



# Capacity Development Project for Municipalities in Lebanon on Good Local Governance



Kingdom of the Netherlands

## 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).

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.

The Ministry of Interior and Municipalities and the Ministry of Social Affairs have launched 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 aims at supporting municipalities to better manage their resources, namely their financial, human and organizational ones.

## Duration

December 2016 through March 2017.

## Who does the project target?

- The mayors
- The deputy mayors
- The members of municipal councils, namely those newly elected for the first time in 2016
- Citizens and civil society interested in public matters and in particular municipal work.

## Objectives

- To provide the participants with the knowledge and know-how of the municipal work, including the administrative and financial management principles stipulated by the Lebanese laws.
- To encourage the participants 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.
- To 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.
- To promote the culture of good local governance with special emphasis on transparency, accountability and value for public money.
- To 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.



## Training

The project is conducted through the organization of 27 two-day workshops (around 12 training hours) for the most vulnerable Lebanese municipalities. The targeted municipalities were selected based on priorities determined by the UNDP. They are distributed over the geographical areas that are considered amongst the most prone to pressure because of the displaced crisis.

### Methodology

Training sessions are based on municipal practical case studies. To support these discussions, a comprehensive training file including training material, legal texts, forms, case studies and examples is distributed to participants for reference.

The sessions are based on a participatory approach allowing the exchange of experiences and encouraging participants to communicate with one another, to propose innovative ideas and to use the digital applications, guaranteeing the continuity of the training.

### Content

#### Axis 1: Municipal Local Development Work

- Local development challenges in municipal work and its priorities
- Regional overview: statistical information and data
- Reading indicators: municipal work and its place in the Lebanese economy
- Lessons learned from success stories in local development: challenges and solutions

#### Axis 2: Administrative and legal framework of municipal work

- Role of municipalities in the administrative management and their relationship with the governmental parties
- Work process and administrative procedures in municipalities
- Relation of municipalities with oversight bodies
- Role of municipalities in strengthening the participation of the local community
- Council prerogatives and responsibilities

#### Axis 3: Financial management of municipalities

- Municipalities' budget 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

## Study on the municipal work challenges and priorities

In parallel to the training program, a field survey regarding the main obstacles and challenges of the municipal reality is taking place. Questionnaires will be 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 will contribute in preparing a statistical study showing the municipal orientations and needs on medium term and will contribute in defining public policies.

## Electronic Learning Platform

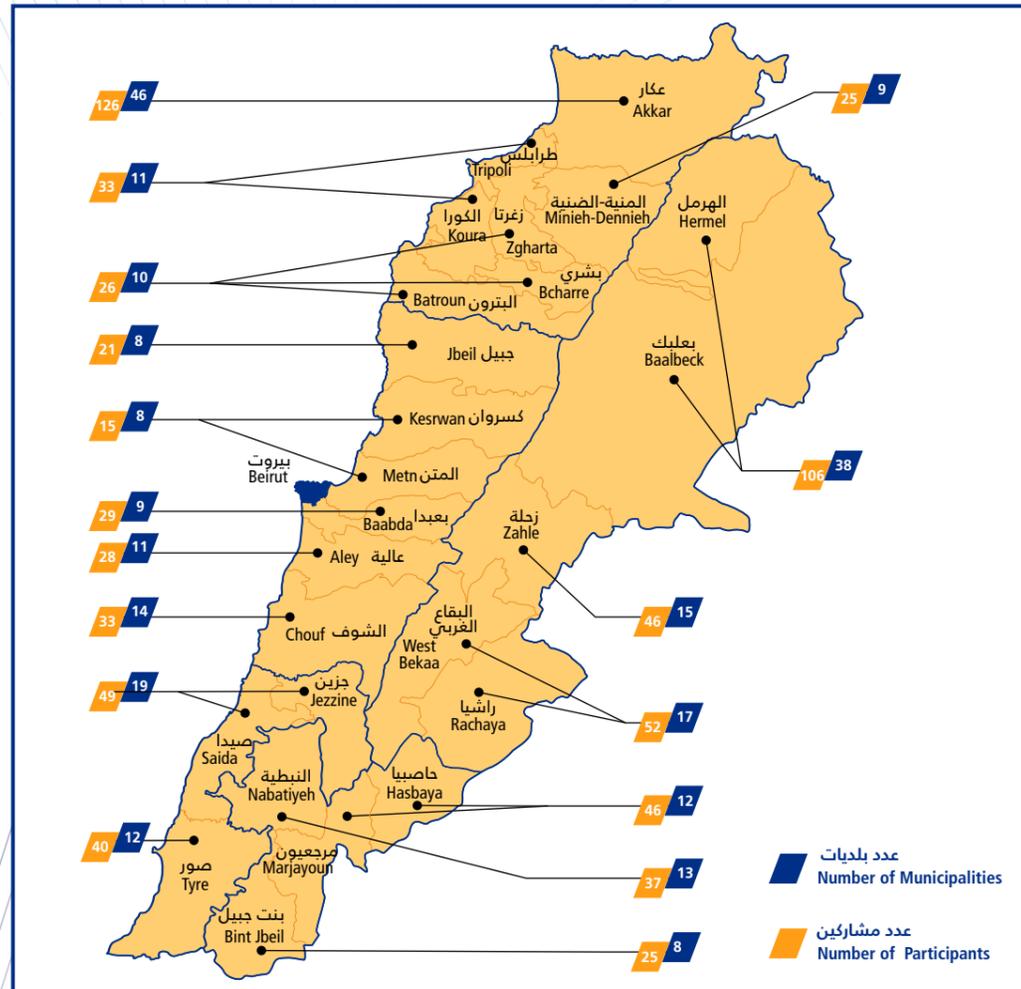
In order to ensure the sustainability and the wide spread reach of the Capacity Development project for Municipalities, namely in administrative and financial aspects, the project will make available to the mayors, deputy mayors, municipal council members, citizens and people concerned with municipal work an electronic resource center that will be available through internet and smartphones [www.iradabaladiya.org](http://www.iradabaladiya.org).

This learning platform provides a real opportunity to exchange experiences and knowledge and guarantees the continuity of the training by allowing the participants to access all the training material, the references and information in a user-friendly way.

It also allows all users to regularly assess their knowledge through video presentations, quizzes and tests and to discuss challenges common to municipalities through interactive tools and forums managed by judges and specialists.



## Geographical scope

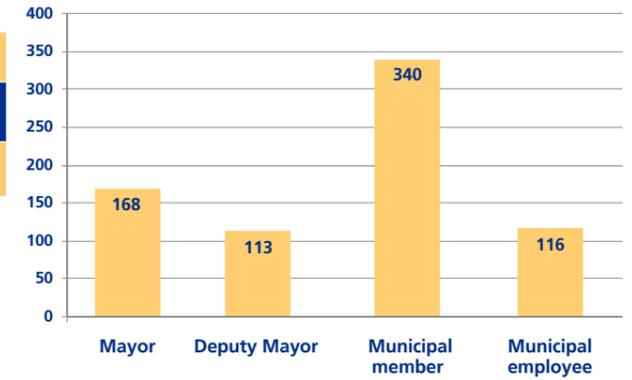


## Training in numbers

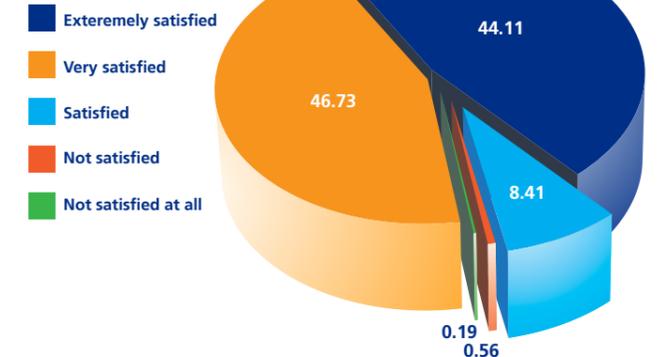
### Participation

Number of participants	737
Number of municipalities	260
Number of female participants	70

### Position within the municipality



### Overall satisfaction rate



## Partners



### The Ministry of Interior and Municipalities

It is concerned with the internal Lebanese affairs from preparation, coordination and implementation of policies, ensuring order and security and overseeing the Governorates (Mouhafaza) and Districts (Cazas), municipalities, Unions of Municipalities, the Independent Municipal Fund, the elected officials (Moukhtars), the elected official Councils and all other elected or appointed councils, villages, localities, parties and associations; it also handles the affairs related to personal status, refugees, civil defence, vehicles and traffic.

[www.moim.gov.lb](http://www.moim.gov.lb)



### The Ministry of Social Affairs

It is involved in the execution of new strategies for social action based on the contemporary concept of human development that focuses on social responsibility and that considers the human being as the center of the development process and its objective. This can be achieved by responding to the basic needs of the most vulnerable categories, decentralizing the social development work, developing the different geographical areas equally, and working in partnership between the public and civil sectors, on all levels.

[www.socialaffairs.gov.lb](http://www.socialaffairs.gov.lb)



### Institute of Finance – Basil Fuleihan

It is the training and documentation agency of the Lebanese Ministry of Finance. It is a specialized center of excellence that contributes in national capacity building, in public financial management and modernization of state. The institute offers training and technical cooperation services; it publishes specialized reports and guides for citizens. It manages a documentation center and a financial library that facilitates the access of citizens to information. It also provides youth with awareness and education activities in the financial and economic fields.

[www.institutdesfinances.gov.lb](http://www.institutdesfinances.gov.lb)



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### The United Nations Development Fund

UNDP is the global development network of the United Nations. It seeks change, and exchange of knowledge, expertise and resources between the countries in order to promote a better life for citizens. The UNDP offices are spread over 166 countries with which it cooperates to assist them in implementing solutions to face the national challenges related to the global development.

[www.lb.undp.org](http://www.lb.undp.org)



[www.iradabaladiya.org](http://www.iradabaladiya.org)

