Insitute of Finance-Basil Fuleihan represented by its president Ms. Lamia Moubayed Bissat.
  - o Guided and steered the project's implementation.
  - o Supported strategic decision-making and oversight of the project's progress.
  - o Convened three times during the project: for the kick-off, for the progress follow-up and for the presentation to the donors.

- **The Experts Committee**
  - o Composed of the project's experts.
  - o Set each component's priorities and roadmap and defined its strategy.
  - o Reviewed deliverables.
  - o Brain storming.
  - o Convened on weekly basis.

- **The Project Committee**
  - Composed of the implementation and execution team at the Institute of Finance.
  - Set project priorities, detailed work plan.
  - Set roles and responsibilities of the different contributors to the project.
  - Problem-solving.
  - Team management.
  - Sent weekly progress reports to the donors and to the steering committee.
  - Convened on weekly basis and whenever needed.

## II – TRAINING

### 1- TRAINING APPROACH

In designing and implementing the workshops, IOF adopted a participatory approach that took into account the diversity of needs and organizational capacities among the targeted municipalities, ensuring an involved consultation and a dialogue throughout the lifetime of the project.
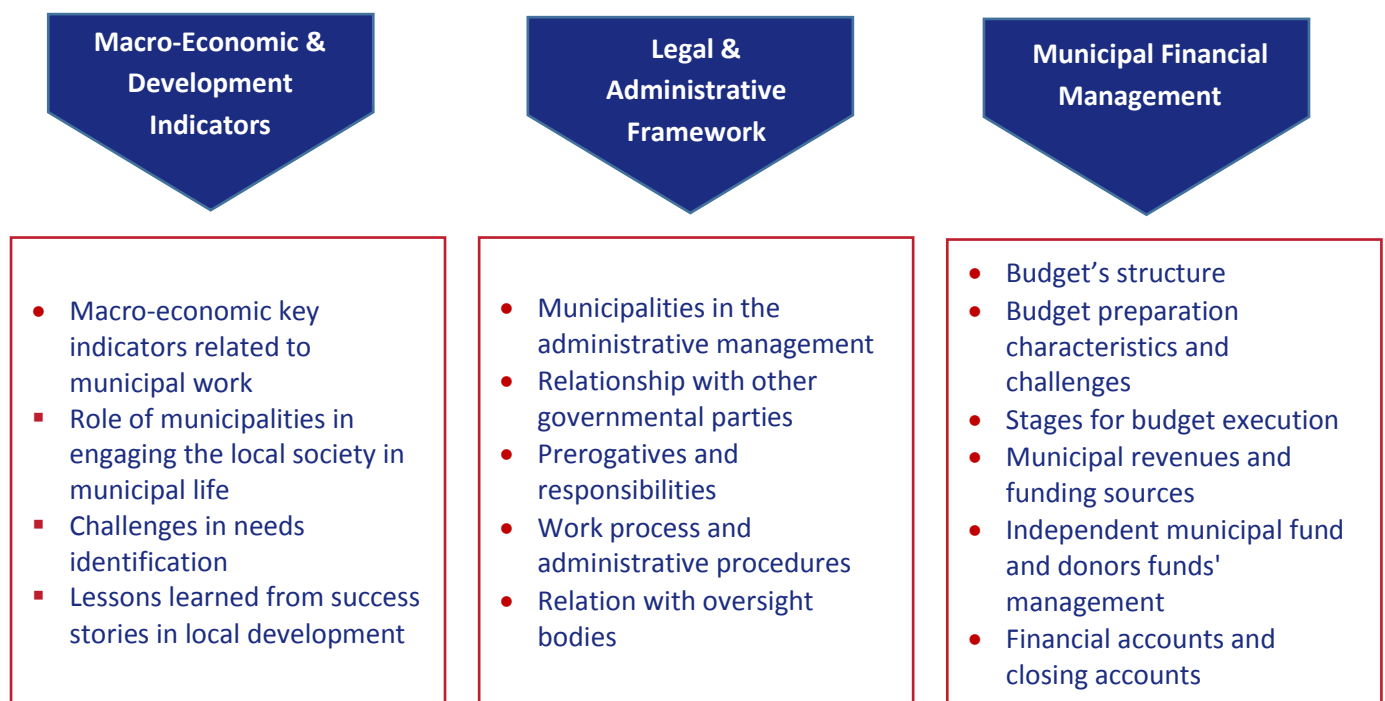
The training program was based on the knowledge, skills and expertise gleaned by IOF from years of field experience in building municipalities' capacities on good governance, financial management and local development in Lebanon.

Case studies of success stories from Lebanese municipalities complemented the training content. Participants were also invited to contribute to the exchange during and after the end of the program. There was also an internal evaluation of the training outcome that was designed (Pre/Post-test). It revolves around gathering the answers to a series of 12 questions that each participant provides before the start of the sessions and to gather the answers to these same questions at the end of the second day of training. This tool makes it possible for the project team to evaluate whether the training attained its set objectives or not. From the collected data, the learning process seemed to be efficient as in the post test, the right answers rate was higher by 18%.

IOF used innovative and creative capacity building models that were tailored in such a way to fit the Lebanese municipal context and included the methodology of Maps of Risks and Resources – MRR, promoted by the Lebanese Hosting Communities Support Project – LHSP under the supervision of the Ministry of Social Affairs.

## 2- TRAINING COMPONENT

Three main topics were pin pointed to be discussed with municipalities during the workshop. Municipal members need to know the key indicators of the Lebanese economy in which municipality can play a role; then they must own the legal and administrative tools of the municipal work and of course the public financial aspect of it.

**Macro-Economic & Development Indicators**

- Macro-economic key indicators related to municipal work
- Role of municipalities in engaging the local society in municipal life
- Challenges in needs identification
- Lessons learned from success stories in local development

**Legal & Administrative Framework**

- Municipalities in the administrative management
- Relationship with other governmental parties
- Prerogatives and responsibilities
- Work process and administrative procedures
- Relation with oversight bodies

**Municipal Financial Management**

- Budget's structure
- Budget preparation characteristics and challenges
- Stages for budget execution
- Municipal revenues and funding sources
- Independent municipal fund and donors funds' management
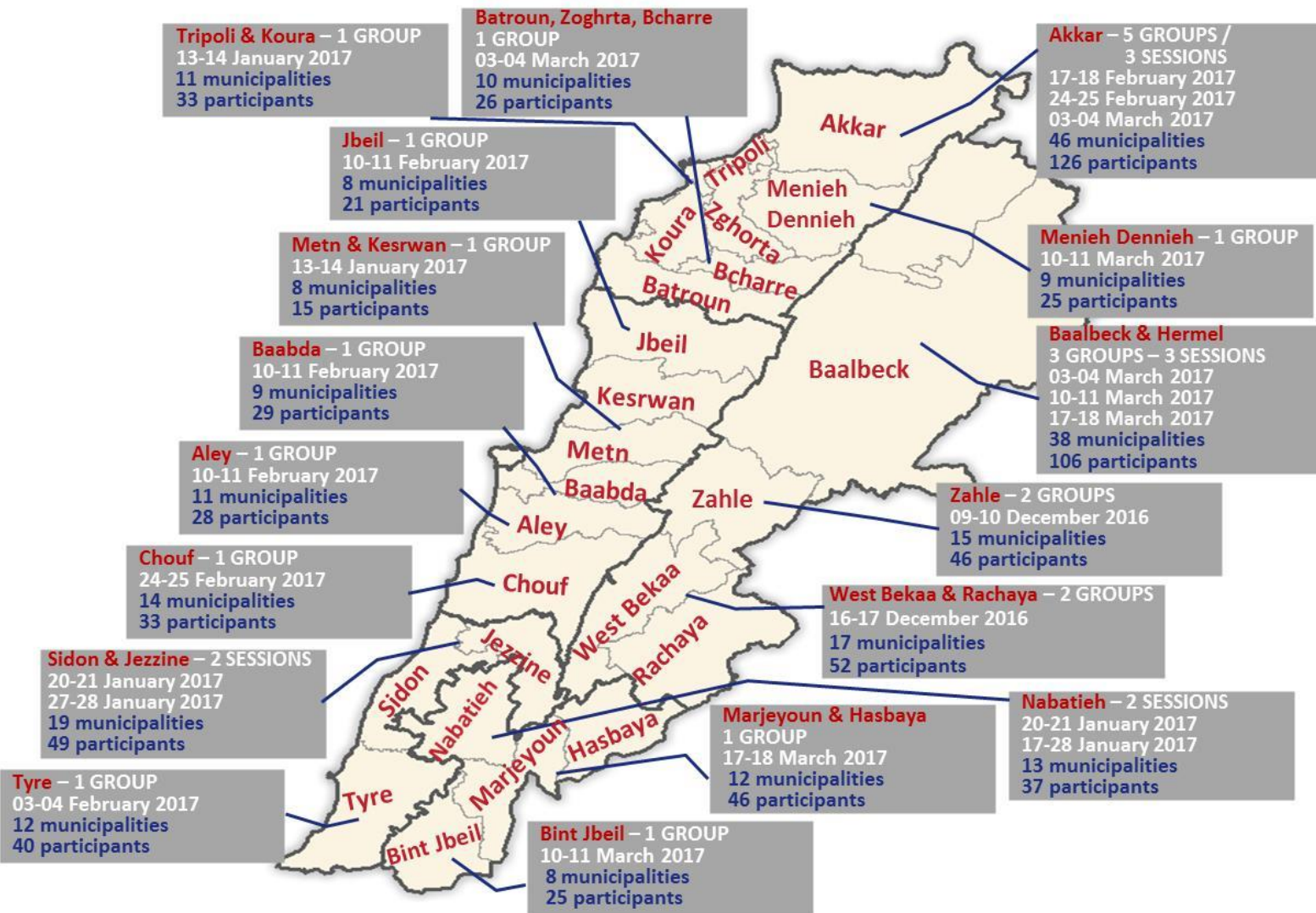- Financial accounts and closing accounts

The macro-economic and development curriculum was developed by the Consultation and Research Institute. The Legal, Administrative and Financial aspects of municipal work were developed by Judge Elie Maalouf in close collaboration with the training department at the Institute.

Arc-en-ciel, a Lebanese based non-profit organization, also participated in 12 training sessions, showcasing the success stories they have encountered in their work with municipalities especially regarding waste management.

## 3- GEOGRAPHICAL DISTRIBUTION

The training sessions started on December 9th, 2016 and ended on March 18, 2017, with only 12 weekends of sessions. On 4 occasions, there were three workshops taking place at the same time in faraway regions. The distribution was as follows:



**Tripoli & Koura** – 1 GROUP
13-14 January 2017
11 municipalities
33 participants

**Batroun, Zoghrta, Bcharre**
1 GROUP
03-04 March 2017
10 municipalities
26 participants

**Akkar** – 5 GROUPS /
3 SESSIONS
17-18 February 2017
24-25 February 2017
03-04 March 2017
46 municipalities
126 participants

**Jbeil** – 1 GROUP
10-11 February 2017
8 municipalities
21 participants

**Metn & Kesrwan** – 1 GROUP
13-14 January 2017
8 municipalities
15 participants

**Menieh Dennieh** – 1 GROUP
10-11 March 2017
9 municipalities
25 participants

**Baabda** – 1 GROUP
10-11 February 2017
9 municipalities
29 participants

**Baalbeck & Hermel**
3 GROUPS – 3 SESSIONS
03-04 March 2017
10-11 March 2017
17-18 March 2017
38 municipalities
106 participants

**Aley** – 1 GROUP
10-11 February 2017
11 municipalities
28 participants

**Zahle** – 2 GROUPS
09-10 December 2016
15 municipalities
46 participants

**Chouf** – 1 GROUP
24-25 February 2017
14 municipalities
33 participants

**West Bekaa & Rachaya** – 2 GROUPS
16-17 December 2016
17 municipalities
52 participants

**Sidon & Jezzine** – 2 SESSIONS
20-21 January 2017
27-28 January 2017
19 municipalities
49 participants

**Nabatieh** – 2 SESSIONS
20-21 January 2017
17-28 January 2017
13 municipalities
37 participants

**Marjeyoun & Hasbaya**
1 GROUP
17-18 March 2017
12 municipalities
46 participants

**Tyre** – 1 GROUP
03-04 February 2017
12 municipalities
40 participants

**Bint Jbeil** – 1 GROUP
10-11 March 2017
8 municipalities
25 participants

## 4- GENERAL OBSERVATIONS AND NUMBERS
   o **Number of covered municipalities**

The project initially targeted 300 municipalities all over the Lebanese regions dispatched over 27 training sessions. The selection of municipalities was done by MoSA based on the Maps of Risks and Resources (MRR) project the Ministry had initiated in 2013 in collaboration with the UNDP. The total number of municipalities that actually attended the training sessions is 260 and the list goes as follows.

**ZAHLE**
**Group 1&2**
1. Qabb Elias & Wadi - Ed Delm
2. Hay el Fikani
3. Fourzol
4. Zahle Maallaqa & Taanayel
5. Taalbaya
6. Saadnayel
7. Majdel Aanjar
8. Kfar Zabad
9. Ali el Nahri
10. Anjar
11. Bar Elias
12. Makse
13. Niha
14. Ain Kfar Zabad
15. Nabi Ayla

**TRIPOLI & KOURA**
**Group 5**
1. Mina
2. Tripoli
3. Kalamoun
4. Amioun
5. Enfeh
6. Kousba
7. Kafr Kahel
8. Btouratij
9. Kfar Hariz
10. Ras Maskah
11. Dedeh

**WEST BEKAA**
**Group 3**
1. Jib Jannine
2. Khirbet Qanafar
3. Machghara
4. Saouiri
5. Qaraaoun
6. Kefraya
7. Lala
8. Khiara

**METN & KESRWAN**
**Group 6**
1. Hemlaya
2. Choueir
3. Bourj Hammoud
4. Bouchrieh
5. Fanar
6. Hsein
7. Zaytoun
8. Mayrouba

**TYRE**
**Group 11**
1. Borj El Chamali
2. Maaroub
3. Saddiqine
4. Maarakeh
5. Srifa
6. Tayr Debba
7. Tayr Falsay
8. Ain Baal
9. Bazouriyeh
10. Aaytit
11. Qlaileh
12. Barish

**NABATIEH**
**Group 7 & 9**
1. Choukine
2. Kfar Tebnit
3. Nabatieh Fawka
4. Zefta
5. Kfar Remman
6. Doueir
7. Ansar
8. Ksaybeh
9. Nabatieh
10. Zebdine
11. Habbouche
12. Mayfadoun
13. Kaakiyeh el Jisr

**CHOUF**
**Group 19**
1. Rmeilet el Chouf
2. Jiyeh
3. Barja
4. Baasir
5. Dahr el Meghara
6. Dalhoun
7. Amatour
8. Chhim
9. Ketermaya
10. Jdeidet el Chouf
11. Kfar Nabrakh
12. Baakline
13. Mazboud
14. Sibline

**SAIDA & JEZZINE**
**Group 8 & 10**
1. Haret Saida
2. Insarieh
3. Saksakieh
4. Kharayeb Saida
5. Abra
6. Lebaa
7. Roum
8. Jezzine
9. Maghdouche
10. Kakieh al Sanawbar
11. Tefehta
12. Ankoun
13. Krieh
14. Bissarieh
15. Ghazieh
16. Sarafand
17. Addousieh
18. Kfar Melki
19. Benwati

**WEST BEKAA & RACHAYA**
**Group 4**
1. Dahr El Ahmar
2. Mdoukha
3. Khirbet Rouha
4. Rachaya al Wadi
5. Kfar Dinis
6. Ghazzeh
7. Marj
8. Kamed El Laouz
9. Rawda

**BAABDA**
**Group 12**
1. Hammana
2. Ghobeiry
3. Furn el Chebbak
4. Falougha
5. Chiyah
6. Hazmieh
7. Burj el Barajneh
8. Haret Hreik
9. Mreije

**ALEY & ZAHLE**
**Group 13**
1. Mansouriet Bhamdoun
2. Choueifat
3. Baawarta
4. Remhala
5. Sawfar
6. Kayfoun
7. Chartoun
8. Abey
9. Baysour
10. Kfar Matta
11. Aley

**BYBLOS**
**Group 14**
1. Halat
2. Monsef
3. Al Hsoun
4. Ehmej
5. Elmate
6. Jeddayel
7. Hesrayel
8. Jbeil

## AKKAR
### Group 15 & 16
1. Sahleh
2. Khat el Petrole
3. Kaniyeh
4. Akkar el Atiqa
5. Kfartoun
6. Machta Hammoud
7. Qobeiyat
8. Mhammara
9. Mechmech
10. Rahbe
11. Bira
12. Minyara
13. Hrar
14. Tekrite
15. Kherbet Daoud

## Baalbek
### Group 22
1. Brital
2. Baalbek
3. Nabi Chit
4. Ersal
5. Hosh Barada
6. Majdaloun
7. Saadiyeh
8. Kaa Baalbek
9. Tolya
10. Douress
11. Hosh Rafka
12. Bednayel
13. Deir Ahmar
14. Eiat

## AKKAR
### Group 17 & 18
1. Akroum
2. Al Kantara
3. Minjiz
4. Tal Bira
5. Bani Sakhr
6. El Haycheh
7. Rama
8. Mkayble
9. Al Amayer
10. Wadi Khaled
11. Machta Hassan
12. Fnaydek
13. El Hissa
14. Kebeit

## Menieh - Donnieh
### Group 23
1. Zouk Behnine
2. Izal
3. Mankoubine Wadi Nahle
4. Menieh
5. Sir el Donnieh
6. Bakhoun
7. Bekaa Sefrine
8. Deir Ammar
9. Bedawi

## AKKAR
### Group 20
1. Tal Abbas al Charki
2. Qlayaat Akkar
3. Qwashra
4. Jdeidet el Kaytaa
5. Massoudiyeh
6. Koweikhat
7. Ebbet al Chamra
8. Tal Abbas al Gharbi
9. Tal Meyan
10. Khoraybet al Jundi
11. Deir Dalloum
12. Tlal
13. Mechha
14. Al Fard
15. Bebnine
16. Al Awadeh
17. Halba

## Bint Jbeil
### Group 25
1. Aytaroun
2. Rmeich
3. Bint Jbeil
4. Aynata
5. Tebnine
6. Safad el Battikh
7. Kalaway
8. Jmayjmeh

## BATROUN – ZGHARTA - BCHARRE
### Group 21
1. Batroun
2. Tannourine
3. Zgharta
4. Miryata
5. Chekka
6. Kfar Abida
7. Kfar Halda
8. Chobtine
9. Bcharre
10. El Heri

## Baalbek
### Group 24
1. Chaat
2. Temnine el Fawqa
3. Younine
4. El Fekha
5. Temnine el Tahta
6. Al Ain
7. Kasrneba
8. Labweh
9. Bouday
10. Hadath Baalbek
11. Taraya
12. Rass Baalbek el Sahel
13. Hosh Tal Safia
14. Chmestar

## MARHEYOUN - HASBAYA
### Group 26
1. Chebaa
2. Hbarieh
3. Hasbaya
4. Wezzani
5. Khyam
6. Jdeidet Marjeyoun
7. Klayaa
8. Kfar Kila
9. Majdel Selem
10. Deir Mimas
11. Ibl al Saki
12. Kfar Hamam

## HERMEL
### Group 27
1. Khraybeh
2. Hezzine
3. Hawr Taala
4. El Nahle
5. Ansar
6. Bechwat
7. Chlifa
8. Kdam
9. Qasr
10. Hermel

o **Trainers and Coordinators**

IoF have selected 20 high caliber trainers to run the workshops and ensure the delivery of high quality training sessions, and validated the list with the steering committee. Since the approach was a participatory one, the trainers made sure to provide time for discussions and Q&A's in all sessions, giving the opportunity for mayors and municipal members to share their experiences and to display their major concerns and the main challenges they face on the ground.

The trainers along with 12 coordinators from IoF and the project team worked closely to ensure the success of the workshops, by cooperating with one another and with the participants. They managed to foster a professional and open environment crucial for effective capacity development and for building a solid network amongst municipalities.

The teams also involved the area coordinators of MoIM and MoSA, and field coordinators from MoSA who helped in reporting the frequently asked questions by the participants, thus facilitating the gathering of the main challenges.

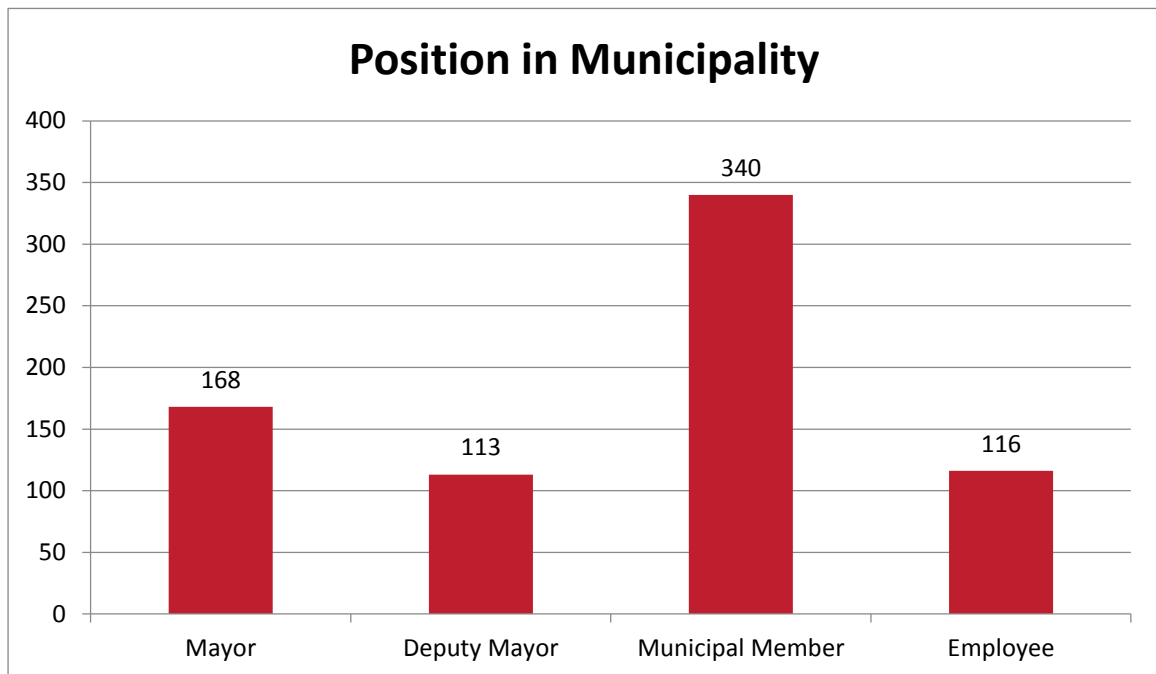| Trainers | Topic |
|---|---|
| Judge Wassim Bou Saad<br>Mr. Fadi Barhouch<br>Judge Elie Maalouf<br>Judge Faisal Makki<br>Judge Bassam Wehbe | Financial & Legal |
| Mr. Alexandre Ammar<br>Dr. Hassan Hamdan<br>Dr. Kamal Hamdan<br>Dr. Ali Moussawi | Local Development and Macro-Economic |
| Mr. Ghassan Baydoun<br>Mr. Jean Elliye<br>Mr. Roger Lahoud<br>Ms. Norma Nseir | Financial |
| Mr. Abdallah Abdel Wahab<br>Mr. Hadi el Dik<br>Mr. Rabih Kays<br>Judge Tarek el Majzoub<br>Mr. Chadi Nachabi<br>Mr. Ahmad Rajab<br>Dr. Houwaida Turk | Legal |

o **General Statistics**

Participation

During 3 months of workshops: **737** mayor, municipal member and municipal employee have participated in the training sessions, of which **70** female participants i.e**. 9.5%** of total participation.

Given the fact that women municipal members account for only 6% of municipal councils in Lebanon, it is clear that the IoF coordinators highlighted the importance of the female participation in the sessions during the invitation and confirmation calls; thus making it possible to gather around 10% of total participation. They highly participated, interacted and made it a point to voice their belief in a brighter future for women in municipal work.

Position in the municipality



The participation of mayors was remarkable as their represent almost 23% of the total participants. This shows the high interest given to such capacity building professional workshops.

The project was mainly targeting municipal councils. However, mayors have expressed the need for the employees in their municipalities to undergo such trainings since employees are the core long-term human resource available. Hence, they were welcomed to participate alongside the municipal members and attained 15.7% of total participation.

Satisfaction Rate

The satisfaction rate from the training sessions was remarkably high. More than 99% were satisfied at the least and around 45% were extremely satisfied.

## Training Satisfaction



- 0.19%
- 0.56%
- 8.41%
- 44.11%
- 46.73%

Legend:
- ■ Not Satisfied at all
- ■ Not Satisfied
- ■ Satisfied
- ■ Very Satisfied
- ■ Extremely Satisfied

## 5- TRAINING EVALUATION

o **Trainers' point of view**

The trainers, with no exception, were highly pleased with the number of participants and their high level of interaction. They insisted on the participants' eagerness to learn and to engage with them and with one another.

The comments below represent the global opinion of the 20 trainers on the training content, organization and future steps:

Strengths

- Make the newly elected municipal council members aware of their prerogatives and responsibilities and rights. The role of the mayor and his relationship to the members were clarified.
- Engaging participatory approach through discussions, case studies and tests.
- Many misconceptions regarding the administrative and financial management were corrected. The interaction within the session highly benefitted the participants.
- Decentralized training sessions in the Lebanese regions made it possible for the participants to be motivated and to engage.
- It was possible to showcase the need for a more long-term and sustainable training agenda in order to develop the municipalities' skills.

- Introduce the participants to their duties towards their local community mainly by focusing on participatory local development projects and by involving them in the decision making process.
- It was a real opportunity for the participants to exchange success stories, discuss common challenges and to start building a network amongst the municipalities.
- The covered municipalities got the chance to realize that there are public institutions, ministries and international organization actually interested in developing their capacities and advocating for their essential role in local development.

Weaknesses

- The timeline for the preparation of the material was short to not mention the extremely challenging timeline for the implementation of the training sessions (12 weekends for 27 sessions).
- In some regions and some training sessions, the number of participants was quite low compared to the actually invited municipalities. Some highlighted the fact that the training started on a Friday and that the municipal members have work.
- A substantive number of municipal employees attended the sessions; the target audience was not always respected.
- The time dedicated to the financial management aspects of municipal work was often too narrow.
- Lack of templates and examples.

Topics requiring further training:

- In-depth focus on financial management: budgeting, tax collection and modalities of expenditures/spending.
- Highlighting the importance of municipalities working together, notably smaller ones and focusing on creating groups.
- In-depth focus on the work methods within the municipal council, developing leadership and conflict resolution.
- Introduce them to the procedures, mechanisms and execution of public procurement.
- Relay the benefits of including the local community in the local development project and showcasing the transparency of the budget and of the spending.

  o **Trainees' point of view**

The detailed summary of the trainees' evaluations of the program are displayed in the annexes. Nonetheless, a caption of the most important observations is worth mentioning.

Evaluations

- *General evaluation of the training material*: the participants were mostly satisfied with the material – 67.29% with high satisfaction.
- *Meeting the expectations and objectives of the training*: participants have expressed that the objectives were mostly met – 74.39% with high satisfaction.

- *Trainers' 360 evaluation:* it seemed clear the participants were impressed by the quality of the trainers and the answers they provided since 95.51% rated with high satisfaction regarding the knowledge of the trainers on the training material. It is also crucial to note that 82.24% of them had a high satisfaction on the answers the trainers provided to the questions asked.
- *Efficiency of used methods and approach*: participants were pleased with the matching between the topics discussed and their needs as they perceived it with a high satisfaction rate of 75%.
- *Training content and methodology*: interactive methods were highly appreciated by the participants – 77% of high satisfaction
- *Building a network amongst municipalities*: it was a real opportunity for different municipalities to exchange and share knowledge and contacts (62.43% with high satisfaction). However participants wished there a longer term action plan to building the network. They were pleased to hear about the platform.

60.37% had a high belief that it was possible to implement what they have learned in their work within the municipality. They were hopeful.

Topics requiring further training:

The topics shared by the trainees are similar to the ones suggested by the trainers, thus showing a real synchronization between the needs of the participants and the methodology of the training in whole.

## 6- EXPERTS REPORT

In conclusion of the training sessions, an experts' report was initiated based on the trainers' feedback submitted after each workshop.
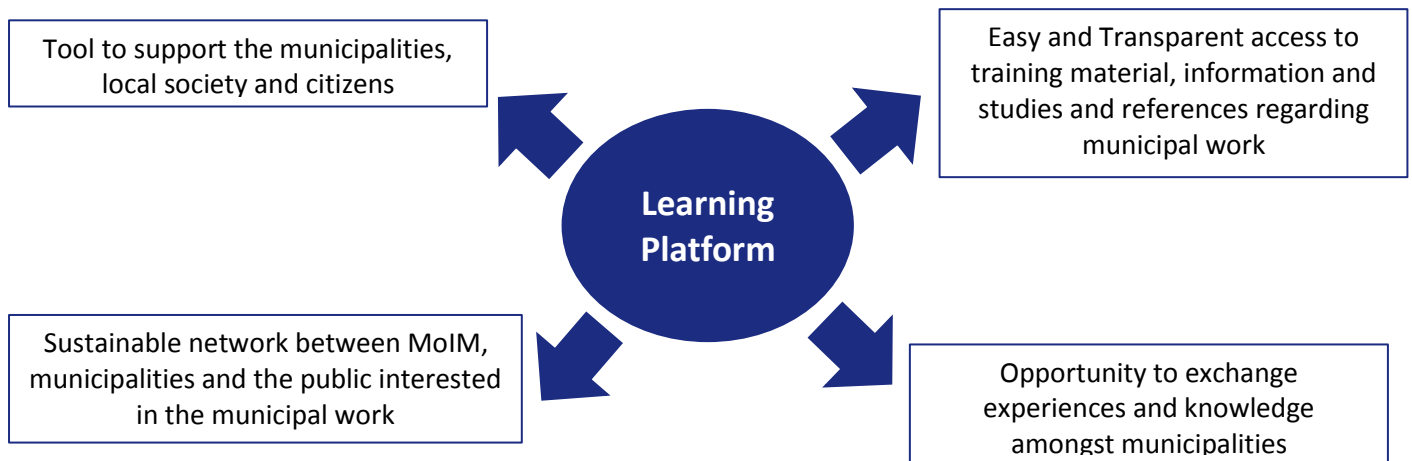
Given the experience within Irada Baladiya, this report characterizes the challenges and obstacles currently faced by the municipalities on the field, especially on the administrative and financial levels. A series of suggested solutions are provided taking into consideration their application on the short-term and on the medium-term whether through specific regulatory measures or legislative amendments or the issuance of advisory opinions.

This report is a hands-on roadmap destined to decision makers in the government and can be a basis for more global action plans.

## III – LEARNING PLATFORM

### 1- OBJECTIVES

The Learning platform was conceived to make available to the mayors, deputy mayors, municipal council members, citizens and people concerned with municipal work an electronic resource centre that will be available through internet and smartphones www.IradaBaladiya.org. The platform is thus insuring the sustainability of the project and of the learning process.

Tool to support the municipalities, local society and citizens

Easy and Transparent access to training material, information and studies and references regarding municipal work

**Learning Platform**

Sustainable network between MoIM, municipalities and the public interested in the municipal work

Opportunity to exchange experiences and knowledge amongst municipalities

### 2- STRUCTURE

Iradabaladiya.org contains four main sections:

- **The training module** covers the content of the training sessions delivered all over Lebanon. It was adapted to in e-learning mode in which one can access the information through PowerPoint, voice over (audio) and video presentations.

- **The WikiFAQs** is not only a space where users can find answers to the most frequently asked questions gathered during the sessions, it also is an interactive tool to discuss challenges common to municipalities and to share success stories.

- **Assessments** allowing all users to regularly evaluate their knowledge through quizzes, tests ('Did you know?'), Do's and Don'ts.

- **The SWOT Analysis per region** displays through video animatic, the fact sheets prepared for each region in which workshops had been delivered. It contains their main strengths, weaknesses, opportunities and threats but also presents some initial solutions aiming at using these strengths and opportunities to activate local economy.

This platform's content design was developed by Mr. Rabih Haddad, a digital communication expert in close collaboration with the project team and executed by Tabshoura.

# IV – DATA COLLECTION AND REPORTING
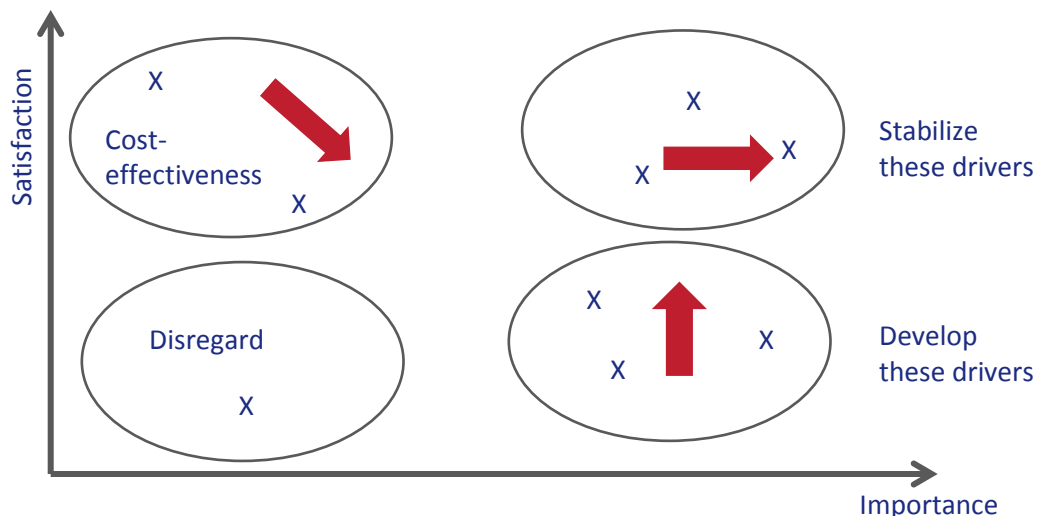
## 1- OBJECTIVES

In parallel to the training program, a field survey regarding the main obstacles and challenges of the municipal reality took place. Each participating municipality have filled in two questionnaires showing the current members approach towards the elements hindering the local development of each municipality and the major administrative and financial obstacles affecting their work performance.

These information and questionnaires contributed in preparing a statistical study showing the municipal orientations and needs on medium term and in defining public policies.

The study lays out the urgent trends for local development strategies and recommends for the potential policy modifications but also helps in designing effective future trainings addressing the highlighted weaknesses.
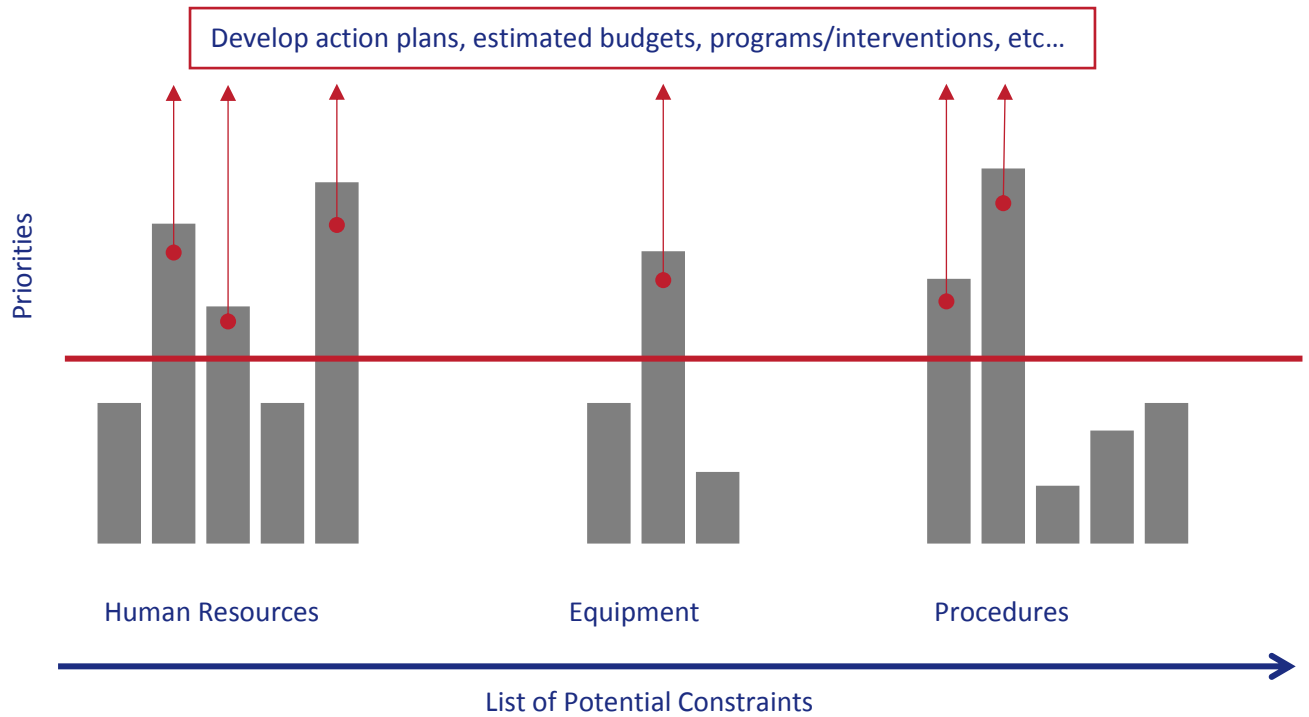
## 2- STRUCTURE

Part 1: Perception of municipalities on development drivers.



X: development drivers (e.g. agriculture, industry, planning)

Part 2: Perception of municipalities on operational and institutional constraints.
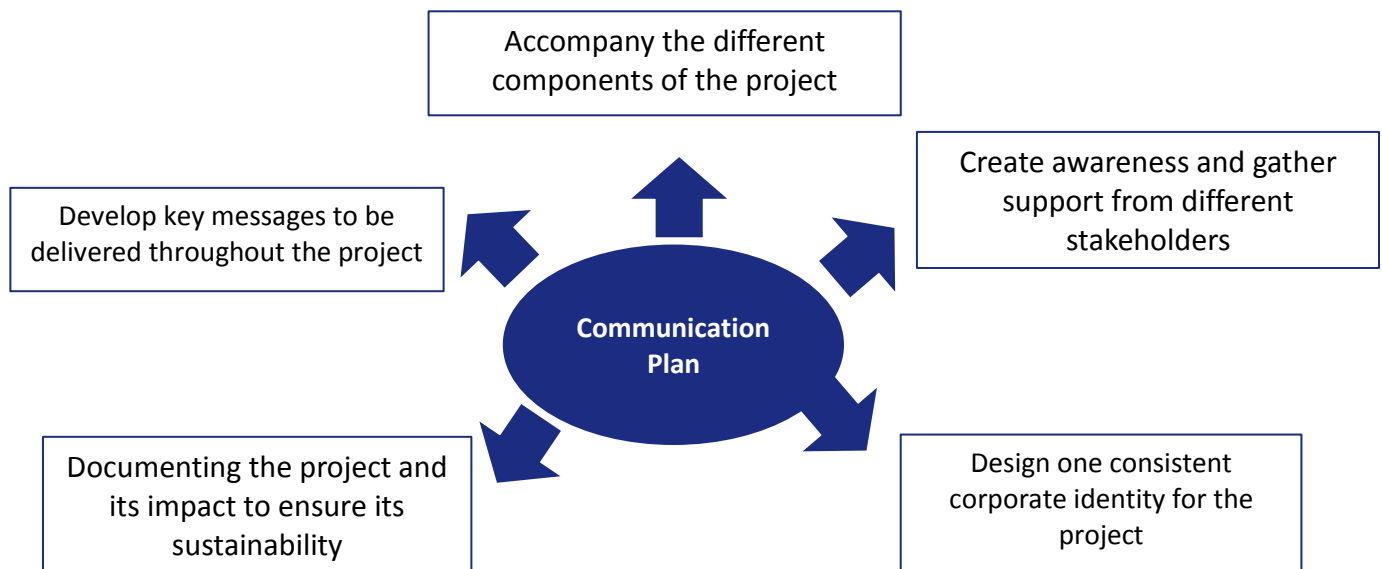


Part 3: Analysis of the data according to main factors such as:
- o Big vs. Small municipalities
- o Urban vs. Rural location
- o 4 to 5 clusters of municipality facing the same concerns or same challenges when it comes to local development planning

## V – VISIBILITY, MEDIA AND COMMUNICATION

### 1- OBJECTIVES

The communication strategy aimed at accompanying the different components of the project in order to ensure the proper awareness and support.



### 2- ACTIONS IMPLEMENTED

o **Project Identity**

The project being composed of different components and its sustainability being ensured by the platform, it was crucial to have a specific corporate identity for the project, independent of the 4 main stakeholders involved (MoIM, MoSA, IoF and UNDP).

Thus, the name **IRADA BALADIYA** was created with its own logo and color identity that were used on all the project material and during media interventions.

    o  **Media Coverage**

Several TV and radio interviews were organized in order to create awareness about the project and to emphasize on the municipalities' needs for a more sustainable approach on training projects.

| Radio | Show | Interviewee | Date |
|---|---|---|---|
| **Voice of Lebanon** | "Nokta Al Sater" Nawal Lich | Lamia Moubayed Bissat Fadi Barhouch | 31-Jan-17 |
| **Voice of Lebanon** | "Balda Baladiya" Rebecca Abou Nader | Lamia Moubayed Bissat Fadi Barhouch Wissam Ahwach | 06-Feb-17 |
| **Radio Orient** | "Mahattat" Dr. Hady Jubeily | Raghed Assi Jinane Doueihy Ali Moussawi | 15-Feb-17 |
| TV | Show | Interviewee | Date |
| **MTV** | "Roghm Kil Chi/News" Maurice Matta | Lamia Moubayed Bissat | 05-Mar-17 |
| **LBC** | "Naharkom Said" Bassam Abou Zeid | Lamia Moubayed Bissat Houweida el Turk | 09-Mar-17 |
| **Tele Lumiere** | Live morning show Christine Maalouf | Lamia Moubayed Bissat | 01-Mar-17 |

    o  **Press Coverage**

Online and written press articles accompanied the two-day workshops in the different regions of Lebanon through weekly press releases (national news agency) and specific interviews.

The specific interviews were conducted with mayors, participants and the project team (see table below).

| Media | Date |
|---|---|
| **Lebanon Debate** | 16-Jan-17 |
| **Al Shamal** | 05-Feb-17 |
| **Lebanese Quora** | 21-Feb-17 |
| **NNA - Akkar** | 27-Feb-17 |
| **NNA - Batroun** | 04-Feb-17 |

o **Social Media Coverage**

The 27 training sessions' launchings were announced on the IoF website and covered by social media posts (Facebook and Twitter). They were supported by posts from trainers and participants. They included photos from the different workshops.

o **Documentary**

Two documentaries were filmed for the project.

The first one covers the project itself i.e. objectives, training figures, participants' experience within their municipalities and during the sessions and interviews with the four main stakeholders.

The second one documents the impacts of the displacement crisis on the most vulnerable areas through an in-depth analysis of the daily challenges facing municipalities in these regions regarding education, environment, healthcare, social cohesion and employment.

# VI – LESSONS LEARNED AND RECOMMENDATIONS

## 1- LESSONS LEARNED

The project is the first of its kind since it was born out of cooperation between two ministries (MoIM and MoSA) and implemented also by a public institution (IoF) and not a private company or NGO. The degree of professionalism that was displayed during the project brings a lot of hope and assurance for future collaboration.

Throughout the 4 months project period, the lessons learned that may promote the work of municipal councils can be outlined as follows:

o Necessity of introducing the newly elected municipal councils and mayors to their prerogatives in details and of guiding them on public financial management.
o To build on the experience of networking amongst municipalities, participants and trainers during training sessions in order to create a decentralized solid community capable of sharing success stories, knowledge and cooperating with one another.
o Importance of decentralized training sessions.
o Importance of selecting high profile trainers running the workshops especially in such an interactive environment where answers to the participants' questions must be sharp. Something our team succeeded in doing.
o To give more time for implementing such a challenging and interesting project.
o To be prepared to face a heterogeneous target audience, given the difference in the educational background, the professional background, the age etc.
o Necessity of grouping the municipalities in a more effective way since there is a risk of big municipalities shadowing small municipalities. The selection can be done based on municipal unions for example, or common interests/projects (e.g. basin versant).
o Most of the participants were willing and eager to complete the program in subsequent steps.

Irada Baladiya project came in continuity of the national Capacity Development Program for Municipalities on Good Local Governance launched by UNDP following the municipal elections in 2010 and that IoF also participated in. Some of the lessons learned are quite the same, 6 years later. However, during this project, an electronic platform was conceived, an experts' report showcasing an action plan destined to decision-makers in the government and a study on needs, challenges and concerns of municipalities are being finalized thus making it possible to design trainings tailored to their needs. These were the real added value of this project.

During the implementation phase, we have encountered some municipalities that were also invited to participate in a similar workshop funded by other international donors. It seems crucial to coordinate with international organizations, institutions and donors in order to gain in efficiency and to join forces.

## 2- RECOMMENDATIONS

After a challenging, enriching and intense experience on this project, IoF's project team recommends that one or more of the following follow-up activities/tracks are implemented:

o Make this type of introductory training mandatory for every newly elected municipal member in the first year after election.

o To generalize the workshop on all municipalities and to include municipal employees in it as they represent the base of continuity on the long run.

o Develop more specific in-depth workshops especially on the financial management and the legal and administrative aspects targeting the same audience, given their feedback.

o Take into account the outcomes of the study on municipal challenges done within the project in designing tailored trainings responding to common needs in each group of municipalities (cf. Data Collection and Reporting).

o Ensure the sustainability of the Platform through on-going updating of the material and content and by following upon the forums and FAQ's, thus fostering a real community for municipal work.

o Raise awareness of municipal members on the importance of transparent and effective administration seen as an opportunity to increase their legitimacy and strengthen their credibility. This can be achieved through local councils, conferences and sharing of success stories from outside of Lebanon.

In conclusion, participants were mostly responsive and very eager to learn about municipal work notably in administrative and financial management. They showed their interest in the continuity of such high caliber trainings and in joining the Learning Platform. They also expressed a very high rate of satisfaction (90% were very satisfied).

This project brought a real added value and its sustainability should be ensured.