

UNICEF IN LEBANON



Since 1948, UNICEF has worked closely with the Government of Lebanon, UN sister agencies, civil society, academia, the private sector, and other partners to reach the most vulnerable Lebanese and Palestinian refugee children. Now, in the context of the Syria crisis, and to meet the needs of over 1.3 million vulnerable children in Lebanon, UNICEF is investing in key sectors including: Health & Nutrition, Education, Child Protection, Water Sanitation & Hygiene, Adolescents & Youth, and Basic Assistance.

470,000

**VULNERABLE LEBANESE
CHILDREN**

800,000
SYRIAN CHILDREN

130,000

**PALESTINIAN
CHILDREN**

1.4 million

**TOTAL REFUGEES AND
VULNERABLE LEBANESE
CHILDREN**

THREE PILLAR APPROACH



**Material
support**

**Basic
services**

**System
strengthening**

Responding to
acute life-saving
needs and sudden
onset crisis

Ensuring equitable
access to quality
public services

unicef

unite for children

**PLANNED RESULTS
& RESOURCES
REQUIRED**

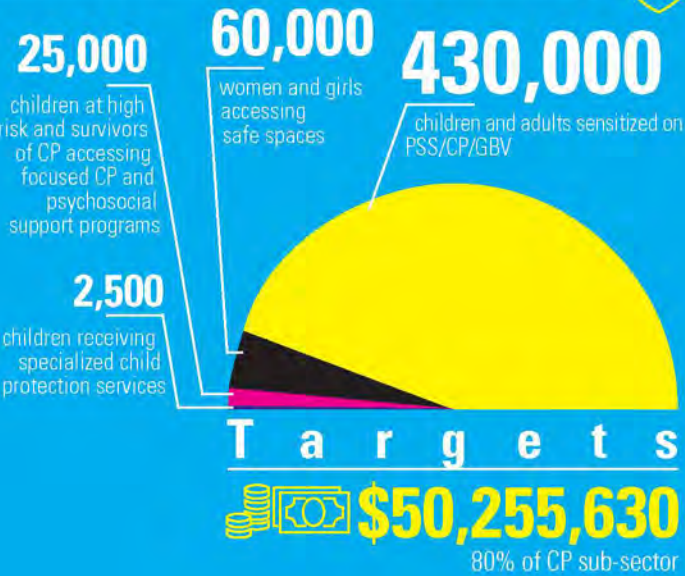
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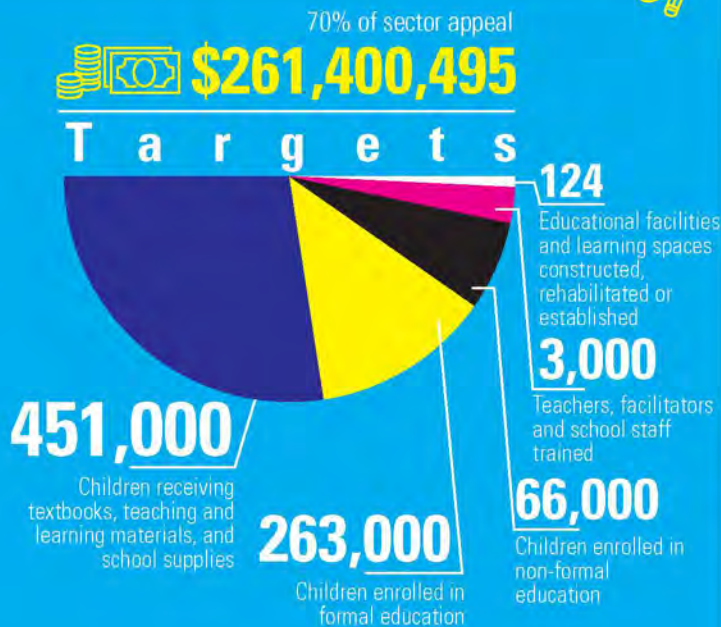
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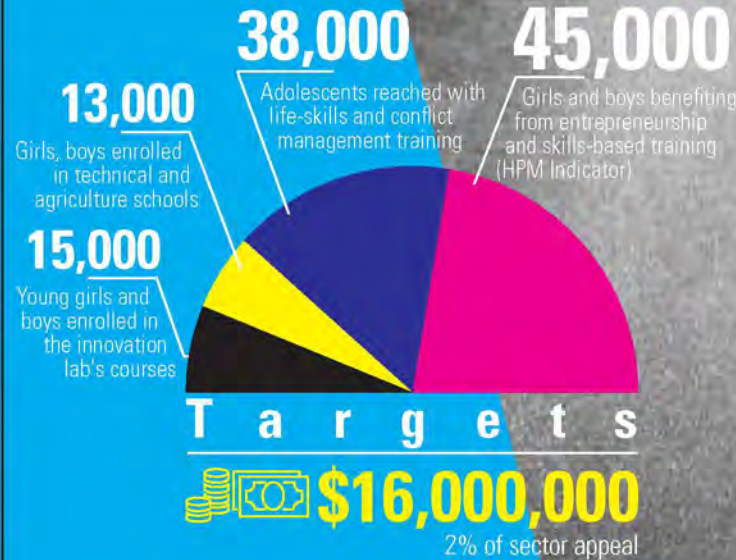
Child Protection & Gender-Based Violence



Education



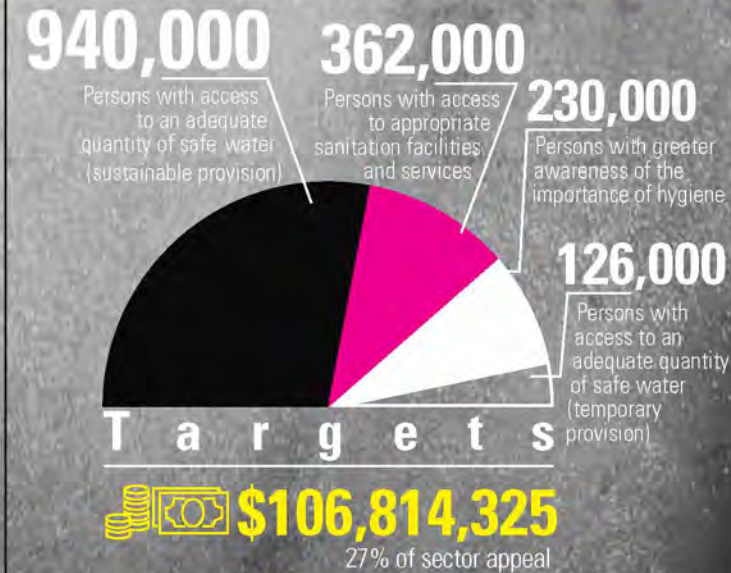
Adolescents & Youth



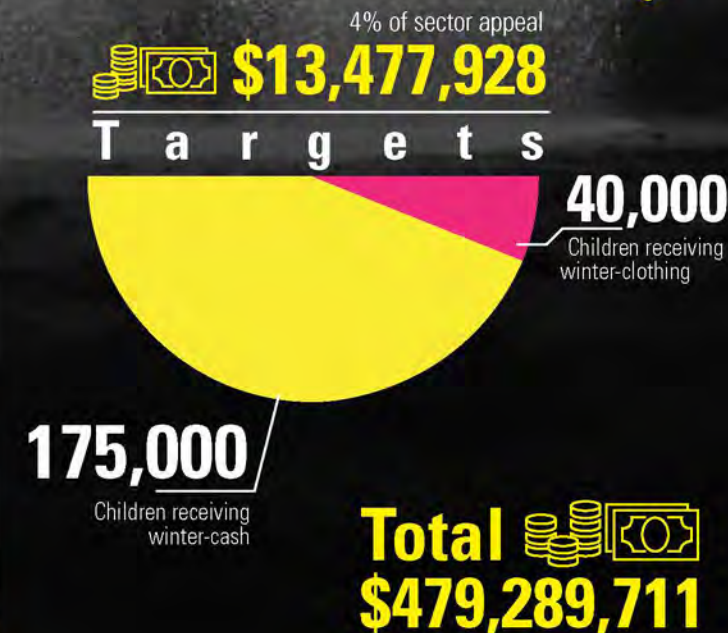
Health & Nutrition



Water Sanitation & Hygiene



Basic Assistance





Den Haag

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Ons kenmerk

BENW/2017.262

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Local Government Resilience Programme for the Middle East and
North Africa

Excellentie,

Samen met de gemeente Almere en VNG International (VNG I), voert de gemeente Den Haag sinds vorig jaar op verzoek van uw ministerie een project uit voor het 'Local Government Resilience Programme (LOGOReP) for the Middle East and North Africa' (LOGOReP) in de Bekaa vallei in Libanon.

Van zondag 5 februari tot woensdag 8 februari 2017 heb ik een bezoek gebracht aan dit project. In deze dagen heb ik onder andere ontmoetingen gehad met de vier Union Presidents in de Bekaa vallei, Luciano Calestini – Deputy Director UNICEF Libanon, Sigrid Kaag – United Nations Special Coordinator for Lebanon en Han-Maurits Schaapveld – plaatsvervangend ambassadeur in Libanon.

Eerste resultaten

Ik ben verheugd te zien dat het afgelopen jaar de eerste resultaten zijn geboekt: in Ghazze is een waste dump grotendeels ingepakt en zal binnenkort worden afgedekt. De leefomstandigheden in het naast gelegen Informal Tented Settlement zijn daarmee verbeterd. In Manara is een afvalverwerkingsplaats in aanbouw en geven medewerkers van de gemeenten Almere & Den Haag training over recyclen van afval. Ook hebben afgelopen december in Den Haag de Union Presidents in de Bekaa vallei de 'Local Economic Development Strategy', de strategische agenda voor de regio voor de komende 3 tot 7 jaar, getekend. Deze agenda is geschreven in samenwerking met de Union Leaders door medewerkers van de gemeenten Almere en Den Haag. Ook zijn een achttal Young Talents uit de regio afgelopen december getraind bij de 'The Hague Academy for Local Governance'. Op www.LOGOReP.nl zijn video's te zien over de belangrijkste van deze resultaten.

Bestuurlijke context

Het besturen van een gemeente in Libanon is bijzonder complex. Het land met 4,2 miljoen inwoners (exclusief vluchtelingen) telt ruim 1.000 gemeenten. De centrale overheid stuurt stevig top-down en de gemeenten hebben nauwelijks eigen inkomsten en zijn afhankelijk van de financiële bijdragen uit Beirut, welke veelal met grote achterstand worden overgemaakt. Voor de Syrische burgeroorlog waren de gemeente nauwelijks in staat goede dienstverlening te leveren, na de enorme vluchtelingenstroom is de druk op de gemeenten tot ongekende hoogte opgelopen. Ik bewonder de veerkracht en het doorzettingsvermogen van mijn collega's in Bekaa vallei ten zeerste. Met weinig middelen en veel creativiteit weten zij enigszins hun

gemeenten draaiende te houden. De emmer is echter wel overgelopen: een langdurige, duurzame bijdrage van Nederland en andere donorlanden is nodig om de opvang in de regio blijvend te versterken.

Gemeenten helpen gemeenten

Onze bijdrage in Bekaa vallei is pril, maar effectief. Het is de verantwoordelijkheid van steden in sterke Westerse landen om steden in de wereld, die niet goed op eigen kracht kunnen draaien, te ondersteunen. In Den Haag is in september 2016 het Global parliament of Mayors (GPM) opgericht. Het GPM heeft in haar mission statement: "The GPM is about local government, based on the city's right to self-government. The GPM promotes collective city decision-making across national borders, addressing critical challenges that face humankind and creating better outcomes for all". Onze bijdrage in Libanon is het handen en voeten geven aan deze mission statement.

Gemeenten uit Westerse landen zijn bij uitstek geschikte partners om opvang in de regio duurzaam mogelijk te maken. Het afgelopen jaar is geïnvesteerd in een vertrouwensband, is een klein en krachtig lokaal VNG I team geformeerd, hebben experts kennis gedeeld en hebben zij netwerken opgebouwd in de Bekaa vallei. Het LOGORéP programma eindigt in september 2018. Wil het programma succesvol zijn en maximaal gebruik maken van de investering, die het afgelopen jaar is gedaan, dan is het wenselijk om in overleg met de experts waar nodig het programma te verlengen. Ik verzoek u deze gedachte in overweging te nemen.

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Met vriendelijke groet,

5.1.2.e

Met vriendelijk groet,
Ingrid van Engelshoven

Gemeente Den Haag

Ons kenmerk
BENW/2017.262

Afdruk aan:

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Local Economic Development Strategy West Beqaa

Roadmap towards peaceful prosperous and healthy communities during and after the Syrian Crisis



ENDORSEMENT OF THE STRATEGIC PLAN

We, the undersigned, Heads of the Unions of Municipalities of Western Bekaa and Rashaya
Declare that this strategic plan reflects accurately the developmental aspirations of our villages
and their Unions based on the discussions and recommendations during the participatory
stages of its preparation.

Emphasize our willingness to harness the energy, expertise and commitment of the civil
society, the municipalities and their unions in order to operationalize this strategic plan;
Look forward to cooperating with local and international organizations and agencies to
establish a sustainable human development dynamic to address the recommendations
of this strategic plan;

Thank the Department of International Cooperation of the Union of Municipalities
of the Netherlands (VNGI) and the cities of Almere and The Hague for the technical
assistance in the preparation of this plan

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Preamble

Why this strategy?

This strategy is a mutual effort of 28 municipalities and their Unions to move from a 'fire-fighting mode' towards acting beyond the here and now to gradually fulfill the role of the "logical" coordinators/interlocutors in strategically managing their territories, in line with the responsibilities entrusted to them by the Lebanese municipal law.

Herewith, we go beyond unsustainable, less coordinated, single-town planning actions: we plea for a concerted effort with our partner-municipalities, our citizens, our unions and the various constituents of our civil society at large (national and international ones).

Our mutual ambition is to contribute to a healthy, prosperous and safe future for the inhabitants of our region.

How do we work on this strategy?

We are aware that Local Economic Development is a long-term and incremental process, which takes time, resources and the convergences of good will and hard work from all those concerned with the prosperity and well-being of the West Beqaa and its people.

At the same time we are eager to start. Our ambition is to start with short term actions today in pursuit of a medium- to long term strategy which we developed as part of this planning exercise

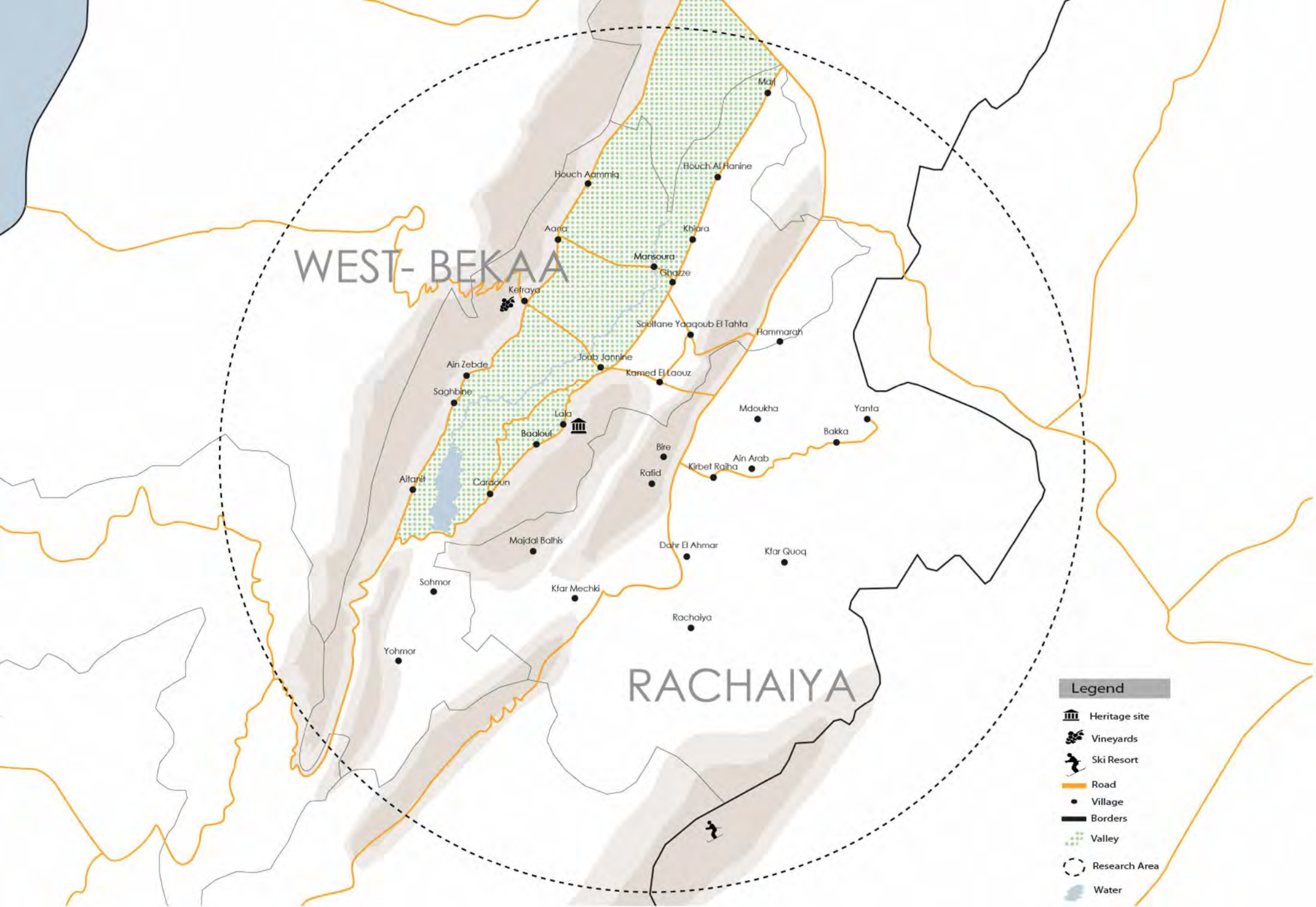
What short-term actions embody our long-term strategies?

A variety of short-term actions embody our long-term strategies. We categorized them into two 'pillar types': hard and soft. 'Hard' means, among others, that we work on stronger basis services and amenities and urbanization. 'Soft' means, among others, that we work on strengthening our municipal organizations (leadership, overall communication, ability to reach and activate civil responsibility).

The whole is greater than the sum of its parts

Along the lines of this strategy, we will embed short-term tangible projects in a medium- to longer term development strategy for the West Beqaa. We will do this to make sure that the overall benefit of our collective short-term actions and efforts for the development of the West Beqaa goes beyond the sum of the individual projects. With this strategy we go beyond single-town planning by broadening our scope from local concerns and needs to integrated regional ones.





Strengths of the West Beqaa

The West Beqaa has many assets. It is a region with many attributes to be conserved and to build new opportunities on.

Central location between Beirut and Qamashli

The strategic geographical positioning of the West Beqaa area is an important strength to be further developed in the future with heaps of opportunities to strengthen its local economy. West Beqaa can also play a pivotal role in the future reconstruction of Syria once the current crisis resorbs.

Socio-economic and territorial coherence

The area of our 28 municipalities shows coherence regarding socio-economic complementarity and territorial synergy. This provides us with a unique opportunity to work on short, medium and longer term strategies that go beyond single municipality planning.

Natural resources

Our area houses a rich diversity of natural resources such as sufficient rainwater, a major (albeit heavily polluted) river and plenty of arable land. These provide solid basis for an agriculture-based economy. The fertile land in the valley and the favourable slopes of the mountains support a wide variety of agricultural practices and related economic activities which has gained our agricultural produce fame in Lebanon and around the world.

We see hence opportunities for a concerted effort to increase productivity and to develop value-chains.

Heritage sites

The region houses multiple historical and natural heritage sites of great historical value and potential tourism-magnets, serviced by our legendary hospitality and know-how. We see value in developing them further and increasing the visibility of our region and all it has to offer.

Diverse Society

West Beqaa has a diverse population of mixed ethnicity and religions living peacefully and harmoniously. Our region remained a heaven of safety and peaceful coexistence even at the height of the Lebanese civil war. It now provides refuge to an equal number of inhabitants to our Syrian neighbours and will continue playing this role in the future.

Dynamic and vibrant expat community

West Beqaa has a vibrant expat community, where one out of three registered citizens is currently abroad pursuing livelihood and career development opportunities. Our expats are a key driver to the local economy and our “ambassadors” to the world, and our privileged counterparts in developing our region.

Overall, this unique combination of diversity and natural resources in the West Beqaa forms the fundament of the strategy that unfolds from the next page on.



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Strategy Goals

Our mutual ambition is to contribute to a healthy, prosperous and safe future for the inhabitants of our region and their children.

We take short-term action to achieve long-term strategy goals. Our concerted efforts in line with the five hard- and soft pillars should contribute to these goals:

2. A peaceful society is a predictable environment where people can trust those around them, dare to invest in the future and can rely on the rule of law.
3. A prosperous society is a vibrant entity where it pays to employ your skills, where people can grab opportunities and where hard work is rewarded.
4. A healthy society refers to the physical health of the inhabitants, the ability to care for those less fortunate and a clean environment to live in.

The longer-term goal, and ultimate goal, is to gradually develop our area into a Circular Valley.

West Beqaa has a wealth of natural resources and can – if needed – function as an autonomous territorial entity, making it more resilient to the political and economic turmoil in the Middle East. Our strategy is to develop towards a region in which we deal in a smarter and more efficient manner with raw materials (including agriculture), energy (hydro, solar and wind) and waste (as raw material for new products).

Although a circular economy may be possible, it is highly likely that West Beqaa will remain dependent on exports to Beirut, Damascus, neighbouring countries and

possibly Europe. The aim hence is not to achieve a closed economic system but a commitment from our side to maximize the reusability of products and raw materials, thereby minimizing value destruction. Part of this commitment is working towards closing cycles by reusing residual (waste) material flow (clean, safe) after use in nature, which can among others alleviate the pressure on water sources, enrich the soils with composted bio-waste, protect and expand the forest cover.

This strategy is a mutual effort of 28 municipalities to gradually move from a 'fire-fighting mode' towards acting beyond the here and now and gradually fulfill the role of the "logical" coordinators/interlocutors of strategically managing their territories.

Creating a Local Economic Development strategy is an integrated, process-oriented and non-prescriptive endeavor. It fundamentally embraces local values (poverty reduction, basic human needs, local jobs, integration of social and environmental values), utilizes Economic drivers (value-added resource use, local skills training, retention of income, regional cooperation) and considers Development (the role of structural change, quality of development). As such, this strategy is not about "quick fixes" or generating "wish-lists" which has been the prevailing approach in the existing responses to the Syrian refugees to Lebanon. Its model assumes that along the planning and implementing journey, it is important to look for small, easy actions with visible results to help maintain momentum. In some cases, simply initiating a single project that focuses on one critical issue will pave the way for long-term success in LED.





- Mismatch between the responsibilities entrusted to the municipalities on one hand and the financial resources and degree of autonomy along which municipalities can operate on the other.
- The Syrian crisis has also led to an influx of aid into the region. The investment has unfortunately been fragmented and piecemeal. Virtually all donor agencies (UN or others) are working through their own channels and programs and offering rather “unsustainable” support to municipalities (purchase of small equipment, direct execution of minor infrastructure works, etcetera).

Effects on the West Beqaa area

Our region has seen its population double, its economy sputter and most aid has not helped to address the effects hereof in a sustainable manner. These trends have an enormous impact on the West Beqaa as the region has to cope with an exploding population whilst its economy falters, basic services and amenities are in a state of reconstructing and the governmental apparatus in Lebanon effectively neuters small rural local governments.

The immediate effects are clearly visible. The region is dotted with informal waste dumps and litter. The region's surface water is polluted and in some locations raw sewerage flows directly into ditches and streams. The Litani river and the Qaraoun dam have reached a critical level of pollution. The sprawling urban fibre is threatening the arable land as formal and informal building projects spread across the valley.

The secondary effects are however less tangible:

- o Living in a polluted environment affects the health of the inhabitants of the region. The social infrastructure, such as educational infrastructure, is unable to accommodate the exploding demand. The added pressure on the road network has led to more traffic accidents and fatalities.
- o The combination of increasing population and economic stagnation leads to a decrease in the amount of opportunities for employment in the region. In the short term this leads to competition for jobs and rising tensions within the community. It might even lead to higher levels of crime as people seek ways to feed their families.
- o Tensions are rising between Lebanese and the Syrian refugees as the pressure on services and amenities increases. This due to the availability and consistency hereof as well as perceptions regarding the ways in which these services are delivered to Lebanese on the one hand and Syrians on the other.



How do we work on this strategy?

We believe that the best way to (1) build on the strengths and (2) tackle the challenges facing our region is to work on the hard and soft pillars of development introduced in the next pages.

Along this strategy's journey we aim to break with the tradition of piecemeal short term solutions in favour of a process- oriented and non-prescriptive approach. We will increasingly fulfil our role as the "logical" coordinators/interlocutors strategically managing their territories.

We work towards the development of peaceful, prosperous and healthy communities along the lines of a process based approach building on:

- embracing our local values
poverty reduction, basic human needs, local employment as well as integration of social and environmental values
- utilizing all available economic drivers
value-added resource use, local skills training, retention of income, regional cooperation
- striving for sustainability
seeking structural change and focussing on the quality of development instead of the quantity.

Our work towards the development of peaceful, prosperous and healthy communities along the lines of a process based approach is operationalized in several 'pillars of development'.

We've chosen to divide the short- to long term actions into five pillars of development. We've categorized them into two 'pillar types': hard and soft. 'Hard' means, among others, that we work on stronger basis services and amenities and urbanization. 'Soft' means, among others, that we work on strengthening our municipal organizations (leadership, overall communication, ability to reach and activate civil responsibility).

Hard and soft pillars of development

The development strategy leans on five interrelated pillars of development:

Hard pillars of development:

Basic services and amenities:

- Drivers of development: agro-business and tourism
- Urbanization

Soft pillars of development:

- Communication and civic response
- Capacity building

The two pillars of development are elaborated on below:



Basic services and amenities

Basic services and amenities refer to the quality and reliability of potable water, sewage treatment, electricity and solid waste management services. Adequate provision of basic services and amenities ensures a healthier environment in which to live and provide a reliable basis on which inhabitants can live better lives.

Current situation

The provision of these services in the West Beqaa valley has been challenged since the start of the civil war and with the increased demand generated by the Syrian refugees it has become increasingly strained not to say completely unmanageable. This resulted in increased pressure on the environment as primarily litter and open sewerage pollution affects large parts of the region. Especially the surface water quality has deteriorated in recent years, resulting in unhealthy living conditions in our communities.

Tension communities

At the moment the reliability of the service delivery and amenities in the West Beqaa are starting to become an unnecessary source of tension amongst communities. Especially the method of delivery of these services and amenities is becoming a point of conflict between the Lebanese and Syrian communities, due to:

- The general perception that whilst Lebanese inhabitants have to pay for the provision of these services their Syrian “guests” get the access for “free”.
- The level of the services to the Lebanese population has deteriorated as the population of the region increased.

Risks of the current situation (long-term):

- It will further limit the prospects of economic development in the region as agricultural activities are vulnerable to pollution.
- The current level of service delivery does not provide a reliable basis on which to invest and grow.
- Consumers have to revert to expensive privately provided services that limits their ability to consume other products and services.

Purpose

We therefore believe that the adequate provision of these services will:

- Prevent tension between the local and refugee populations from growing;
- Prevent the further deterioration of the quality of the natural resources within the unions;
- Offer the inhabitants of the unions a healthier environment to live in;
- Provide a necessary basis for economic growth.



Action plan

Short-term (2016 – 2017)

- Solid waste management: we will focus on solid waste management as it is up until now the only basic service that has been explicitly decentralized. There are ongoing projects with the region that aims to reach far beyond basic service delivery towards the first semblances of a circular economy.
- Waste water treatment: the next logical step will be waste water treatment as most wastewater is treated on location and the Unions are not dependant on regional or national government's infrastructure. Therefore we have to play a central role in the efforts aiming at preserving and reducing the pressure and pollution on the Litani river and the Qaraon lake.
- Water optimization and water demand management, to alleviate pressure on water sources, reduce pollution and sustain and expand existing agricultural activity.

Mid-term (2017 – 2020)

- Sustain solid waste management service delivery and waste water treatment.
- Potable water and electricity: these services will be prioritized as soon as the opportunity arises and the necessary partnerships with the national providers of electricity and potable water are organized. Solar and wind energy are potential sources of energy to be further explored and developed.

Long-term (2019 onwards)

- Upscaling: these projects, if successful, will be scaled up to service to the whole Beqaa valley.



Drivers of development: agro-business and tourism

We believe that meeting the needs of the present generation should not compromise the ability of future generations to meet their own. To attain this we need to leverage the social, economic, cultural and ecological resources available to us without depleting them. Obvious drivers for developing the Beqaa valley are:

- our inhabitants and existing economic activities;
- the fertile land;
- water resources (such as the Litany river and the winter precipitation);
- the rich and diverse cultural heritage;
- the available but inadequate physical and social infrastructure in the central Beqaa valley and;
- the agricultural sector and thereto related value adding industries.

Current situation

These drivers are unfortunately under significant strain from the increased population, pollution, uncoordinated urbanization and the effects of the past decades of marginalization in the valley and the region. It is therefore very important to find a balance between unleashing the growth potential of the central Beqaa valley and preserving the drivers for this growth.

A further complicating factor that limits the potential of the economy in West Beqaa is the level of infrastructure on which to base the development of the region. The development of the physical (i.e. roads or residential areas), economical (i.e. tourism or economic units), social (i.e. education and health care) as well as cultural (i.e. cultural diversity and archaeology) infrastructure will be needed to unlock the potential of the economic drivers for the current and future generations.

Purpose

Having a vibrant economy and healthy socioeconomic as well as physical infrastructure will offer the inhabitants of the unions the perspective they need to refrain from and prevent radicalization. Preserving the natural resources in the region will also contribute to the quality of the environment and therefore to the health of the inhabitants of the central Beqaa valley.

The core of this strategy is to have a clear vision of which resources must be protected to ensure that future generations can benefit from them. As well as to identify the missing social, physical and cultural infrastructural linkages that will be required to ensure sustainable development.



Action plan

Short-term (2016 – 2017)

- Determine most important aspects of West Beqaa to be preserved to ensure sustainable development in our communities. The results will be translated into policies or codes of conduct. These policies will be used by our local authorities to weigh decisions regarding building permits and other activities that fall under their mandate.
- Territorial Marketing/Branding West Beqaa: to stimulate regional tourism (visitors from Beirut and Jordan) a communication action plan will be developed, which feeds into a strategy for the development of tourism. Results will be a useful strategy, a website and brochures. Example for West Beqaa are this website: www.baalbeck.org.lb and www.ruhr-tourismus.de/en/
- Piloting value-chain approaches in eco-tourism and agro-business.

Mid-term (2017 – 2020)

- Improve standards to facilitate the branding and export of agriculture produce and market West Beqaa as a “special” nature tourism destination (for example linking the Chouf bio-sphere reserve with the RAMSAR wetland in Amiq and “la route du vin”)

- Export of wine: the West Beqaa has great vintners. The existing capacity is underutilized. An incentive program (with support of should stimulate the trade to neighboring countries and properly Europe.
- Stimulate small medium enterprises in the West Beqaa.

Long-term (2019 onwards)

- Lobby to national government to finish the work on the motorway Beirut – Damascus in 2020. The motorway could be used for freighttransport to the Port of Beirut and the markets in Damascus.
- Nodes of a world-wide distribution network: the West Beqaa Valley could be a leading area for the trade of fruits, vegetables and wine with distribution centres, handling and packages facilities.
- Once the situation in Syria becomes stable again the West Beqaa could be a very attractive location for vacationers from Europe. A branding and marketing strategy to invite visitors to region will be developed.



Urbanization

Population dynamics – which include trends and changes in population growth, migration, urbanization, and population density – influences consumption and availability of natural resources. We believe that increasing the density in specific perimeters within the villages can guide urban expansion, and will result in compact residential areas and better public space.

Current situation in general for villages in west Beqaa

In the Lebanese context, the driving forces of urbanization are the sanctity of the private property which has always been a central element in wealth creation in Lebanon, often at the expense of environmental preservation and sound urban planning.

Also, inadequate application of existing urban planning laws and regulations, and the allure of profit and wealth from the construction industry, exacerbate construction and urban expansion in natural areas that are poorly serviced or poorly suited for construction activity. Roads are costly to construct, therefore they are limited in number and dominated by busy and chaotic car traffic (up to three or four cars side by side). Adjacent to the road there is space for parking in fronts of shops and markets; no sidewalks or squares (with trees) are present.

Despite the fact that the economic activity cycle in West Beqaa is mainly concentrated along the main transport axis linking the villages to one another and to the outside world, the current configuration is unsafe for pedestrians and only functions as a drive-through area.

Informal Tented Settlements (ITS)

Inadequate provision of affordable housing forces Syrian refugees to reside in ITS's, which are often located at the outskirts of the villages with no proper connection to water and sanitation facilities, electricity or any type of basic service.

Purpose

High quality residential areas can be achieved by investing in clean, safe and functional public space. First we must analyze in every village which main (infra) structures have to be revitalized. Concentrations of housing are ideally located around these main (infra)structures, and if certain public functions are also nearby, these revitalized areas can be the future hubs for further progression. This way, investments in public space can be focussed around these hubs with maximum (cost) effectiveness.

This means that we aim for developing an urban grid with sustained value for the medium- to longer-term development of the villages within West Beqaa area, while addressing the safety, security and well-being of the inhabitants through urban design. Therefore we support opportunities for our civil servants, to develop knowledge and expertise on the principles and added-value of spatial planning, develop/update the existing norms and standards and assist the Unions in the operationalization and application.



Action plan

Short-term (2016 – 2017)

- Technical assistance to the Unions to improve their planning capacities and to put together a charter for good urban practices (as part of this a selection of our young municipal staff will enrol in a training/educational programme in The Netherlands)
- Start limited scale urban planning pilots/exercises, for example to explore the standard spatial principles (and make and update of these principles) related to West Beqaa's experiences with urban expansion (created by the ITS and landowners who converse agricultural land to housing space). Another pilot/exercise could help to explore the most useful and valuable streets and structures to invest in (schools, laundry services, squares (places where people traditionally gather) - necessary due to short distances and social cohesion.

Mid-term (2017 – 2020)

- Draw public space strategy on regional level.
- Standardization of profiles of public space and housing (value of society / culture) to redesign public space to improve the local economy and create more road safety.
- Housing generator: initiate projects to build cheap housing

Long-term (2019 onwards)

- Circular city: Identify areas in West Beqaa that can make the most significant, noticeable progress in realizing a circular economy/village or landscape.
- Explore the role of the local neighborhood market as an opportunity to set up a small-scale economy and to position a neighborhood within the village.
- Implementation of garden village and public kitchen-gardens.



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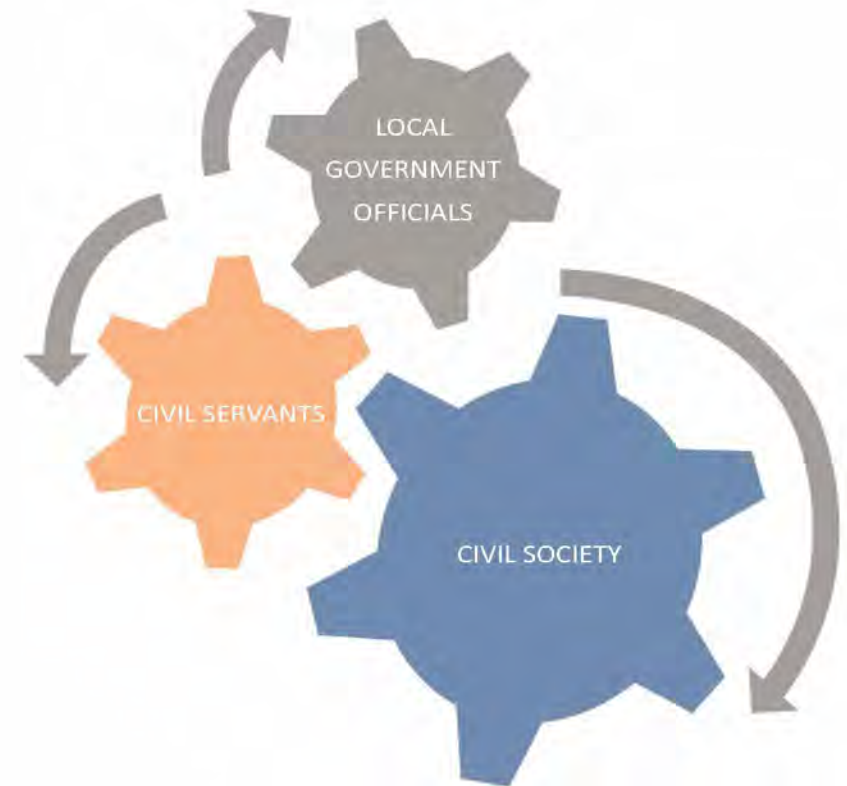
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Communication and civic response

Current situation

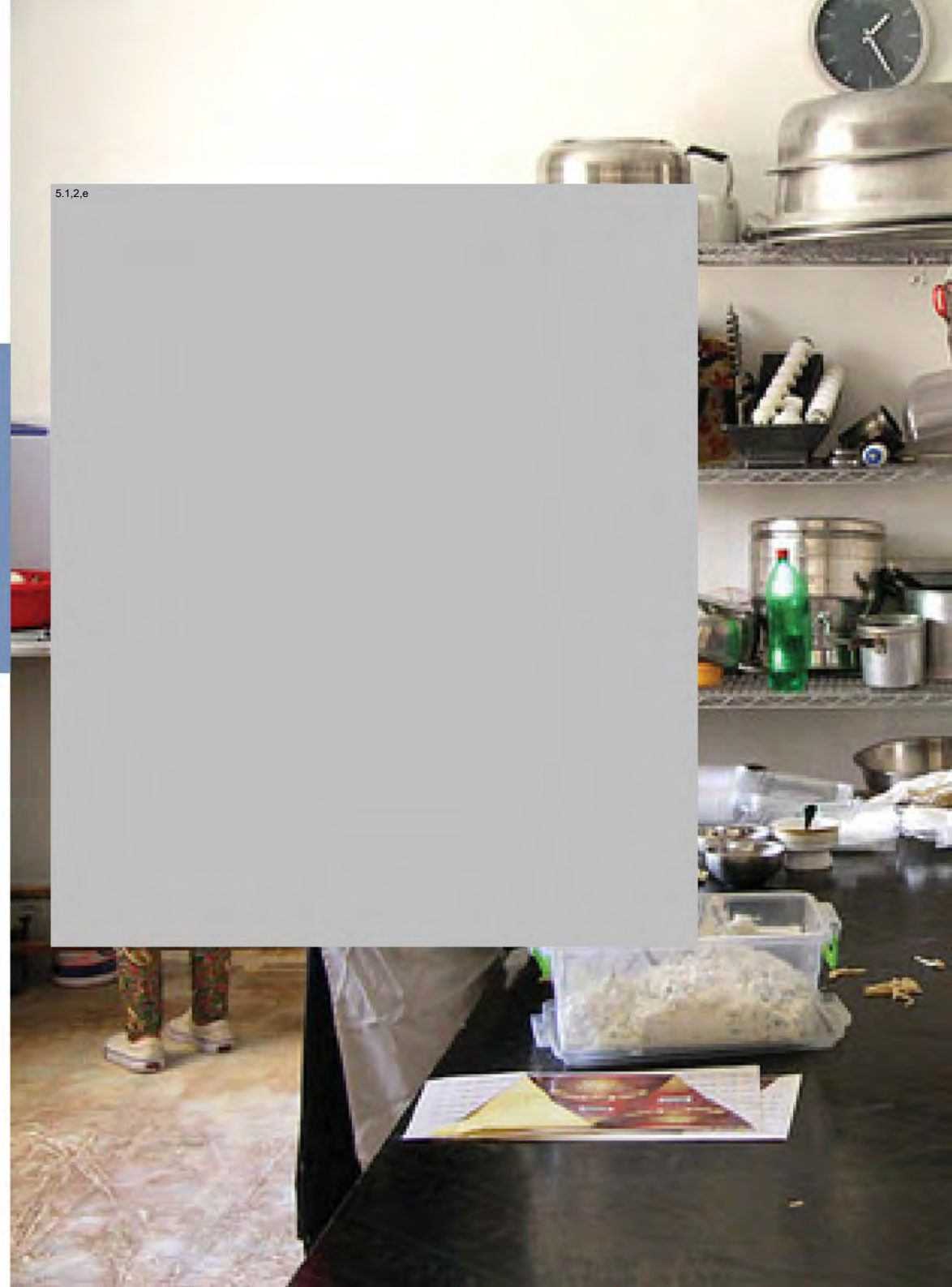
Very few of the above-mentioned pillars can be enacted solely by the local governments of the West Beqaa. First of all we lack the means to enact them under the current circumstances, but foremost we lack the mandate to enact them. To bypass these obstacles we will have to lobby with partners, communicate with their communities and brand their region.



Purpose

- Key ambition of this document is to ensure that we fulfil our function as societal nexus that aims to ensure the development of safe, prosperous and healthy communities. In this role we will have to motivate others to commit to our vision for the region and to our projects and those of our partners (requirement: lobbying strategy).
- Our second ambition is for the fostering of civic responsibility broader than only those responsibilities related to the provision of basic services and amenities (requirement: a programme of information dissemination amongst the inhabitants and businesses of the Unions).

5.1.2.e



Action plan

Short-term (2016 – 2017)

- Develop lobby strategy: the first priority is to enact a lobbying strategy.
- Develop a communications strategy aimed at fostering civic responsibility.
- Build capacities of Local Government officials, civil servants and civil society on participatory communication processes and civic engagement

Mid-term (2017 – 2020)

- Develop a multi-stakeholder strategy for action planning and policy design aimed at civic responsibility; we will develop and implement a communication programme aimed at informing and motivating people to change their behaviour. The aims of the program will be to; reduce littering, reduce the demand for potable water and electricity, and sharing knowledge regarding health issues due to pollution.
- Implement the plan as part of a structured response of the municipalities and their Unions towards enhancing communication and civic responsibility in West Beqaa

Afterwards we will expand the focus of the pillar to include:

- The implementation of sustainable energy sources by residents and businesses.
- Sorting of waste at the source.
- Motivating entrepreneurs to invest in the missing links required to develop circular-economies in the Beqaa valley.



5.1.2.e

5.1.2.e

Capacity Building

This pillar constitutes a concerted effort to strengthen our institutional structures, governance instruments and personal capacities.

Current situation

The main internal challenge that we face is to expand our capacity to meet our ambitions without over-extending our limited financial and institutional means. This will require a phased expansion of our capacity on both an institutional and personal level.



70%

IMF share from total municipal unions revenues in 2011



42%

Municipal unions that do not collect any membership fees



50%

Municipal unions whose president is present daily in the union's headquarters



58%

Municipal unions that do not have any full-time employees

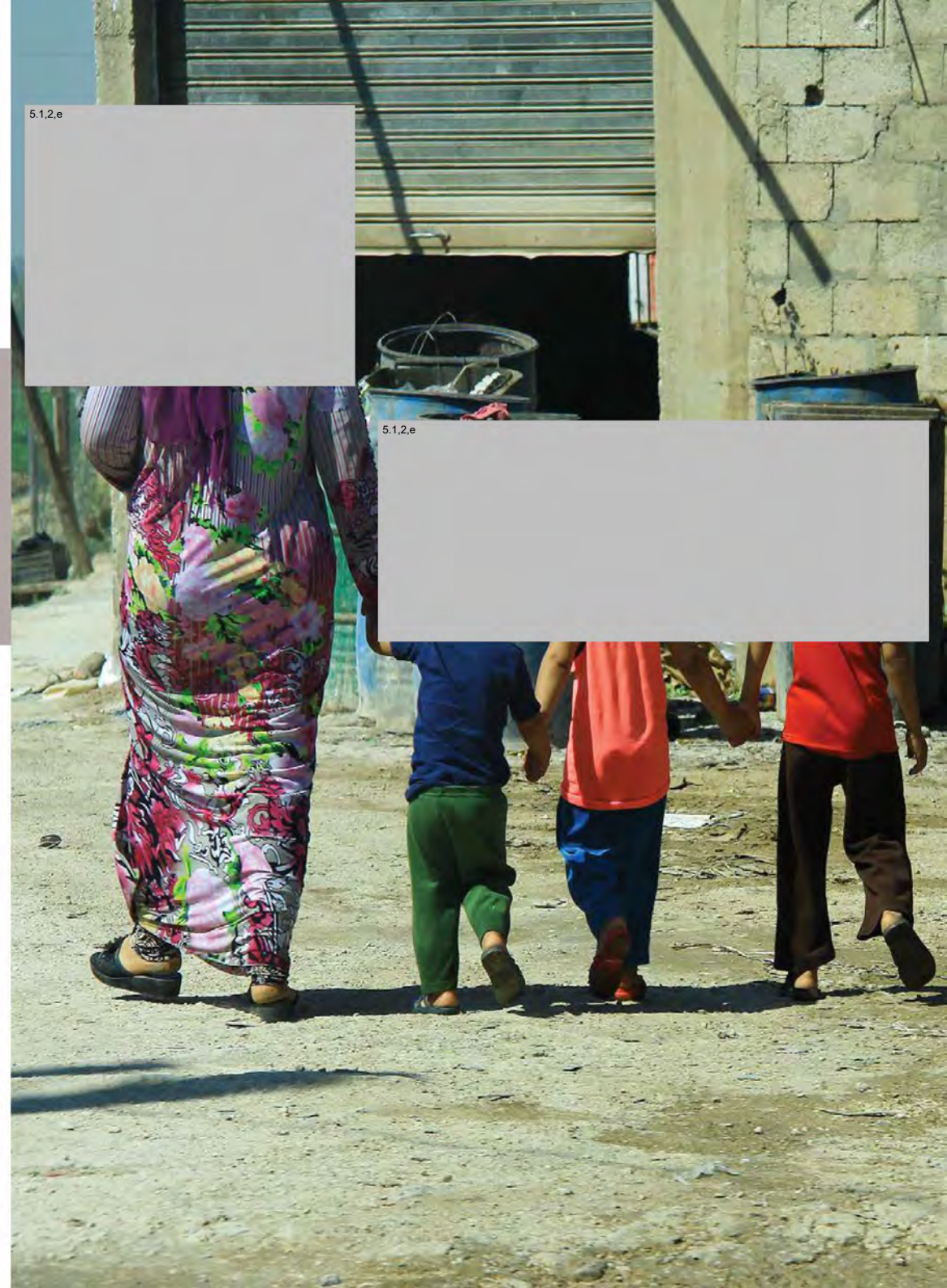


21%

Municipal unions that have one or two full-time employees

Purpose

Our institutional structures will have to expand to enable the delivery of basic services, the capability to make and implement policy and the maintenance of infrastructure. We must be able to ensure that they can give good account of our actions, manage our risks and carefully manage our limited finances. This will require investing in our governance capacities. Personal development will be required to ensure that we increase our personal efficiency and effectivity within both our organizations and within the networks we participate in.



Action plan

Short-term (2016 – 2017)

- Leadership program for our political leaders;
- Implement young talent programme for ambitious civil servants in the municipalities (tailored made course at The Hague Academy for Local Governance in The Hague and an internship for one week in Almere / The Hague in their field of service).
- Personal efficiency program for civil servants; the leaders of the Unions will lead by example and invest in their personal efficiency. They will closely be followed by key civil servants in the fields of service delivery and policy. Hereafter investments in capacity development will be strategically timed so as to accompany the implementation of the other strategies.

We do not intend to expand our organizations past the minimal levels required for us to implement our strategies. Therefore we will always strive to invest in expanding existing capacities and only further expand our organizations if we have no other option. To accomplish this we will partner with NGO's should we temporary require the expansion of our organizations.

Mid-term (2017 – 2020)

- Continuation of the leadership program for our political leaders. For example training local in Lebanon and training in The Netherlands;
- Regional Technical Offices (sustain)
- Develop a capacity building program in cooperation with United Nations Development Programme and European countries, like The Netherlands.

Long-term (2019 onwards)

- In consultation with the political leaders this will be determined in 2018

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Amsterdam - Schiphol Airport (AMS)	Paris - Charles De Gaulle (CDG) Terminal 2F	05-02-2017	07:30 - 08:50	Air France	AF 82 27*	0	Economy (Y)	7E	1PC	Ticketed

* operated by KLM ROYAL DUTCH AIRLINES, KL 1227

Paris - Charles De Gaulle (CDG) Terminal 2E	Beirut - Rafic Hariri Intl (BEY)	05-02-2017	10:00 - 15:20	Air France	AF 51 04*	0	Economy (U)	30E	1PC	Ticketed
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* operated by MIDDLE EAST AIRLINES, ME 0210

Beirut - Rafic Hariri Intl (BEY)	Paris - Charles De Gaulle (CDG) Terminal 2E	08-02-2017	07:50 - 11:35	Air France	AF 51 07*	0	Economy (U)	29F	1PC	Ticketed
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Paris - Charles De Gaulle (CDG) Terminal 2F	Amsterdam - Schiphol Airport (AMS)	08-02-2017	12:40 - 13:55	Air France	AF 17 40	0	Economy (Y)		1PC	Ticketed
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Bekaavallei: The Grand Kadri

Cristal Grand Kadri Hotel

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www.cristalgrandkadri.com

Bekaavallei: Chtaura Park Hotel

Chtaura Park Hotel

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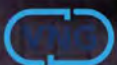
LOCAL GOVERNMENT **RESILIENCE** PROGRAMME



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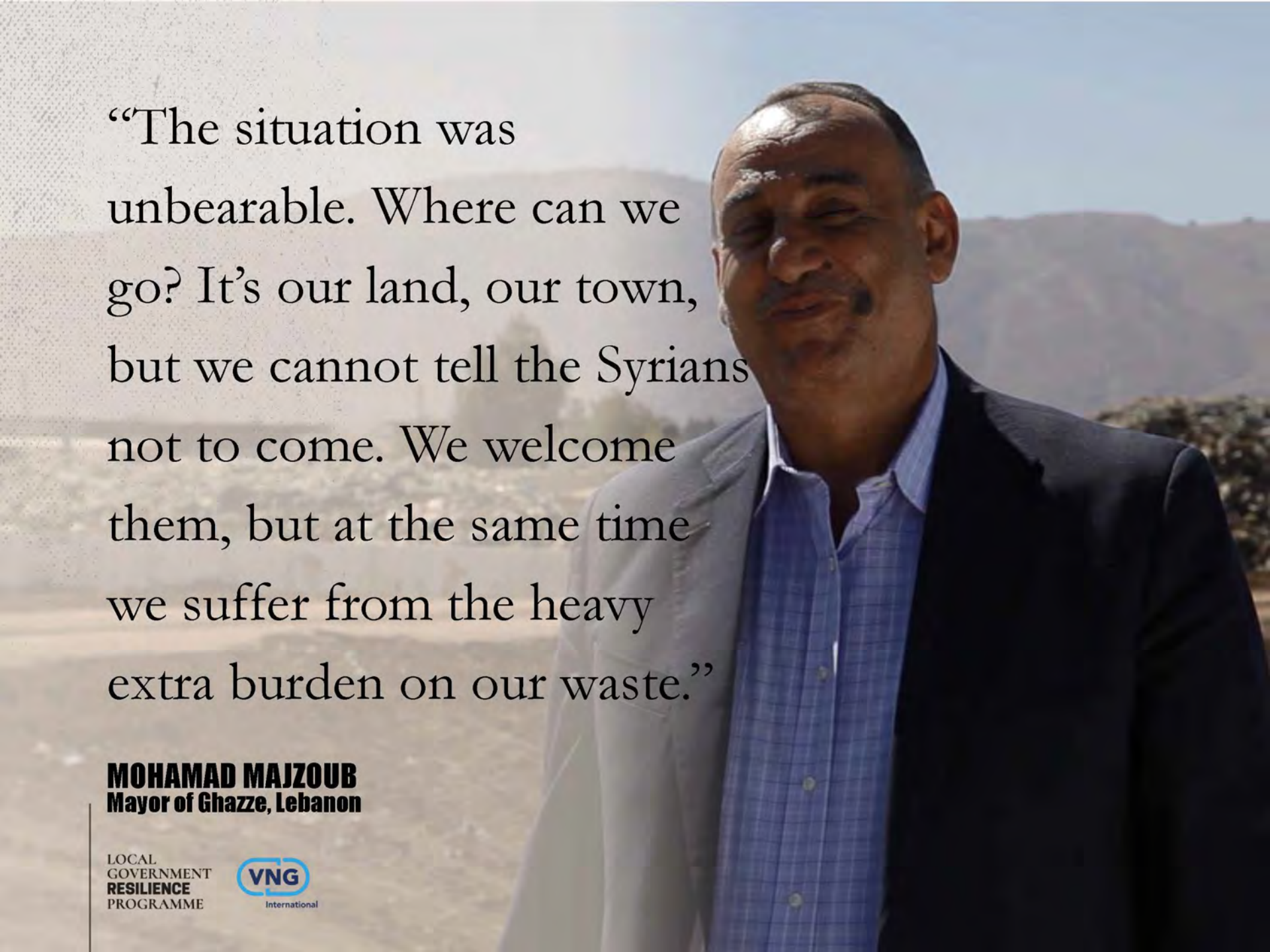
“The situation is awful! Lots of flies and bad smells. And the bacteria! As if we live in trash bins! And the kids play with the waste.”

We can't stop them from playing in the waste. It's their only place to play. We can't lock them inside the tent.”



THE WASTE SITUATION NEAR THE SYRIAN BORDER

A refugee camp in Ghazze, Lebanon, is right next to a huge waste heap where an estimated 60.000 ton of all kinds of waste lay there accumulated, from rotten food, to animal carcasses and industrial waste.



“The situation was unbearable. Where can we go? It’s our land, our town, but we cannot tell the Syrians not to come. We welcome them, but at the same time we suffer from the heavy extra burden on our waste.”

MOHAMAD MAJZOUB
Mayor of Ghazze, Lebanon

MUNICIPALITIES AT THE FOREFRONT OF THE REFUGEE CRISIS

The town of Ghazze provides shelter to an estimated 25.000 Syrian refugees. The town has around 13.000 Lebanese inhabitants.

Municipalities like Ghazze are expected to deal with the increased demand for basic services, such as waste, on their own.

“Once when I was sleeping, a rat bit me in the nose then on my hand. I cried a lot. But the second night, I was braver. I caught and killed it! The rats came from the dumpsite where they eat the dead chicken and the cows.”

“Just when the situation became unbearable, the Dutch expert came to help us. Now, we are seeing them in action. We said that we finally have some actions and solutions.”

MOHAMAD MAJZOUN
Mayor of Ghazze, Lebanon

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CLEANING UP

To minimise the health risks and improve the environmental situation, VNG International, together with UNDP, created a safe landfilling site and transported all 60.000 tons of waste there.

5.1.2,e

“When the project is finished, we will get rid of the waste, the flies, the rat.

We already feel the difference, as the smell has reduced a lot. Thank you and May God give you strength!”

5.1.2,e

Lives in Ghazze camp

KEEPING A CLEAN ENVIRONMENT FOR REFUGEES AND LEBANESE ALIKE

Cleaning up Ghazze is a first step of our work in the Beqaa'. Together with Beqaa' municipalities, we are setting up local waste cycles and reduce the amount of untreatable waste to sustain a cleaner Beqaa' for the long term.



“We thank the government
of the Netherlands for
being proactive and
avoiding us a catastrophe.
Instead, now we have an
environmentally friendly
solution.”

MOHAMAD MAJZOUB
Mayor of Ghazze, Lebanon

LOCAL GOVERNMENT RESILIENCE

5.1.2,e



This programme is financed by the Dutch Ministry of Foreign Affairs

Program of Mayors visit to Lebanon 6-9 February 2017

	Sunday 5 February	Monday 6 February	Tuesday 7 February	Wednesday 8 February
09:00 -9:30		- Departure to Ghazze (Travel time 30'')	-Departure to the Embassy (Travel time 15'')	-Flight back to The Netherlands
9:30 – 14:00	Flight to Beirut	-Meeting <i>Ghazze Municipality</i> president, <i>Mr. Mohamad Majzoub</i> who is the president of the <i>Union of el Sahel- Bekaa</i> -Visit to the Ghazze dump to see the progress of work and the Informal Tented Settlement (ITS) nearby the dump. - Departure to Manara (Travel time 20'') -Meeting <i>AlManara Municipality</i> president, <i>Dr. Hassan Ayoub</i> , -Progress on the integrated solid waste management project for Manara with UN Habitat. -Departure to Qaraoun (Travel time 30'') -Visit ITS in the Qaraoun village	-Meeting with Ambassador Han-Maurits Schaapveld -Departure to Hamra, Beirut (Travel time 20'') -Meeting with Deputy Representative, Luciano Calestini UNICEF Libanon	
14:00- 15:30	15:20 Arrival to Beirut	Lunch - with the view of Qaraoun lake- With the 4 presidents of unions of the Bekaa included in the LED study and the Young Talent Program.	-Visit Jusoor school for syrian refugees in Beirut (5.1.2.e)	
15:30 – 19:00	-Departure to the Bekaa (Travel time 90'') - Check in Hotel Grand Kadri- Zahle	- Departure to Beirut (Travel time 90'') - Check in SmallVille Hotel- Badaro-Beirut	-Visit Down Town of Beirut: Martyr Square, Parliament, Zaytouna Bay	
19:00 – 22:00	-Diner with VNGI team and Experts from the Netherlands in Monte Albergo Restaurant- Zahle	- Diner with Sigrid Kaag, Diner with Sigrid Kaag, United Nations Special Coordinator for Lebanon	-Farewell Diner in Babel sur mer Restaurant- Beirut with all the presidents of Unions	





LOCAL
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Visiting Lebanon: INDUCTION KIT



The Hague

Gemeente Almere



This programme is financed by the Netherlands Ministry of Foreign Affairs

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History

Lebanon, a land that was ruled by several empires, (Phoenician, Babylonian, Roman, and Ottoman to list a few) gained its independence in 1943. Most of the Lebanese are said to be descendant of the Phoenicians but with the cultural and historical mix, this theory relates to 15% of the population. Modern Lebanon was shaken by many events from the 50's until today. The most notable and painful one was the civil war between Christians and Muslims (Later it escalated to a "Free for all" war) that started in 1975 and ended in 1990. The wounds of this civil war are still apparent but it is in the interest of all parties, factions and militias involved to avoid it no matter what. Recently, Lebanon has been a practically steady country but standing on a tight rope due to the events that happened in neighboring Syria. After the war broke out in 2011, more than 1.5 million Syrian refugees have fled to Lebanon all the while threatening the infrastructure and the balance of power between religions in this country. It should be noted that power is divided equally between all sects but this recent influx of refugees, added to the already existing Palestinians (some 500000) threatens Lebanon to the limits of implosion.

The country is a parliamentary democratic republic within the framework of Confessionalism where high state offices are divided between confessional parties. The government is composed of 128 seats, 64 Muslims and 64 Christians. The Lebanese President must always be a Christian Maronite, the Prime Minister a Sunni Muslim and the Speaker of the Parliament a Shi'a Muslim.

Things to avoid doing:

- 1- Avoid speaking to the Lebanese population about the civil war. It is a painful event that all the people would like to forget and move forward. Most of these conversations can end in a brawl and everyone accusing the other.
- 2- Avoid the historical subjects of occupation. Every sect has a different point of view about occupation. For example Christians describe the Ottoman ruling as an occupation while the Sunni Muslims consider it a mandate, and vice-versa for the French ruling. Opinions are also mitigated about Syrian presence between 1975 and 2005 in Lebanon, some consider it as a noble gesture to help and protect the Lebanese people, others consider it as a blunt occupation and a painful chapter in the modern life of Lebanon.
- 3- Avoid showing a compassionate side to refugees while ignoring local population. Although, the country has absorbed more refugees than Europe combined (and has the highest refugee/resident capita in the world), many local citizens have a long history of suffering with the Syrian regime and the "wounds of history" did not heal yet.

Geography

The area of Lebanon is approximately 10452 km² and the length of the country is almost 3 times the width of it. Lebanon is bordered by Syria and Israel, although with the latter it is a closed border with no communication at all.

The country is divided in 6 governorates (Administrative divisions): Beqaa, Beirut, North Lebanon, South Lebanon, Nabatiye and Mount Lebanon.

The capital and economic hub is Beirut. The population there is 1.5 million citizens and it is by far the most populated and modern city in Lebanon. The area of work of VNGI is Beirut and the West Bekaa - Zahle. The latter is on a 1 hour drive taking the Damascus highway. It should be noted that roads in this country are between acceptable and bad shapes with a lot of holes and un-asphalted streets.

The Climate is a Mediterranean one with hot summers and acceptable winters. There are 2 months where snow precipitates and these are January and February. It is preferable to avoid taking the Damascus road during cold weather as the road can be frozen or slippery, without the regular road maintenance services that are normally applied in Europe during winter (the most important of whom being spreading salt). The Climate also slightly differs between Beirut and the Bekaa. The capital is much more humid thus making the summer heats more difficult to bear while the sun shines stronger in the Bekaa.

Things to avoid doing:

- 1- Driving! The roads and rules are a lot different than in Europe and the drivers in Lebanon are irresponsible. The highway to Damascus is one of the most dangerous roads in this country and it is preferable to always take it with a qualified local driver or a responsible person.
- 2- Talking in a friendly or compassionate manner about Israel (in South Lebanon you will be bluntly corrected about the name to "occupied Palestine"). There is a painful history of war between the Arabs and Israel and Israel occupied significant parts of South Lebanon between 1984 and 2000, in addition to two full-fledged invasions in 1996 and 2006 during which large parts of the country, extending well beyond South Lebanon have been destroyed.
- 3- If you ever visited Israel before, please note that you cannot enter Lebanon with an Israeli stamp on your passport and you will be revoked at the airport.



Map of Lebanon

Culture and Religion

The Lebanese are a very pious country and proud of their culture. Lebanese love their country, their own food and are known for their hospitality. The Cedars are the national emblem while the Tabboulé and Hummus dishes are the pride of the nation.

Lebanon is a mosaic of religion with 54% of the population Muslim (27% Sunni, 27% Shia), 40.5 % Christians (21% Maronite, 8% Greek Orthodox, 5% Greek Catholic, 6.5% other Christian), Druze 5.6% and a very small number of Jews, Baha'is, Buddhists, ...

Religion takes a primordial role within society as the country recognizes every official holiday from all sects (24 days in total, including Armenian Christmas!) Although the Lebanese constitution acknowledges the freedom of belief and does not tie Lebanon to a particular State religion (the only example in the Arab world), positions within the state are equally divided among all religions (Christian President, Chi'a speaker of parliament, Sunni Prime Minister, ...) Municipalities are the only governance tier which are not directly linked to a particular religion and hence their importance in consolidating social cohesion in the country.

As for the culture, many things distinguish Lebanon from other countries. The most important one is the culinary one. Every district, sometimes every village specializes in a culinary invention and people there are proud to offer it to visitors. The Lebanese diet is one of the richest in the world and is a jewel of the nation. Try to get initiated to Dabké (Traditional dance) before you leave.

Things to avoid doing:

- 1- Avoid criticizing any religion. On the contrary appreciate them and show the Lebanese that you respect their beliefs. Otherwise, it could turn out into a very negative experience.
- 2- Never refuse a tea or coffee when offered to you, especially for the first round (you can have up to 3 rounds during on one hour meeting). The sharing and "communion" around a coffee or tea is quite an important ritual. Also be aware that Lebanese are heavy smokers and during a meeting one (or several) attendees might start smoking even inside a closed room.
- 3- Try to be informed about local and religion-related customs before you meet people for the first time. For example, if you are meeting a Muslim person, pay attention that most of the veiled woman don't shake hands with men and some of the religious figures and men don't shake hands with women.
- 4- Beirut has one of the most flagrant dress codes not only in the Middle East but also across the world. However rural and remote areas are more conservative, so women need be dressed in a rather conservative manner (below the knee

skirts, long sleeves, fully buttoned shirts) and men in long pants and “classical” shoes (no flip-flops for example, even when it is 40 degrees in the shade)

Currency

Lebanon has a free-market economy and a strong laissez-faire commercial tradition. The government does not restrict foreign investment; however, the investment climate suffers from red tape, corruption, arbitrary licensing decisions, complex customs procedures, high taxes, tariffs, and fees, archaic legislation, and weak intellectual property rights. The Lebanese economy is service-oriented; main growth sectors include banking and tourism.

The 1975-90 civil war seriously damaged Lebanon's economic infrastructure, cut national output by half, and derailed Lebanon's position as a Middle Eastern banking hub. Following the civil war, Lebanon rebuilt much of its war-torn physical and financial infrastructure by borrowing heavily, mostly from domestic banks, which saddled the government with a huge debt burden. Pledges of economic and financial reforms made at separate international donor conferences during the 2000s have mostly gone unfulfilled.

Recently, spillover from the Syrian conflict, including the influx of more than 1.1 million registered Syrian refugees, has increased internal tension and slowed economic growth to the 1-2% range in 2011-15, after four years of averaging 8% growth. Syrian refugees have increased the labor supply, but pushed more Lebanese into unemployment. Chronic fiscal deficits have increased Lebanon's debt-to-GDP ratio, the fourth highest in the world; most of the debt is held internally by Lebanese banks. Weak economic growth limits tax revenues, while the largest government expenditures remain debt servicing, salaries for government workers, and transfers to the electricity sector. These limitations constrain other government spending and limit the government's ability to invest in necessary infrastructure improvements, such as water, electricity, and transportation.

The Lebanese currency is in Lebanese Pounds - LBP. It has a fixed exchange rate with US dollar which is 1 USD = 1507.5 LBP

Things to avoid doing:

- 1- Don't count on your credit card much. Outside of Beirut, especially in West Bekaa, most of the shops still rely on cash money and don't even have accounts in banks. The best solution is to always have a cash amount of LBP or USD (Noting that USD bills work everywhere in the country). Needless to say that it is

preferable to avoid paying with a large cash paper at small shops (Maximum a 20 USD or 20000LBP paper).

- 2- Always leave gratuities for restaurant personnel. Service is not included in the total bill and some waiters rely on the customers' tips. Usually, Lebanese pay 10% of the bill on tips.
- 3- Euros can only be exchanged at specialized exchange counters and are not commonly used

Security



Security Map of Lebanon - UK Government

Although the whole Middle Eastern region are undergoing changes and wars that are ravaging populations (Especially in neighboring Syria), Lebanon has surprisingly been a relatively steady country and safer than others around it. However, the deterioration of

the regional and local situation in the past two years has considerably worsened the local environment. The worsening of the Syrian conflict has had clear repercussions on Lebanon, with the incredible influx of refugees. Because of Lebanon's historical and political situation, the Lebanese authorities have not allowed the setting up of official refugee camps; therefore refugees are accommodated throughout the country in makeshift shelters, host families or hotels. This situation is not going to ease anytime soon and in the contrary, it is worsening.

Lebanon is a small country and as seen with the previous map, the distance between red zones and green zones is a very small one. It is therefore preferable and highly advised to always stay with local staff at all times.

Things to avoid doing:

- 1- Always have your passport on you. Lebanon is full of military checkpoints and they can stop you at any time for a routine check-up.
- 2- While sleeping in the Beqaa, avoid walking alone at night. You can make-up for that in Beirut, which is safe anytime during the day and night (except the red zone districts shown on the map).
- 3- Do not try to brawl with a Lebanese person. Disputes can quickly escalate into armed ones.



5.1,2,e

To the Office of the United Nations Special Coordinator for Lebanon

Dear Madam, Sir,

Together with the Dutch Municipality of Almere and International department of the Dutch Union for Municipalities (Vereniging Nederlandse Gemeenten Internationaal), The Municipality of The Hague is working closely together with local governments in the Beqaa Valley in Lebanon.

The Deputy-Mayor of The Hague, Ms. Ingrid van Engelshoven will visit Lebanon 5-8 February 2017 in this regard.

I'm writing to inform about the possibility to arrange a meeting with the United Nations Special Coordinator for Lebanon, Ms. Sigrid Kaag and Ms. Ingrid van Engelshoven, during the first day of this visit on Sunday the 5th of February 2017.

Please allow me to provide your office with a short context of the programme of The Hague in Lebanon, by informing you on its objectives, results and plans for the upcoming year.

Local Government Resilience Programme

The project in Lebanon is part of the Local Government Resilience Programme (LoGoRep) for the Middle East and North Africa.

The programme is financed by the Dutch Ministry of Foreign Affairs, which aims to strengthen the resilience of countries in this region. Currently the programme is being executed in Jordan and Lebanon.

Objective programme in Lebanon

The objective of the project in Lebanon is to strengthening the host communities in dealing with the influx of Syrian refugees. Which has added strain on the country's economy and infrastructure. The pressure is felt in sectors such as housing, water and waste management.

Civil servants from both the Municipalities of The Hague and Almere bring expertise on these subjects to one of the most vulnerable regions: The Beqaa Valley.

This collaboration aims to:

1. Improve economic opportunities taking into account future scenarios with refugees.
2. Improve municipal service delivery to both citizens and refugees, improving access to water, waste disposal, sanitation etc.
3. Improve the capacities of municipal staff and their Unions and support their cooperation.

Work method

The municipalities of The Hague and Almere have committed to support municipal colleagues in the Beqaa Valley in Lebanon for the period of four years (2015-2018).

This contribution is based on a colleague-to-colleague approach. Infusing Dutch experiences into the Lebanese practice, with direct cooperation among municipal officials.

The focus is to match municipal experts with local and international experts and create synergies between public and private partners.

First results

The first year of the programme focused on 1) Waste management and 2) Local economic development.

1) Waste management

First effects can be seen in the villages: Aitanit and Manara. Besides reorganizing the dump site (which brought health risks to the refugees living next to it), Dutch civil servants have assisted with the purchasing of the first press machines.

Which provides the local government with the opportunity to sell sorted waste compartments to local companies, which can use the recycled materials for production purpose.

In addition an awareness campaign in several schools in Aitanit and Manara have been launched in order to assist with behavioural change: the sorting of waste instead of burning/dumping.

The aim for 2017 is to further enrol these projects as well as partnering with organisations working in the field of water management, specific: the cleaning of polluted water which is another risk to public health.

2) Local Economic Development

A second focus point of the LoGoRep project in Lebanon is Local economic development. Together with the Union Presidents, a strategic agenda has been drawn up for the next 3 to 7 years.

This agenda aims to strengthen investment planning, basic services, such as waste, water and sanitation and capacity building, to strengthen administrative cooperation in Lebanon and improvement in the organization of external funding projects.

For information purpose, please see enclosed the "Local Economic Strategy West Beqaa". The aim of next year is to bring the strategy into practice together with local governments.

Meeting with Special Coordinator for Lebanon

As Ms. Van Engelshoven has mentioned to Ms. Kaag in person, during the dinner following the Award Ceremony of the Carnegie Wateler Peace Prize in her honour in The Hague last November, she would much appreciate meeting with Ms. Kaag when visiting Lebanon next year.

The experience of the UN Special Coordinator for Lebanon as well as her vision on cooperation between local governments and NGO's, are believed to be of great value to the LoGoRep Project.

Hereby I would like to inform whether a meeting with Ms. Sigrid Kaag and Ms. Ingrid van Engelshoven can be arranged on Sunday evening the 5th of February 2017.

Please feel free to contact me if additional information is needed. I look forward to hearing from you.

Ms. Van Engelshoven will land in Beirut on the 5th of February, the tight schedule allows her to plan a meeting with Ms. Kaag during the afternoon or evening. If this day is not convenient with the agenda of Ms. Kaag, please let me know, so we can see whether the programme can be adjusted.

- Enclosed: Local Economic Strategy West Beqaa

- CV of Ms. Van Engelshoven: click [here](#).

Kind regards,

5.1.2,e

Project Coordinator Lebanon | Municipality of The Hague | E: 5.1.2,e @denhaag.nl | T: 00316-

5.1.2,e |

Situatieschets: Libanon en de Syrische vluchtelingencrisis

In de afgelopen 4 jaar nam Libanon, een land ongeveer zo groot als Noord-Nederland, ongeveer 1.500.000 Syrische vluchtelingen op. Deze werden aanvankelijk gastvrij, zij het ook met enige argwaan, ontvangen. Gastvrij, want Libanon kende de verschrikkingen van oorlog maar al te goed na een zestien jaar durende burgeroorlog (1975-1991) te hebben doorstaan. Met argwaan, want wie kon zeggen hoe lang de oorlog en dus hun verblijf zou duren en bovendien was er een angst dat de Syriërs hun oorlog meenamen.

Ondertussen heeft de oorlog in Syrië meer dan een kwart miljoen doden gemaakt. De vluchtelingenstroom naar Libanon neemt, nadat de Russen in oktober een groot offensief zijn begonnen, enkel verder toe. De gastvrijheid neemt af. Argwaan krijgt de overhand en maakt zelfs plaats voor animositeit.

Ligging Libanon en de Bekaavallei

Libanon ligt ingeklemd tussen de Middellandse Zee in het westen, Syrië in het noorden en oosten en Israël in het zuiden. Op de groene en vruchtbare kuststrook bevinden zich de grootste steden, waaronder de hoofdstad Beiroet.

Direct achter de smalle kuststrook strekken de hoge bergruggen van het Libanongebergte zich uit van noord naar zuid. Het Libanongebergte scheidt de groene kust van de droge vlakten en gebergten erachter die zich uitstrekken van de Bekaavallei naar Syrië en Irak.

De Bekaavallei is de armste regio van Libanon. Van oudsher richt de bevolking zich op Syrië en het volkse Damascus en niet op het rijke en hautaine Beiroet achter het hoge Libanongebergte.



4.500.000 Libanezen
+1.500.000 Syrische vluchtelingen
waarvan 1.000.000 geregistreerd bij UNHCR; en
waarvan +750.000 in de Bekaavallei; en
waarvan +400.000 kinderen en minderjarigen.

Situatie vluchtelingen in de Bekaavallei

In de Bekaavallei vestigen zich de meeste vluchtelingen. Ze wonen in ruïnes uit de Libanese burgeroorlog of in provisorische tenten. Er is geen officiële opvanglocatie voor vluchtelingen en

er is geen groot opvangkamp waar men noodhulp effectief kan organiseren. Men vestigt zich daar waar men niet wordt weggejaagd. Clusters van tenten vormen kampjes. Bijna tweeduizend van deze informele kampjes liggen verspreid over de Bekaavallei en elders in het land. De VN en andere hulporganisaties proberen er de ergste noden te verlichten, maar de leefomstandigheden

blijven slecht en hun status als illegale landlopers houdt hun situatie precair.

Veel vluchtelingen weigeren zich te laten registreren als zodanig uit angst ontdekt te worden en slachtoffer te worden van Libanese represailles. Deze zijn er nog niet op georganiseerde schaal geweest, maar er is een algeheel gevoel van dreiging en angst dat dit wel kan gebeuren. Sinds dit najaar weigert Libanon nog verdere registratie van vluchtelingen. Dat stopt de stroom niet, maar leidt wel tot verdere angst onder vluchtelingen over hun lot.



Locaties Syrische vluchtelingenkampen

O formele (legale) kampen; en

O opvanglocaties

1.750+ Informele (illegale) tentenkampen

waarvan 655 in de Bekaavallei.

Situatie Libanese gemeenschappen

Aan Libanese kant heerst naast argwaan ook frustratie. Frustratie over het feit dat buitenlandse regeringen en organisaties zich wel inzetten voor het lot van de vluchtelingen maar niet voor dat van de Libanese gemeenschappen die te maken hebben met een vervelvervoudiging van inwoners zonder dat ze de extra middelen krijgen om de gemeenschap in stand te houden. In de Bekaavallei is het

voltage van 230V teruggebracht naar 120V, zodat mensen transformators moesten aanschaffen voor de grotere apparatuur. Nog zijn er dagelijks een dozijn stroomuitvallen. Riolering betekent ondertussen een directe, ongefijlterde, afvoer naar de Litani, de rivier die door de vallei stroomt. Drinkwater en landbouwproducten in de vallei zijn erdoor hevig vervuuld.

En dan is er nog de afvalcrisis. Afvalverwerking was altijd een taak van Beiroet. Echter, zij is niet in staat gebleken de deze taak uit te voeren. Na jarenlange onderinvesteringen (en torenhoge corruptie) stroomde het afval na regenbuien letterlijk door de straten van Beiroet. De Bekaavallei werd aan haar lot overgelaten. Er kwam amper een afvalophaaldienst langs en gemeenten zagen zich genoodzaakt afval op stortplaatsen aan de gemeentegrenzen te dumpen zodat het in ieder geval niet op straat blijft liggen. Het zich opstapelende afval wordt periodiek verbrand, wat

giftige stoffen over de hele vallei deed waaien. Het resterende afval vergiftigt ondertussen de grond en sijpelt door tot in het grondwater, terwijl de rottende kadavers de lucht verder vergiftigen.

De regering in Beiroet erkende najaar 2015 dat de situatie een risico is voor de volksgezondheid en haar eigen onvermogen om ermee om te gaan en presenteerde daarom een plan waarin decentralisatie van afvalwerking het speerpunt is. Decentralisatie is een controversieel onderwerp in Libanon. Iedere vorm van herverdeling van politieke machten dreigt de precaire sektarische machtsbalans te verstoren die het land bij elkaar houdt. Mede hierdoor hebben de lokale overheden van oudsher weinig middelen en zijn sterk gefragmenteerd. Desalniettemin dragen de lokale gemeenschappen de zwaarste last van de vluchtelingencrisis.

Libanon heeft rond de 1.000 gemeenten. Een merendeel is daarvan is zeer klein en heeft slechts een paar of zelfs géén gemeentepersoneel. Kleine gemeenten werken vaak samen in *Unions*. De Unions zijn samenwerkingsverbanden en hebben geen eigen personeel. Er zijn ongeveer 50 van deze clusters in Libanon. In ons werkgebied in de Bekaavallei zijn ongeveer 30 gemeenten in 3 verschillende Unions verenigd.

Nederlandse werkwijze LOGOReP

Het Local Government Resilience Programme, oftewel LOGOReP, zet zich in voor de versterking van de weerbaarheid van Libanese en Jordaanse gemeenschappen waarvan het voorzieningenniveau hevig onder druk wordt gezet door de toestroom van Syrische vluchtelingen.

LOGOReP vond zijn oorsprong in Jordanië in 2012. Samen met de gemeente Amsterdam zette VNG I zich daar in om de aan Syrië grenzende regio's te ondersteunen bij de opvang van honderdduizenden vluchtelingen.

Na het aflopen van dit programma halverwege 2015, heeft het Ministerie van Buitenlandse Zaken besloten het programma in Jordanië te verlengen en uit te breiden naar Libanon.

In Libanon doen we dit op twee verschillende wijzen. In de eerste plaats bieden we rechtstreeks ondersteuning bij gemeentelijke en regionale voorzieningen die zowel Libanezen als vluchtelingen baten, zoals afvalverwerking (zowel menselijk als niet-menselijk) en voedselproductie. Om dat te kunnen doen is het cruciaal de capaciteiten en slagkracht van gemeenten en Unions te versterken. Daarom, en dit is in de tweede plaats, begeleiden we hen daarin, via bijvoorbeeld trainingen of via *on-the-job* en *colleague-to-colleague* coaching.

We werken daarbij samen met de UNDP. Wij maken gebruik van hun bestaande netwerk en hun middelen tot het doen van grote investeringen, terwijl zij gebruik maken van de Nederlandse expertise en ervaring op het versterken van de voorzieningenniveaus en de lokale overheden.

Veiligheidsbeleid LOGOReP

Nergens in de regio is de impact van de Syrische crisis zo groot als in Libanon. Dat maakt het werk van groot belang, maar zorgt ook voor het ontstaan van reële risico's. Bestaande spanningen tussen bevolkingsgroepen in Libanon namen bijvoorbeeld toe nadat sekte- en geloofsgenoten uit Syrië de onrustige balans dreigden te verstoren. In sommige gebieden, zoals het noordelijke grensgebied met Syrië, ontvlammen deze spanningen soms in geweld en in aanslagen.

Deze risico's houden we samen met de Nederlandse ambassade, met de VN, en met een onafhankelijk Nederlands veiligheidsbureau constant in de gaten. Consultants van het veiligheidsbureau hebben op basis van veldonderzoek een veiligheidsadvies opgesteld dat de leidraad is van ons veiligheidsbeleid in Libanon. We werken nooit in gebieden waarvan zij oordelen dat zij niet veilig voor ons zijn. En op hun advies staan reizende ambtenaren altijd onder begeleiding van onze lokale VNG I medewerkers.

Inzet gemeenten

In algemene zin betreft de gemeentelijke inzet het inbrengen van ervaringen en expertise aan Libanese lokale overheden op het gebied van gemeentelijke dienstverlening, lokale economische ontwikkeling, strategische planning en intergemeentelijke samenwerking. Een typische inzet van een gemeente volgt het volgende patroon, waarbij opgemerkt moet worden dat deze processen flexibel zijn en in de praktijk er net altijd wat anders uitzien. De uiteindelijke inzet van gemeenten wordt altijd in nauw overleg opgesteld. Gemeenten worden altijd volledig vergoed voor de inzet van hun personeel:

1. We identificeren een concrete behoefte aan kennis of expertise in Libanon, bijvoorbeeld een gebrek aan kennis over hoe een gemeente een werkend afvalrecyclingbeleid kan opstellen en uitvoeren;
2. Samen met de betrokken gemeente bespreken we of, en zo ja welke, expertise binnen de gemeente het beste aansluit bij de vraag;
3. Indien er capaciteit en wil is, bereiden we een opdrachtbeschrijving voor. Op basis daarvan bereiden we ook de reis naar en de VNG I begeleiding voor de betrokken ambtenaren in kwestie voor;
4. Onder begeleiding van ons voeren de ambtenaren een veldbezoek uit aan de Libanese gemeente, geleid door de vragen in de opdrachtbeschrijving. Dit veldbezoek kan een nader onderzoek zijn naar de lokale situatie of juist een advies aan of training van Libanese collega's behelzen;
5. De betrokken ambtenaren schrijven bij terugkomst in Nederland een adviesrapport waarin zij antwoord geven aan de vragen die in de opdrachtbeschrijving gesteld worden.
6. Dit adviesrapport kan de inzet vormen voor de volgende gemeentelijke inzet.





LOCAL
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VNG
International
Lebanon

4. Kalaat Al Istiklal (the Independence Citadel)

Union Name Location	# of municipalities	Year of creation	Population #	Syrian Refugee #
Beqaa, Rachaya Caza	12	2012	48000	48000
Main economic activity: Retail trading, industrial aluminum, industrial heater, sweets, dairy products Main landmarks: Roman ruins, caves, natural springs, mills, the Independence Fort (where the French forces held the godfathers of the Lebanese independence captive after they declared the independence of the country from the French mandate)				



Kfardenis, a village of the union,
and the independence citadel



5. Jabal El Cheilh (Mount Hermon)

Location	# of municipalities	Year of creation	Population #	Syrian Refugee #
Beqaa, Rachaya Caza	14	2012	40000	5000
Main economic activity: Retail shops, grape molasses factories, vineyards, restaurants, big stove factories, plastic factories, residential construction Main landmarks: Rachaya historical fort, roman temple, roman ruins, Mont Hermon which is a sacred biblical/Abrahamic site				



Mont Hermon

6. Al Bouhayra (the Lake)

Location	# of municipalities	Year of creation	Population #	Syrian Refugee #
Beqaa, West Beqaa Caza	19	1979	86000	30000
Main economic activity: Agriculture, expats Diaspora support, small industries for raw material and construction, vineyards Main landmarks: Qaraoun lake, roman ruins, La route du vin (the wine road)				



Qaraoun lake with Mount Hermon in the background

7. Al Sahel (the plain)

Location	# of municipalities	Year of creation	Population #	Syrian Refugee #
Beqaa, West Beqaa Caza	12	1998	71000	87000
Main economic activity: One of the main agricultural regions of Lebanon, agro-food industry Main landmarks: Roman ruins, old roman city 'Kamidus'				





Den Haag

Aanwezig:

5.1.2.e

& 5.1.2.e

Afwezig:

5.1.2.e

Besluit- en actiepunten overleg Libanon, 19 januari 2017

Bestuurlijke missie

- 5.1.2.e heeft Ingrid bijgepraat over de voortgang van het Waste traject, het programma is met haar doorgenomen.
- De missie beslaat een dag in de Beqaa (bezoek aan Ghazze, Manarah, twee ITS, ontmoeting UP's) en een dag in Beiroet (bezoek aan Ambassade NL, UNICEF en school Syrische vluchtelingen). Plus een persoonlijke afspraak met Sigrid Kaag, United Nations Special Coordinator for Lebanon.

Waste missie

- Er is nog geen concreet programma opgesteld, deze volgt begin volgende week.
- De waste missie kruist de bestuurlijke missie in de Beqaa. De collega's sluiten aan bij de lunch bij Qaraon lake en het diner in Beiroet (zonder Ingrid) diezelfde avond.

Voortgang LED

5.1.2.e heeft voorstellen uitgewerkt (zie bijgaand) in opvolging van de LED Strategy, deze zijn besproken door Den Haag, Almere en VNGi. Naar aanleiding hiervan besloten dat:

- de LED pilots zullen zich focussen op 1) Water and wastewater en 2) Urban planning.
- de *soft pillars* waaronder communicatie, burgerparticipatie/eigenaarschap en capaciteitsversterking integraal deel uitmaken van de pilots.
- Er op verzoek van Almere wordt gekeken naar de organisatie van een verkennende missie (2 dagen in maart) voorafgaand aan de scoping missie. Doelstelling: aftasten en onderstrepen lokaal eigenaarschap, inzicht verkrijgen in de hulpvraag en selectie te onderzoeken locaties.

Vanuit Den Haag wordt de wens voor een *pre-scoping* missie niet gedeeld. In plaats daarvan wordt de voorkeur uitgesproken om gelijk met de scoping missie te starten. Aandachtspunt hierbij is de aanwezigheid van een stedenbouw team in Libanon. Noodzakelijk voor gedegen voorwerk voorafgaand aan de scoping missie, 5.1.2.e zal deze zienswijze delen met 5.1.2.e **Actiepunt** 5.1.2.e

Uitbreiding projectteam

Afgestemd op de pilotopzet van LED, zou LED Den Haag als volgt vorm kunnen krijgen:

- | | |
|---------------------|-----------|
| 1) Water/Afvalwater | - 5.1.2.e |
| | - 5.1.2.e |
| 2) Stedenbouw | - 5.1.2.e |
| | - 5.1.2.e |
| 3) Planologie | - 5.1.2.e |
| | - 5.1.2.e |

De nieuwe collega's/leidinggevenden zullen worden benaderd. Wanneer de pilots concreter worden, vinden vervolggesprekken plaats. *Actiepunt* 5.1.2.e

Young Talent programma 2017

Naar aanleiding van de evaluatie van het YT programma met VNGi is besloten om dit jaar één young talent programma te organiseren (september/oktober). Het (stage)programma van Den Haag en Almere zal generiek zijn; een kennismaking met de verschillende onderdelen van het LoGoRep programma. Capaciteit is een aandachtspunt, streven is om de manuren voor de organisatie van het programma aanzienlijk te verminderen t.o.v. vorig jaar. Tenslotte wordt gekeken om young professionals van de gemeente aan te laten sluiten bij management cursus van week 1.

LOCAL

5.1,2,e

5.1,2,e

PROGRAMME



PLACES THAT WILL BE VISITED

- Zahle
- Manara
- Ghazze
- Qaraoun
- Embassy of the Netherlands
- Jousour, Nouairi
- Unicef, Hamra

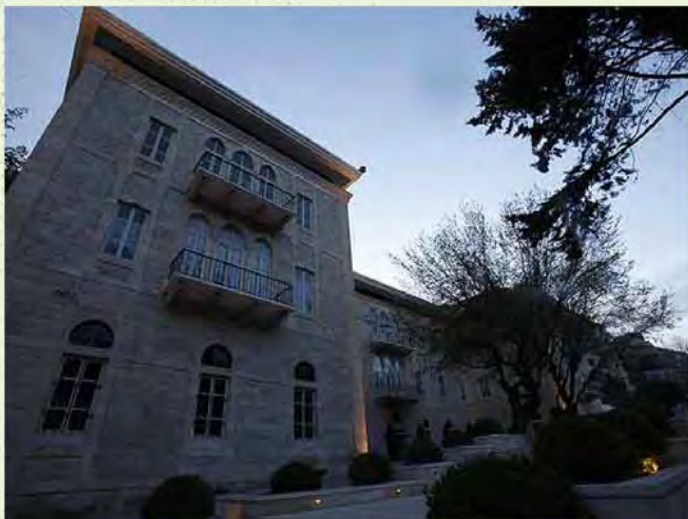
ZAHLE

- Location: Central Beqaa
- Staying at Grand Kadri Hotel

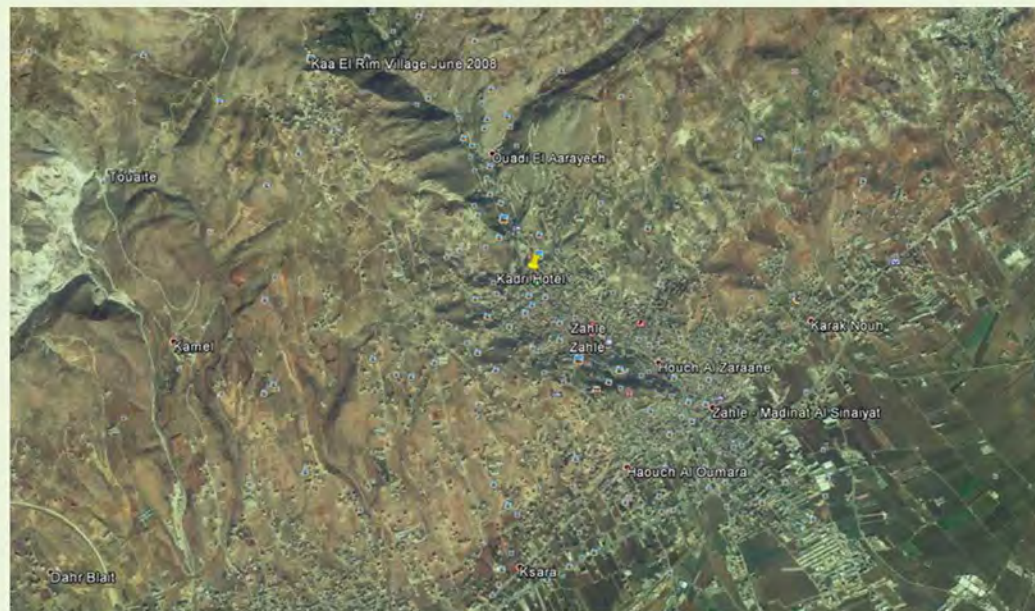


Red Area is the city of Zahle

ZAHLE



Grand Kadri Hotel



Grand Kadri Location in Zahle
(Yellow Pin)

MANARA

•Location: West Beqaa



Manara location (Red Dot)

MANARA



GHASSE

•Location: West Beqaa



Ghazze location (Red Dot)

GHAZZE



QARAOUN

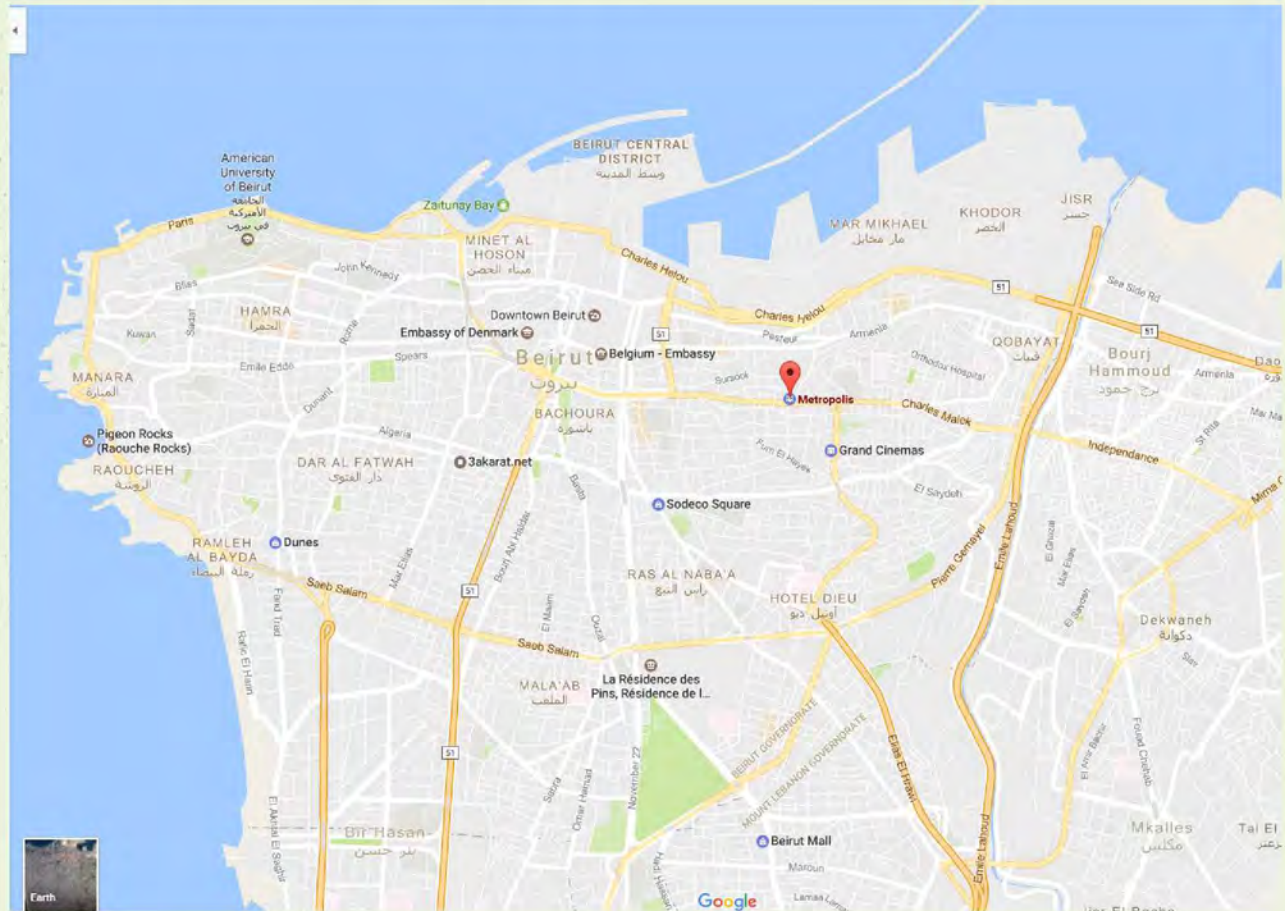
•Location: West Beqaa



Qaraoun village location (Red Area)

EMBASSY OF THE NETHERLANDS

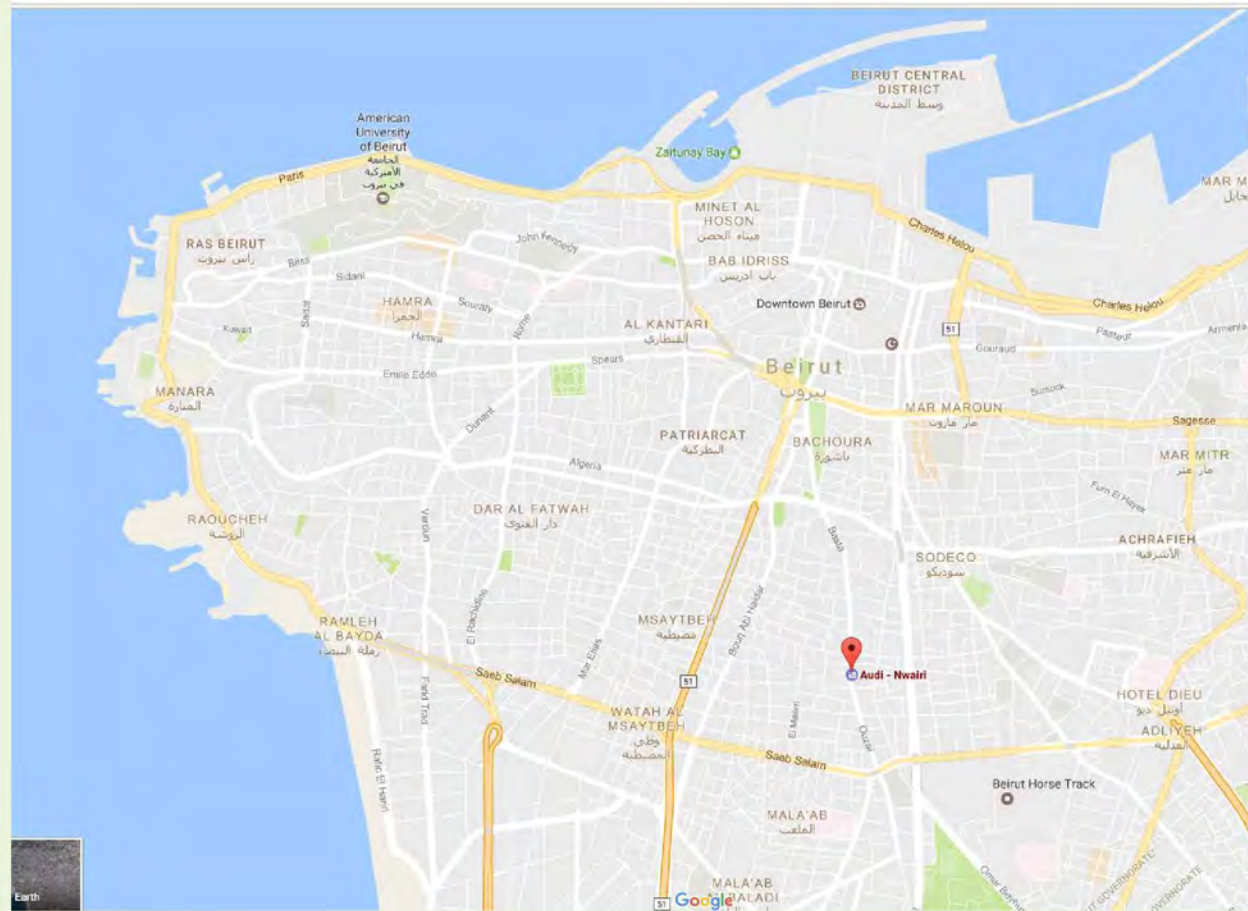
•Location: Sofil,
Ashrafieh, Beirut



Location of the embassy of the Netherlands
(Red dot)

JOUSOUR SCHOOL

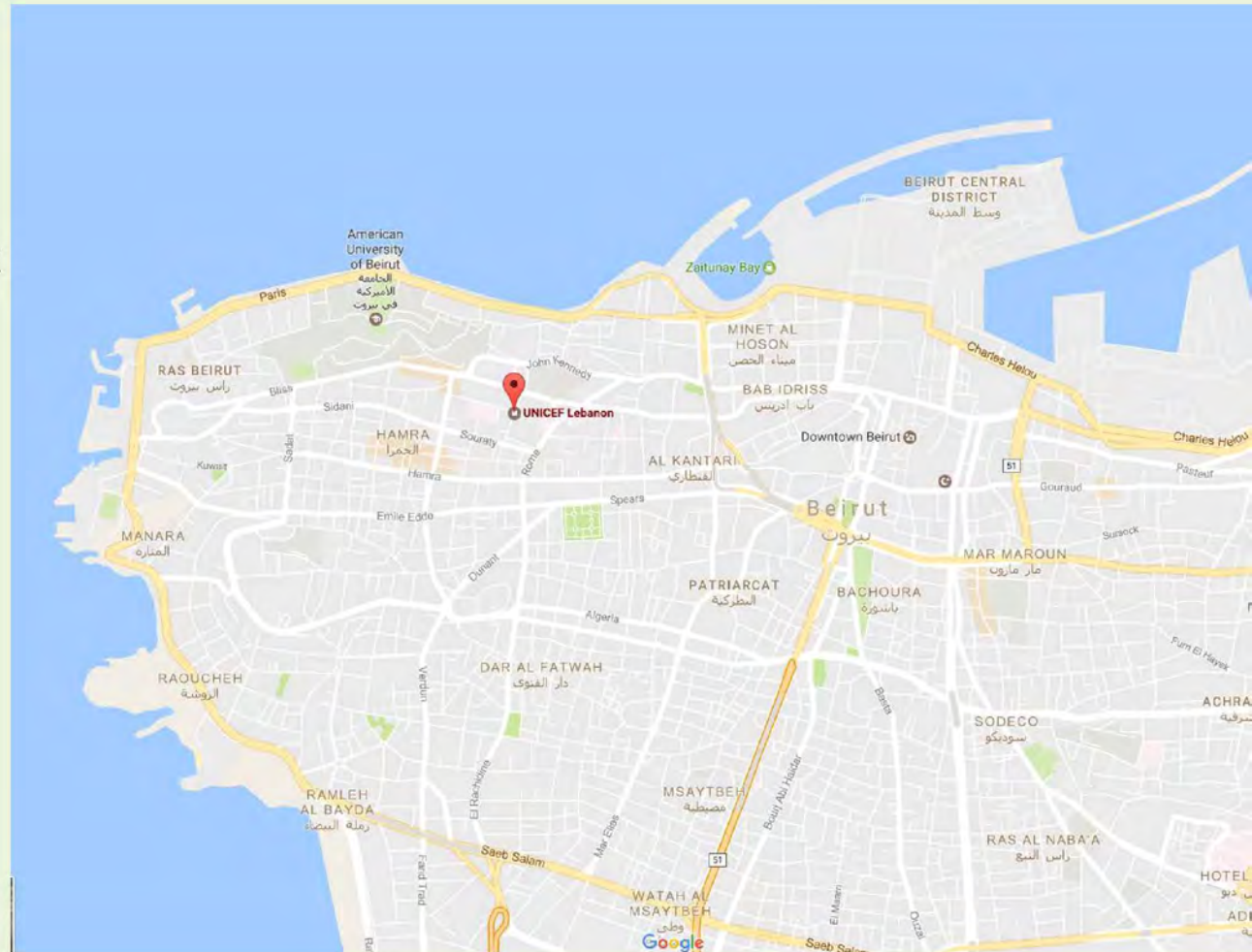
•Location: Nouairi, Beirut



Approximate location of Jousour school (Red Dot)

UNICEF

•Location: Hamra, Beirut



LOCAL
GOVERNMENT
RESILIENCE
PROGRAMME





Visits will take place in 1 and 2 as well as Beirut

LOCAL GOVERNMENT **RESILIENCE** PROGRAMME



This programme is financed by the Dutch Ministry of Foreign Affairs

Gesprek Ingrid van Engelshoven

18-01-17

1. Programma

- Vluchttijden

05/02: 07.30-15.20 uur (tussenstop Parijs)

08/02: 07.50-13.55 uur (tussenstop Parijs)

- Ontmoeting VNGi team zondagavond informeel diner, de groep die de dienstreis zal begeleiden.
- Ontmoeting maandag met bgm Ghazze, afgelopen december ontmoet in DH (**Foto**)
- Die middag ontmoetingen met alle UP's, zowel maandag in Beqaa als dinsdag in Beiroet.
- Diner maandag met Sigrid Kaag is bij haar thuis.
- Ontmoeting plv. ambassadeur, hij gaat in mei weg. Belangrijk banden te onderhouden met zijn rechterhand en staff.
- Ontmoeting met landenkantoor UNICEF, vanuit jouw rol als wethouder DH. Deels i.h.k.v. 5-jarige samenwerking DH, deels interessante ontmoeting i.r.t. eigen portefeuille en bezoek Jusoor School.
- Bezoek Jusoor School Beiroet (300 kinderen), Syrische NGO. Om een beeld te geven: 400.000 Syrische kinderen in Libanon, waarvan 90.000 momenteel toegang hebben tot school.
- Dinsdagmiddag vrij gelaten om omgeving te zien, ook i.r.t. LED strategy. Potentie van het land, natuur, geschiedenis, monumenten i.r.t. regio branding etc.

2. Stand van zaken LoGoRep (5.1,2,e)

3. Praktische zaken

- Vaccinaties: niet verplicht, GGD raadt aan: DTP, Hepatitis A
- Stempel paspoort Israël is weigering aan de grens.
- Fotograaf legt alle formele bezoeken/ontmoetingen vast.
- Veiligheidstraining + praktische uitleg achtergronden Libanon door Expat Preventive voor Ingrid en 5.1,2,e vrijdag 3 februari 09.00-13.00 kantoor VNGi.

4. Voorbereiding dienstreis

- Programma
- Achtergronden te ontmoeten personen
- Achtergrond land/recente geschiedenis
- Update huidige situatie i.r.t. vluchtelingen problematiek en veiligheidsanalyse.

Vragen Ingrid:

- Voorkeur dat iemand aansluit bij diner met Sigrid Kaag? 5.1,2,e / 5.1,2,e ?

Smoelenboek dienstreis Libanon wethouder KIJ0

5-8 februari 2017

Reisgezelschap dienstreis

5.1.2,e



5.1.2,e

senior projectmanager VNGi

5.1.2,e



5.1.2,e

5.1.2,e

5.1.2,e



Jaap Meindersma, verantwoordelijk
manager project Libanon gemeente Almere

5.1.2,e



5.1.2,e

Te ontmoeten personen

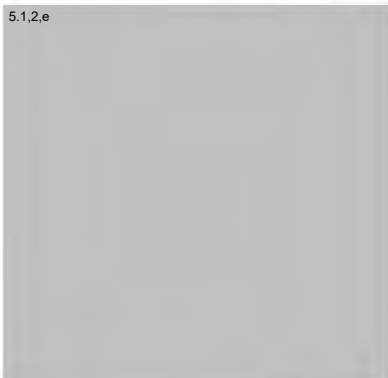


Han-Maurits Schaapveld, ambassadeur



Luciano Calestini, Deputy-Director UNICEF

Deelnemende collega's Waste missie



5.1.2,e ambtenaar Almere
betrokken bij het Waste traject



5.1.2,e ambtenaar Den Haag
betrokken bij het Waste traject

From: "5.1.2,e" <5.1.2,e@VNG.NL> on behalf of "Secretariaat VNG I" <SecretariaatVNGI@VNG.NL>
Sent: Mon, 9 Jan 2017 17:34:35 +0200
To: "5.1.2,e" <5.1.2,e@VNG.NL>
Subject: Your eticket: 5.1.2,e 5.1.2,e MR (05-02-2017/ZG5XPL)
Attachments: ZG5XPL.ics

Van: VCK Travel [mailto:naaldwijk@vcktravel.nl]
Verzonden: maandag 9 januari 2017 16:31
Aan: Secretariaat VNG I
Onderwerp: Your eticket: 5.1.2,e 5.1.2,e MR (05-02-2017/ZG5XPL)



Reservation number: ZG5XPL

Passenger	Ticket number	Route	Extra Information
5.1.2,e / 5.1.2,e MR	5.1.2,e	AMS-CDG-BEY-CDG-AMS	Electronic ticket

Flights:

From	To	Dep date	Dep/ar r time	Carrier	Flight nr.	Stops	Class	Seat	Baggage	Status
Amsterdam - Schiphol Airport (AMS)	Paris - Charles De Gaulle (CDG) Terminal 2F	05-02-2017	07:30 - 08:50	Air France	AF 82 27*	0	Economy (Y)	7F	1PC	Ticketed
* operated by KLM ROYAL DUTCH AIRLINES, KL 1227										
Paris - Charles De Gaulle (CDG) Terminal 2E	Beirut - Rafic Hariri Intl (BEY)	05-02-2017	10:00 - 15:20	Air France	AF 51 04*	0	Economy (U)	30F	1PC	Ticketed
* operated by MIDDLE EAST AIRLINES, ME 0210										
Beirut - Rafic Hariri Intl (BEY)	Paris - Charles De Gaulle (CDG) Terminal 2E	08-02-2017	07:50 - 11:35	Air France	AF 51 07*	0	Economy (U)	29E	1PC	Ticketed
* operated by MIDDLE EAST AIRLINES, ME 0211										
Paris - Charles De Gaulle (CDG)	Amsterdam - Schiphol Airport (AMS)	08-02-2017	12:40 - 13:55	Air France	AF 17 40	0	Economy (Y)		1PC	Ticketed

Terminal
2F

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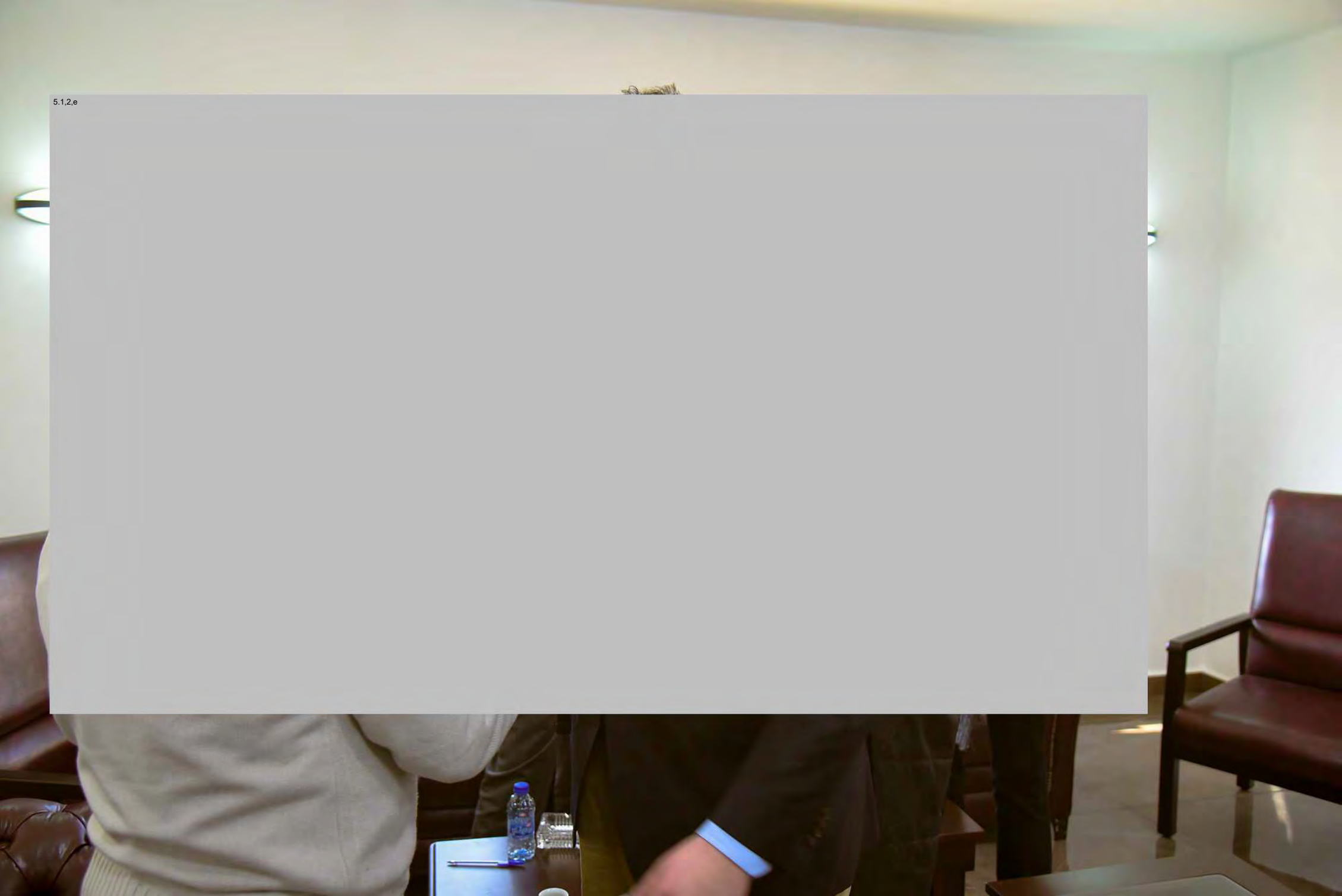


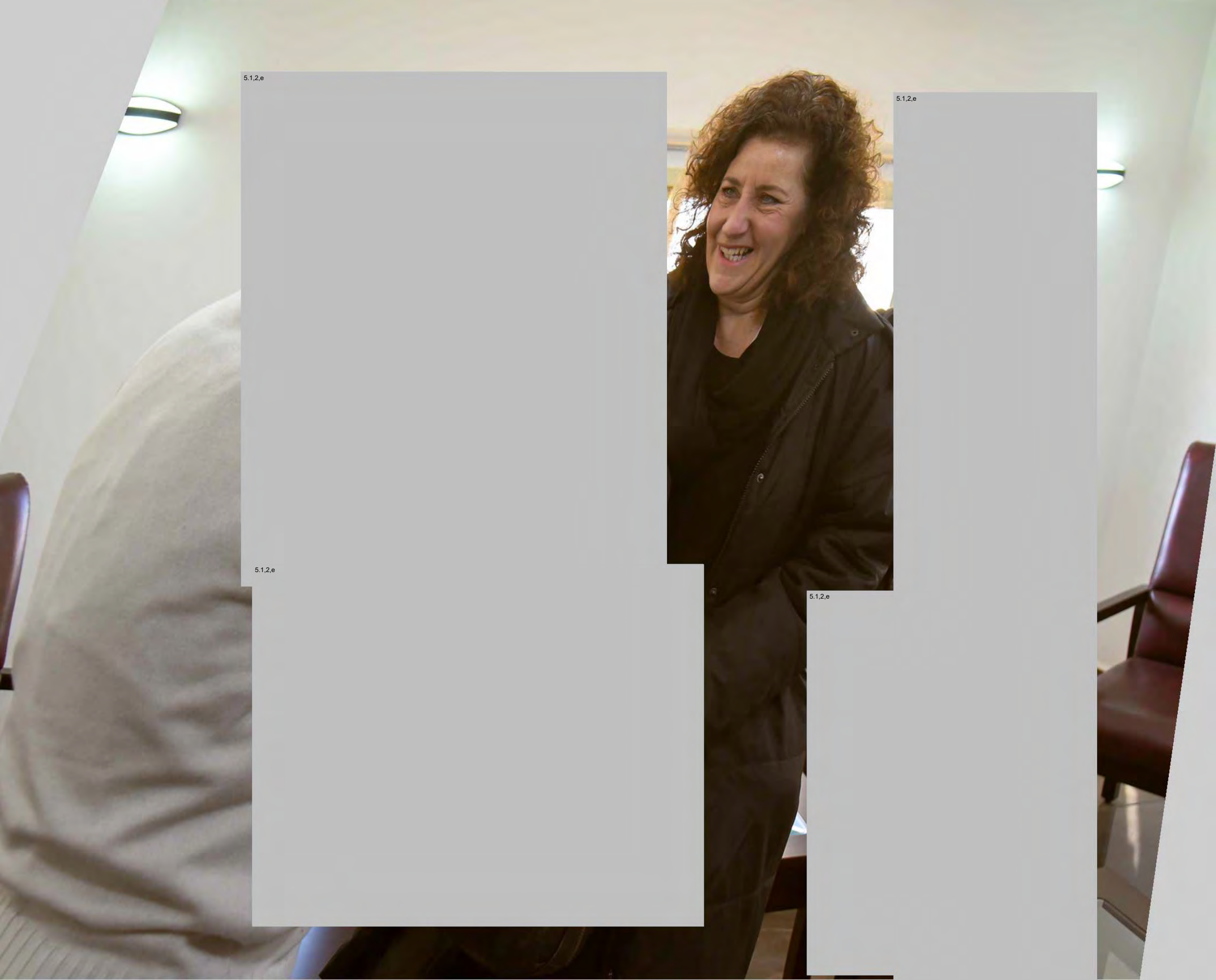
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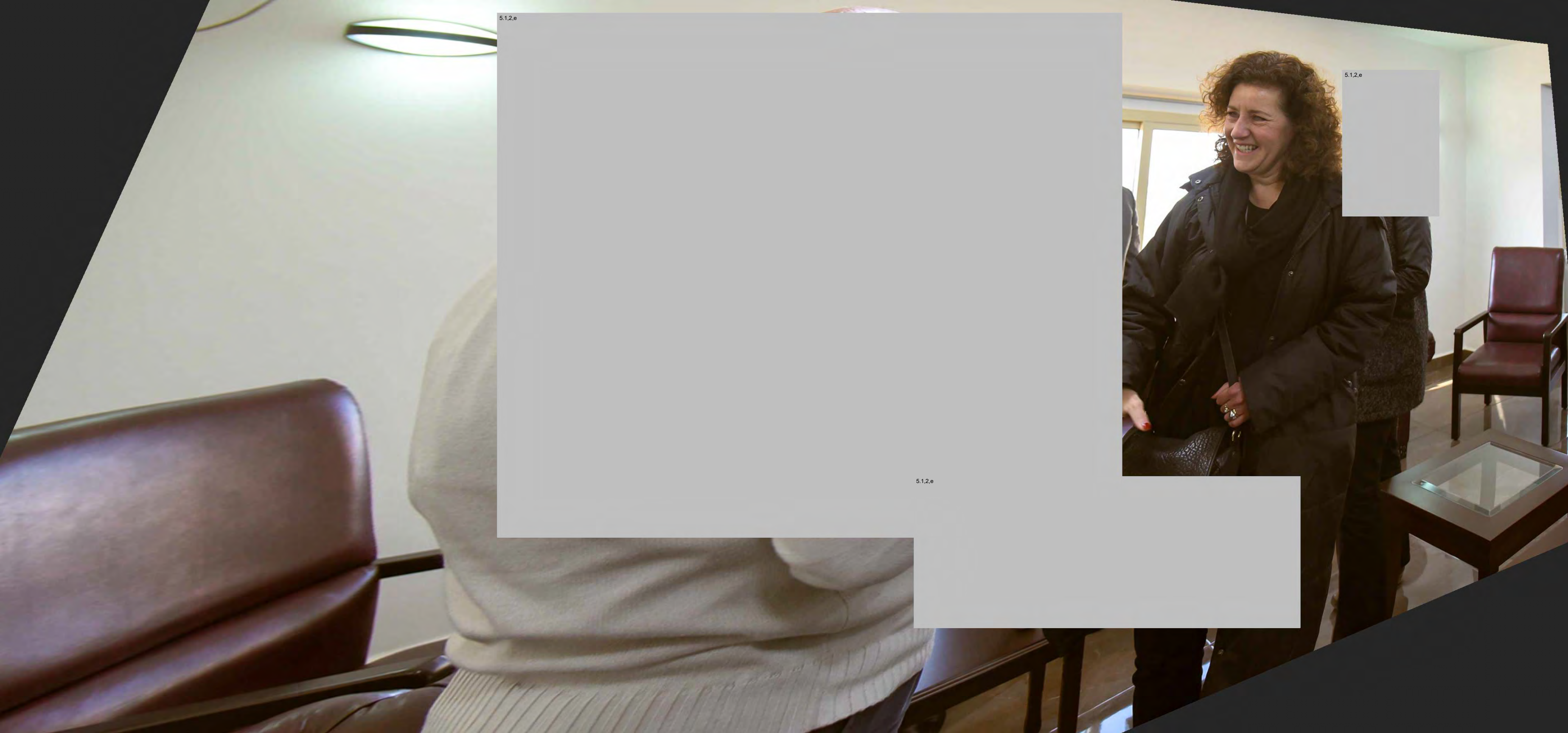


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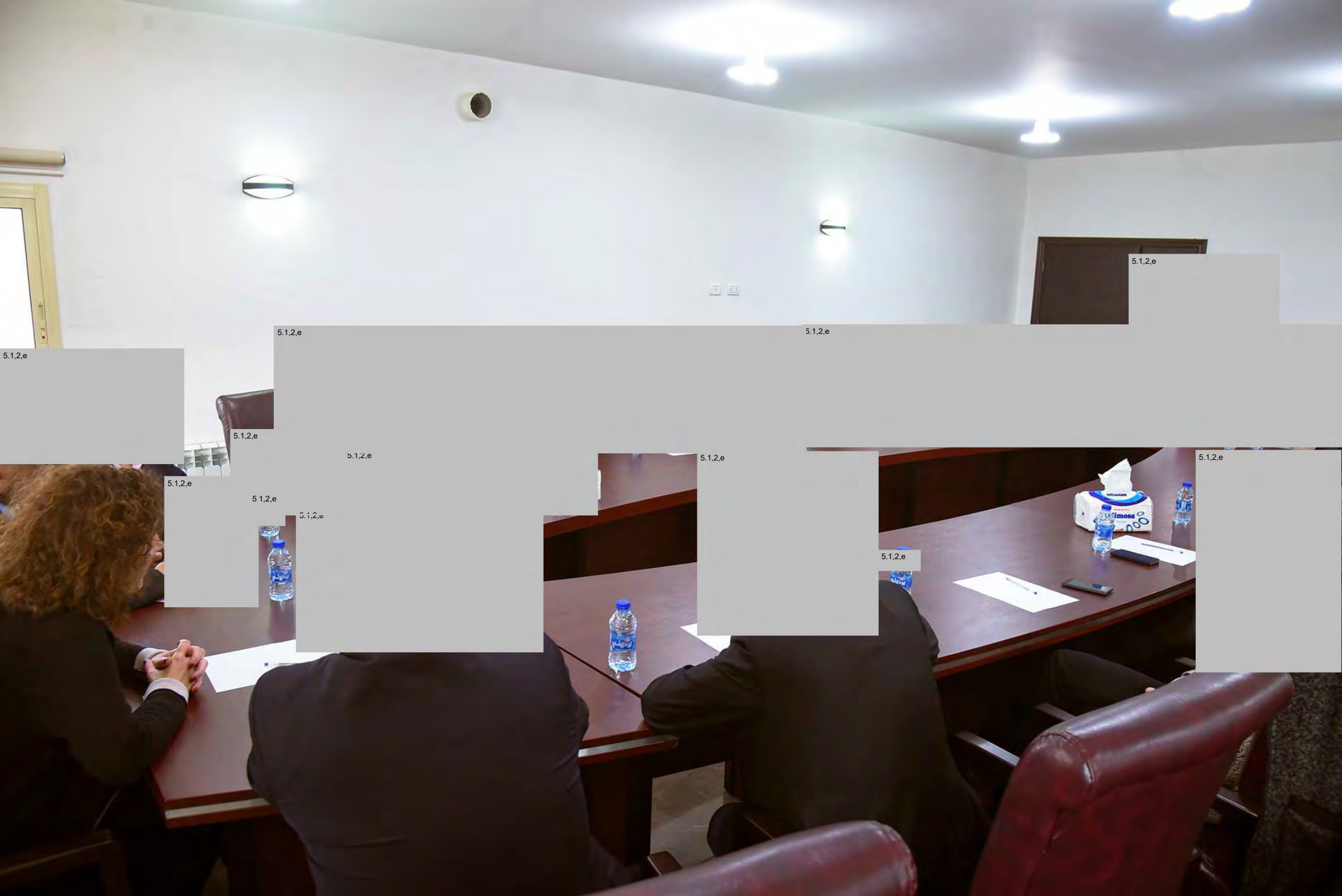
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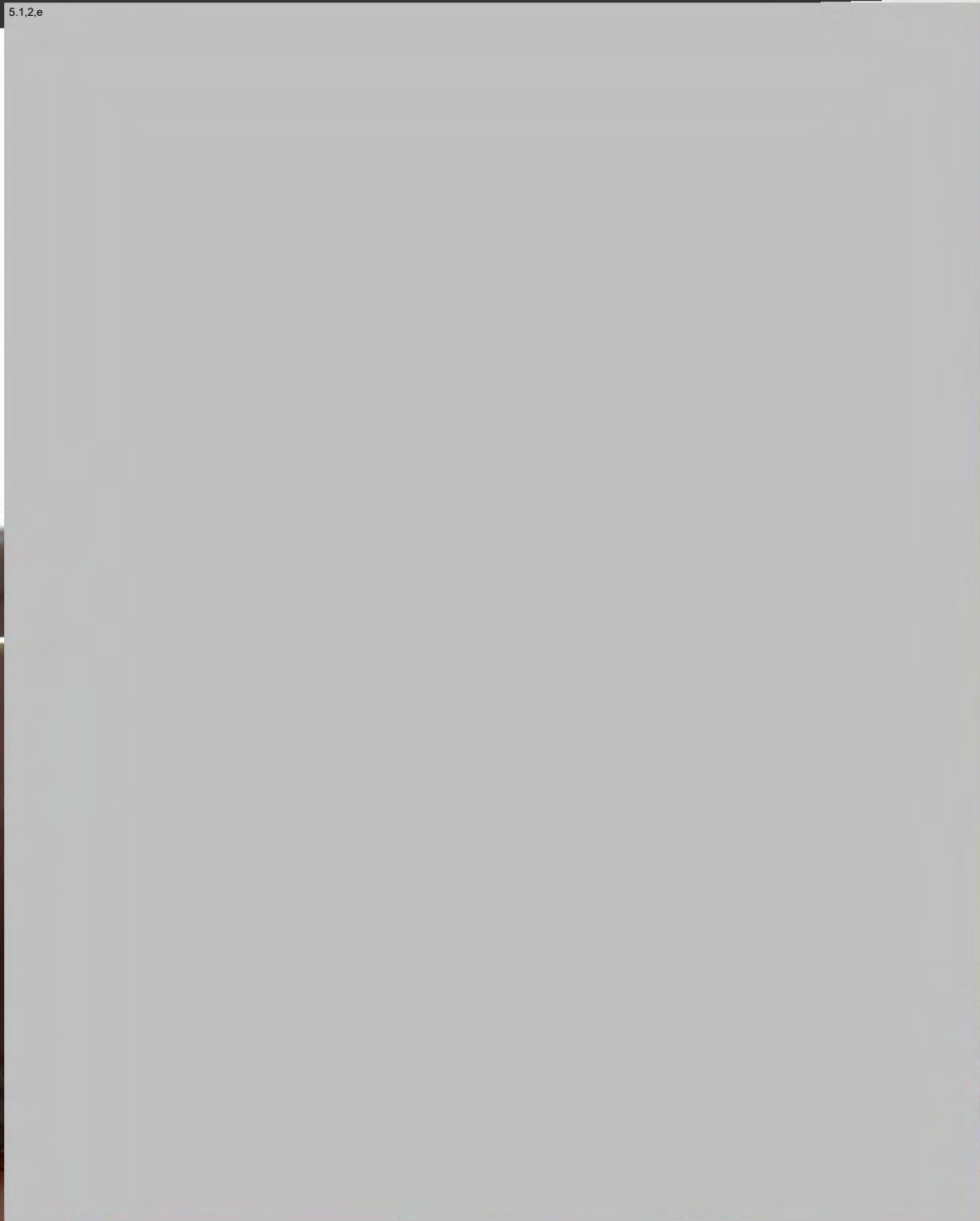
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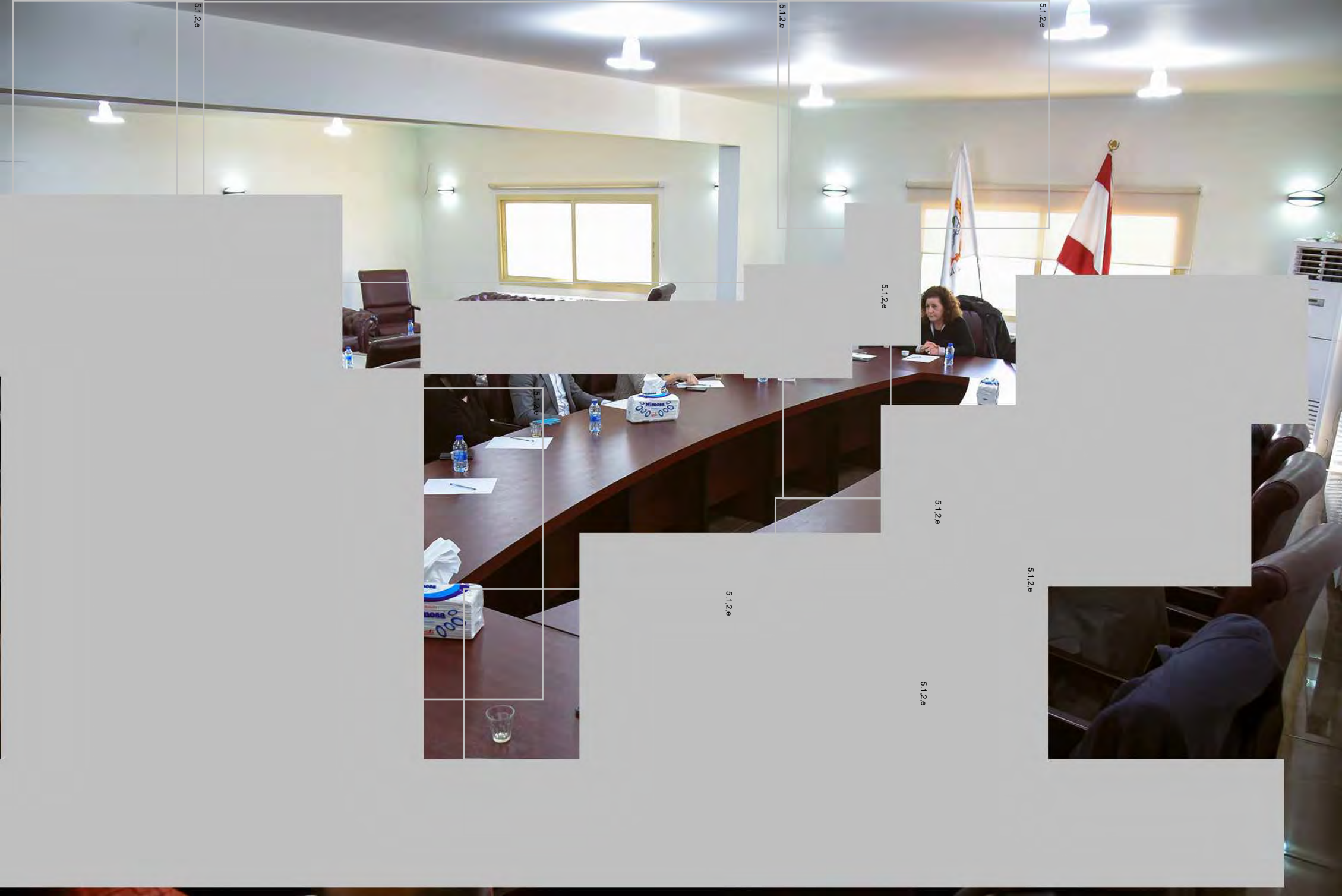
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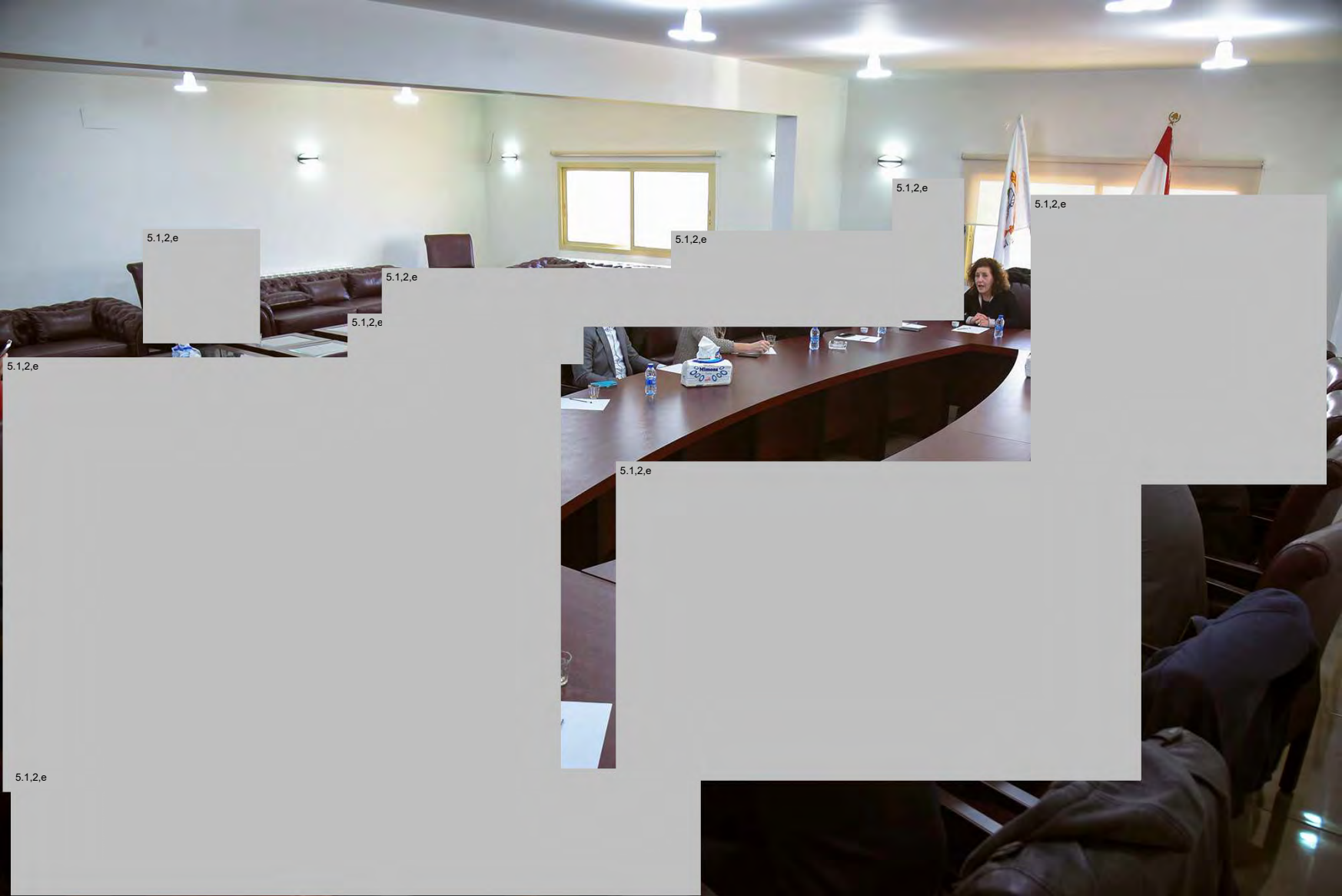
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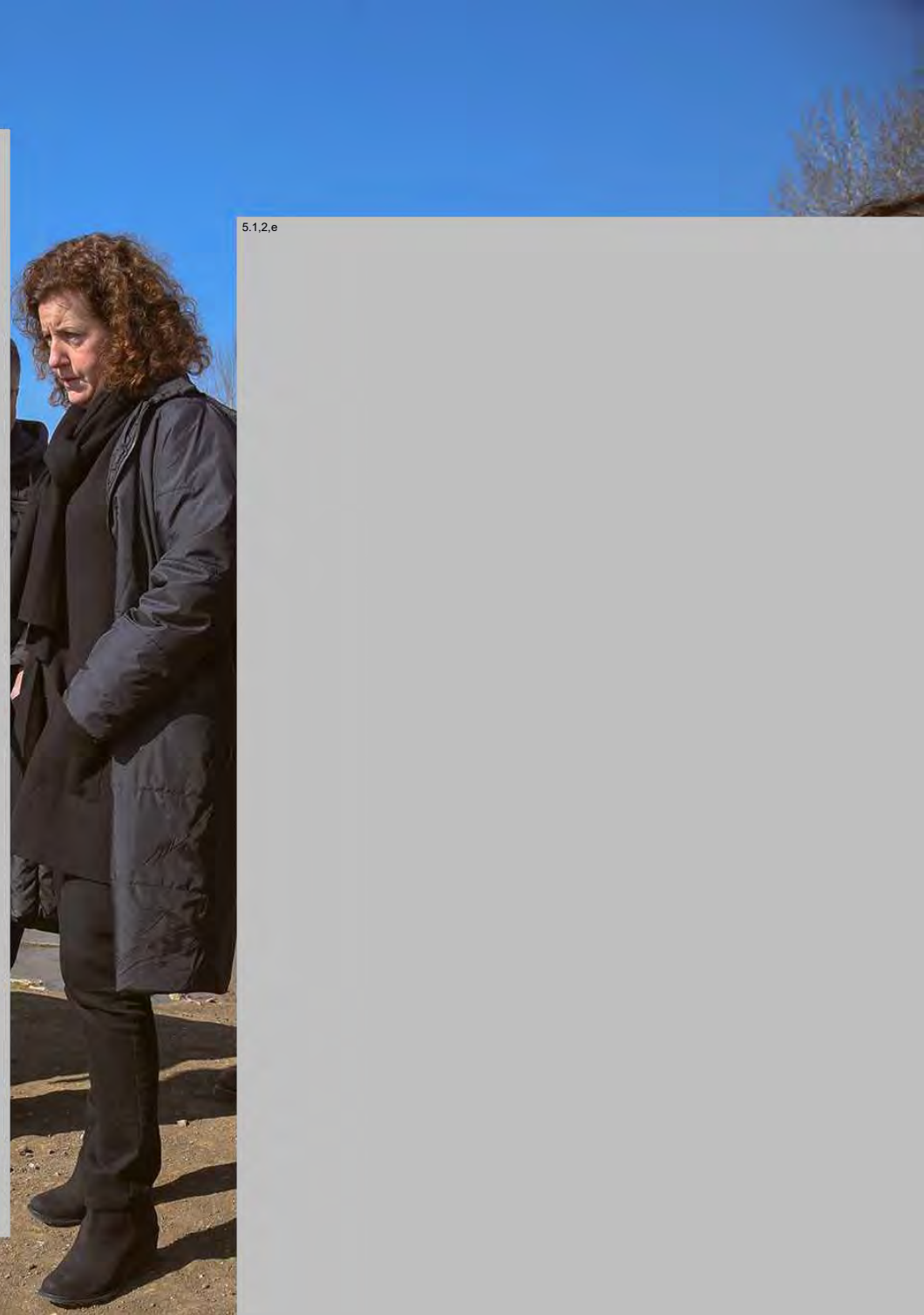
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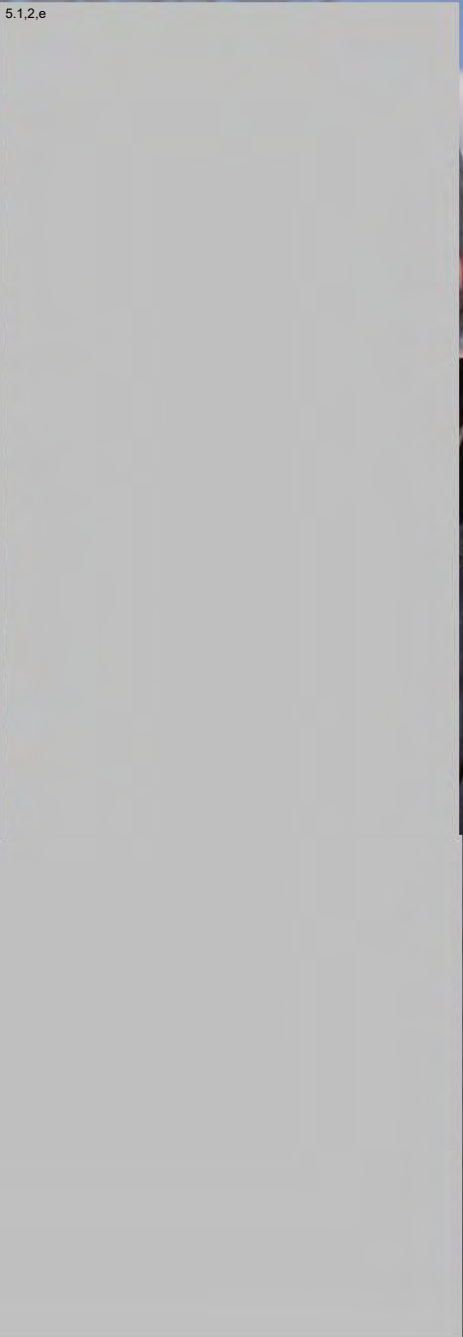
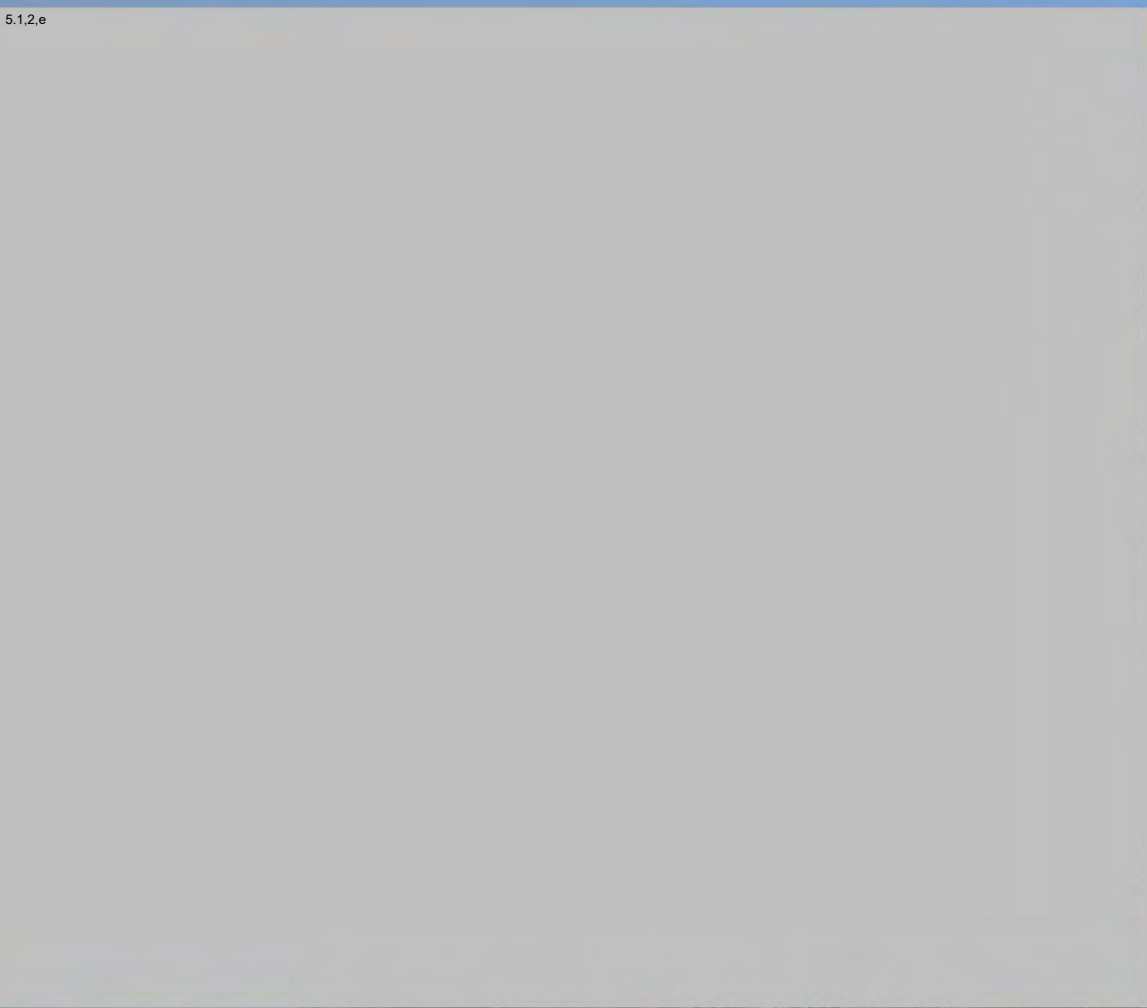


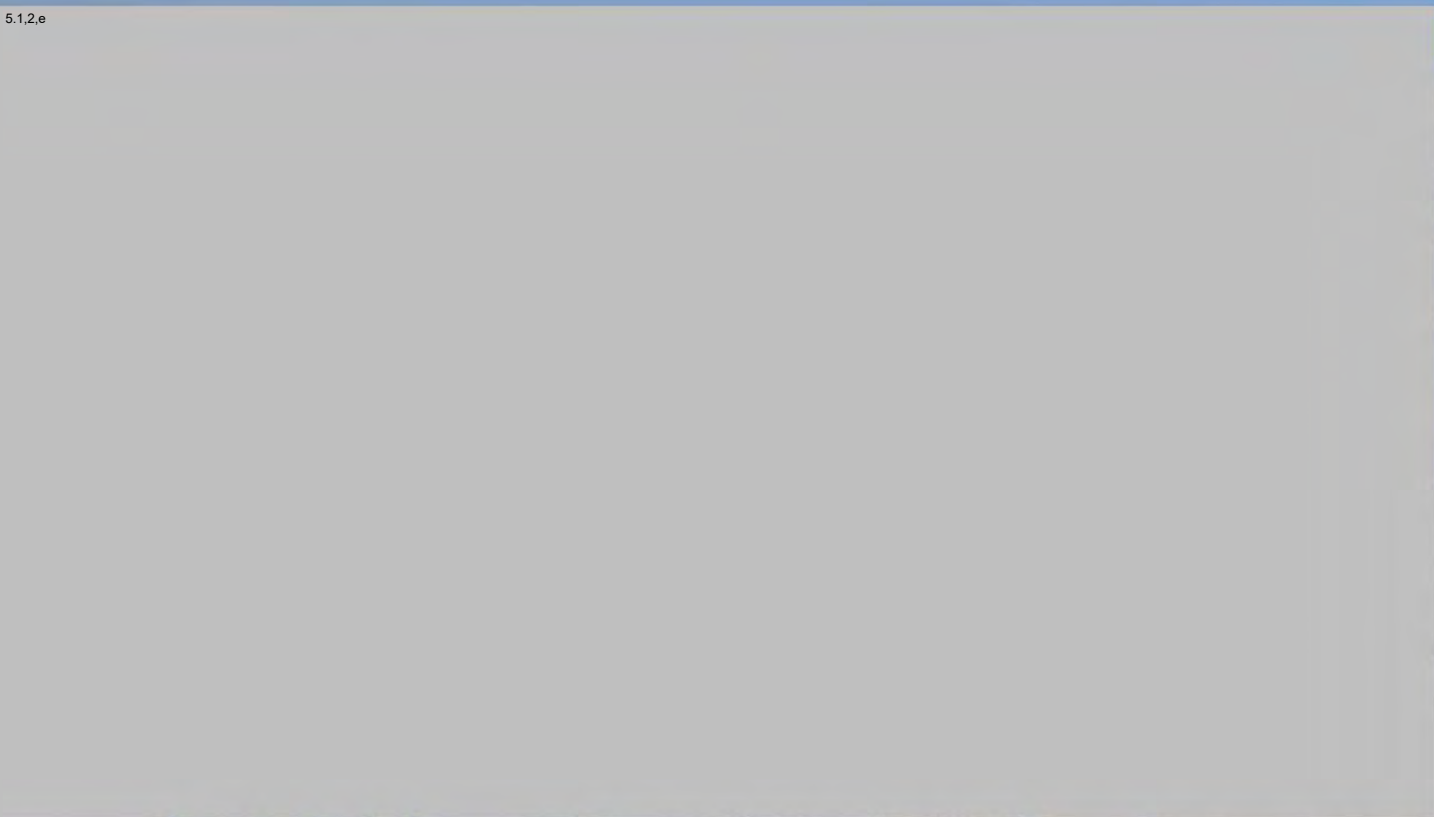
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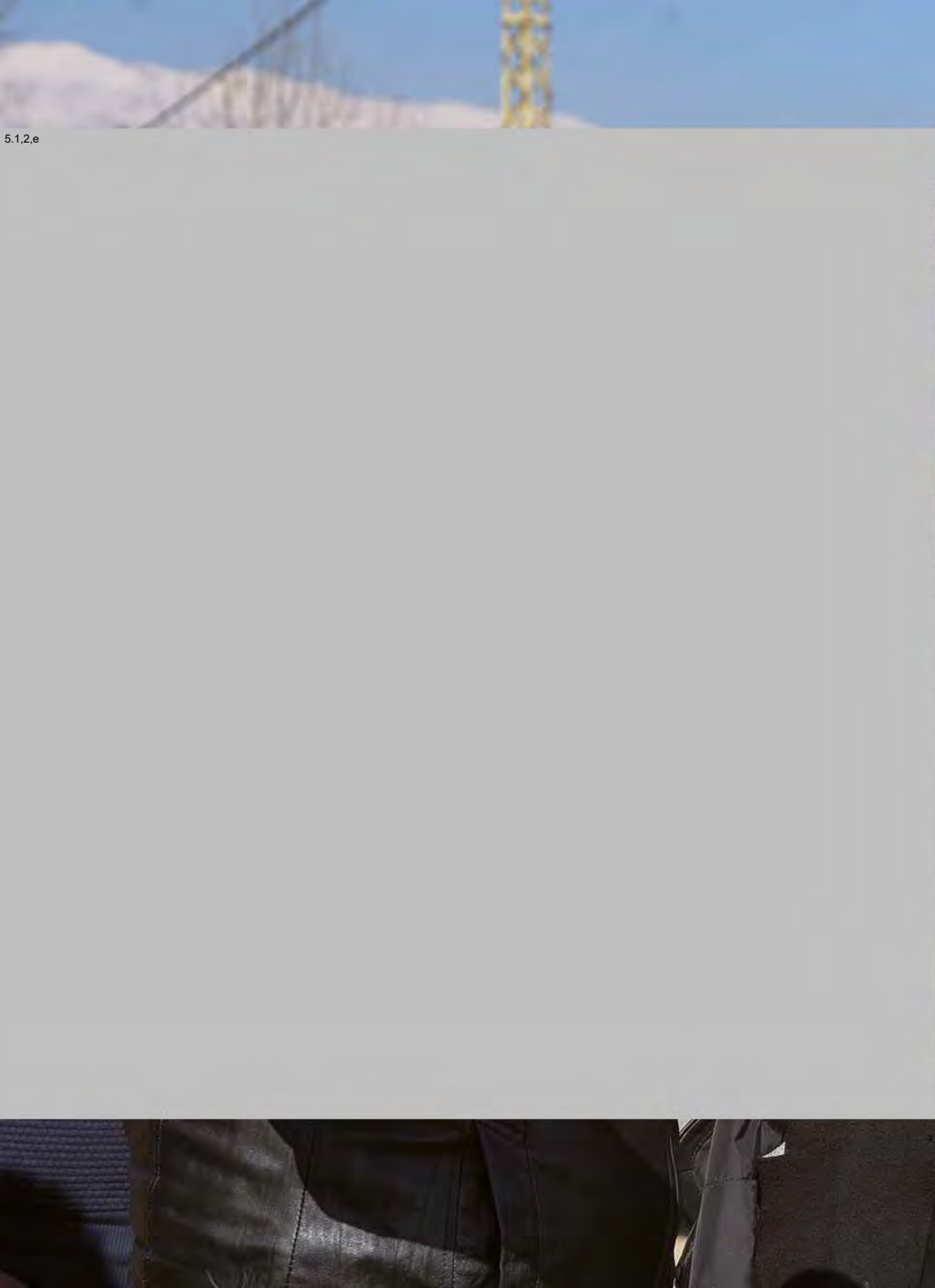


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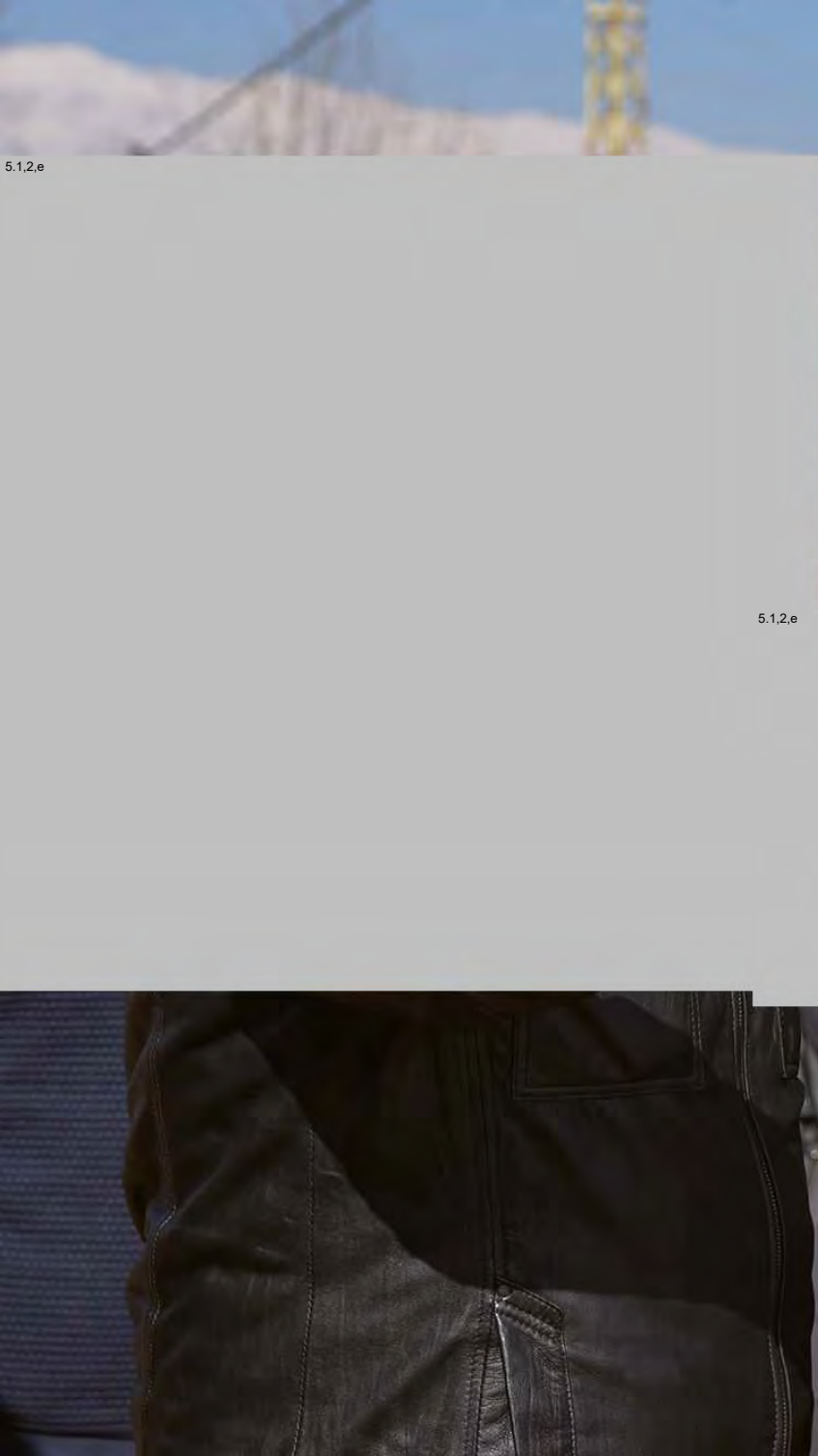




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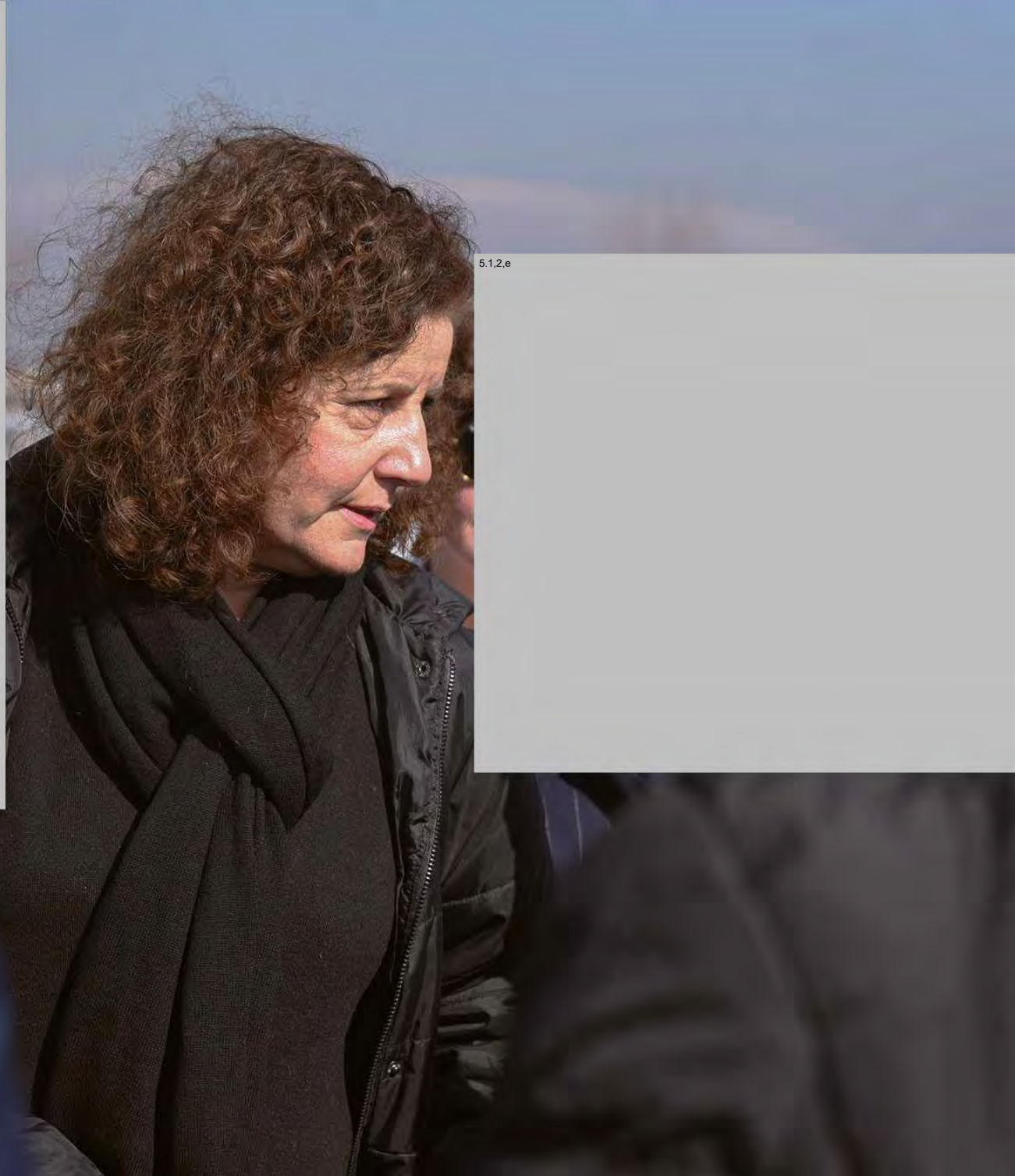




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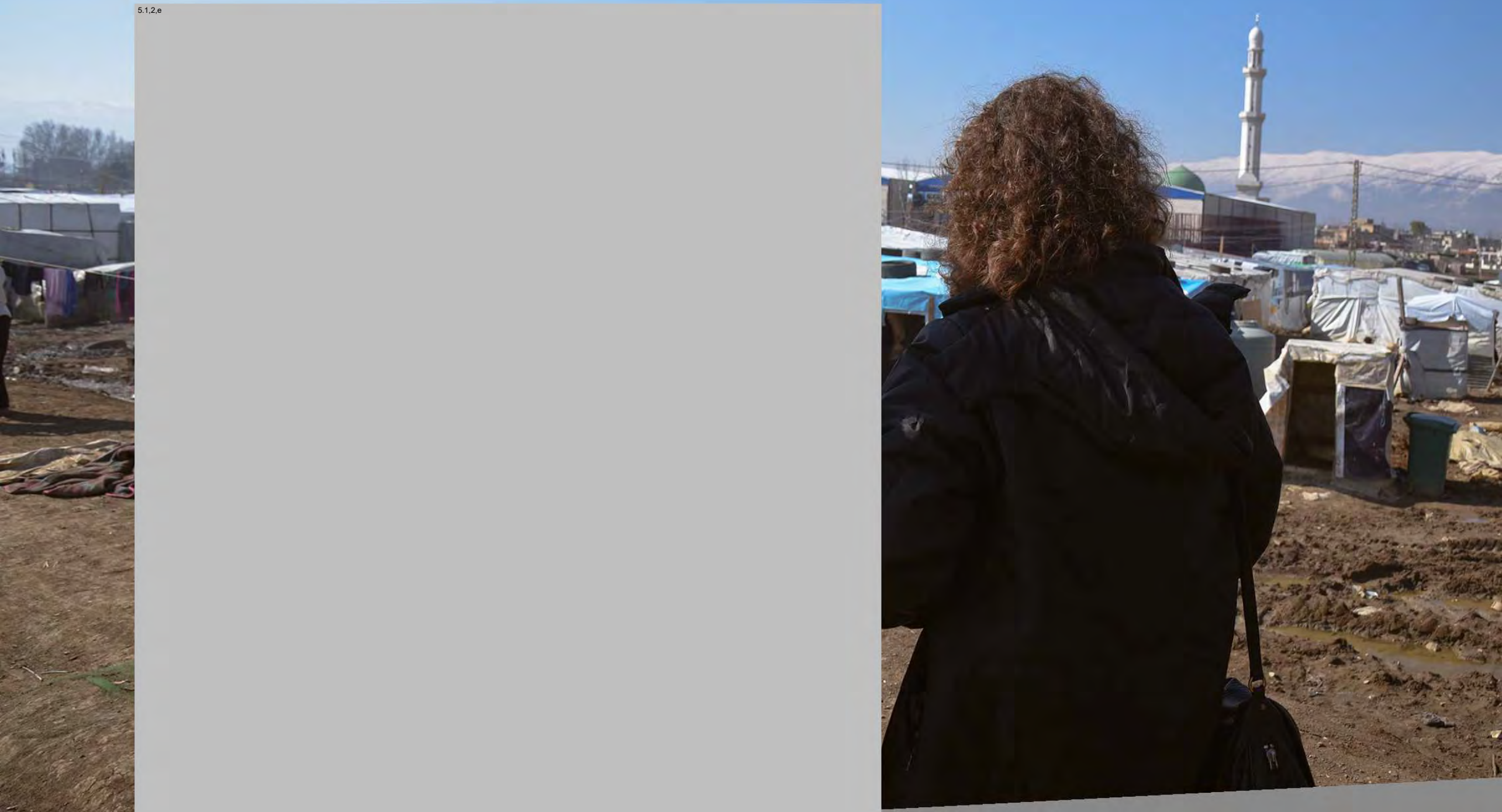


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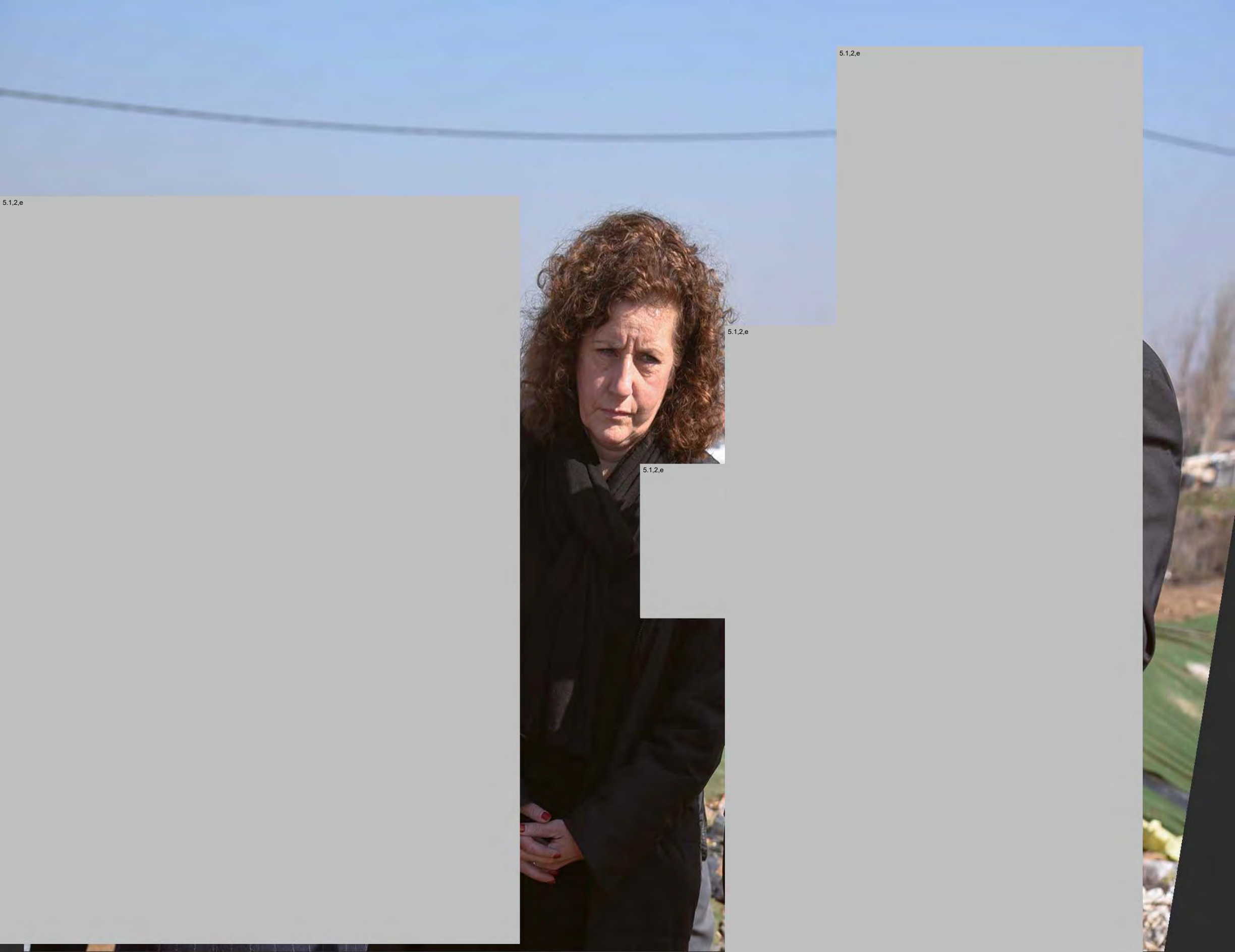
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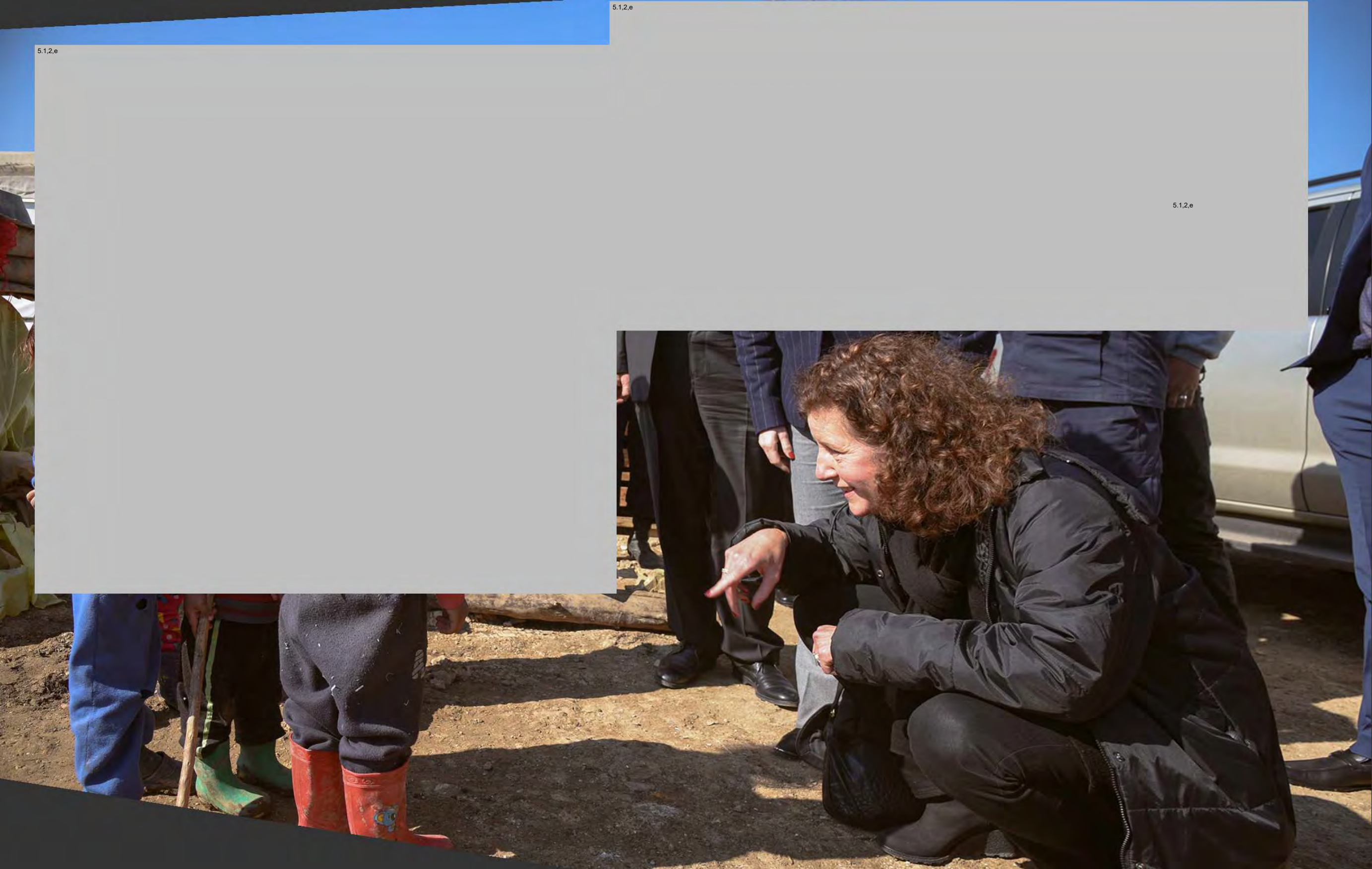
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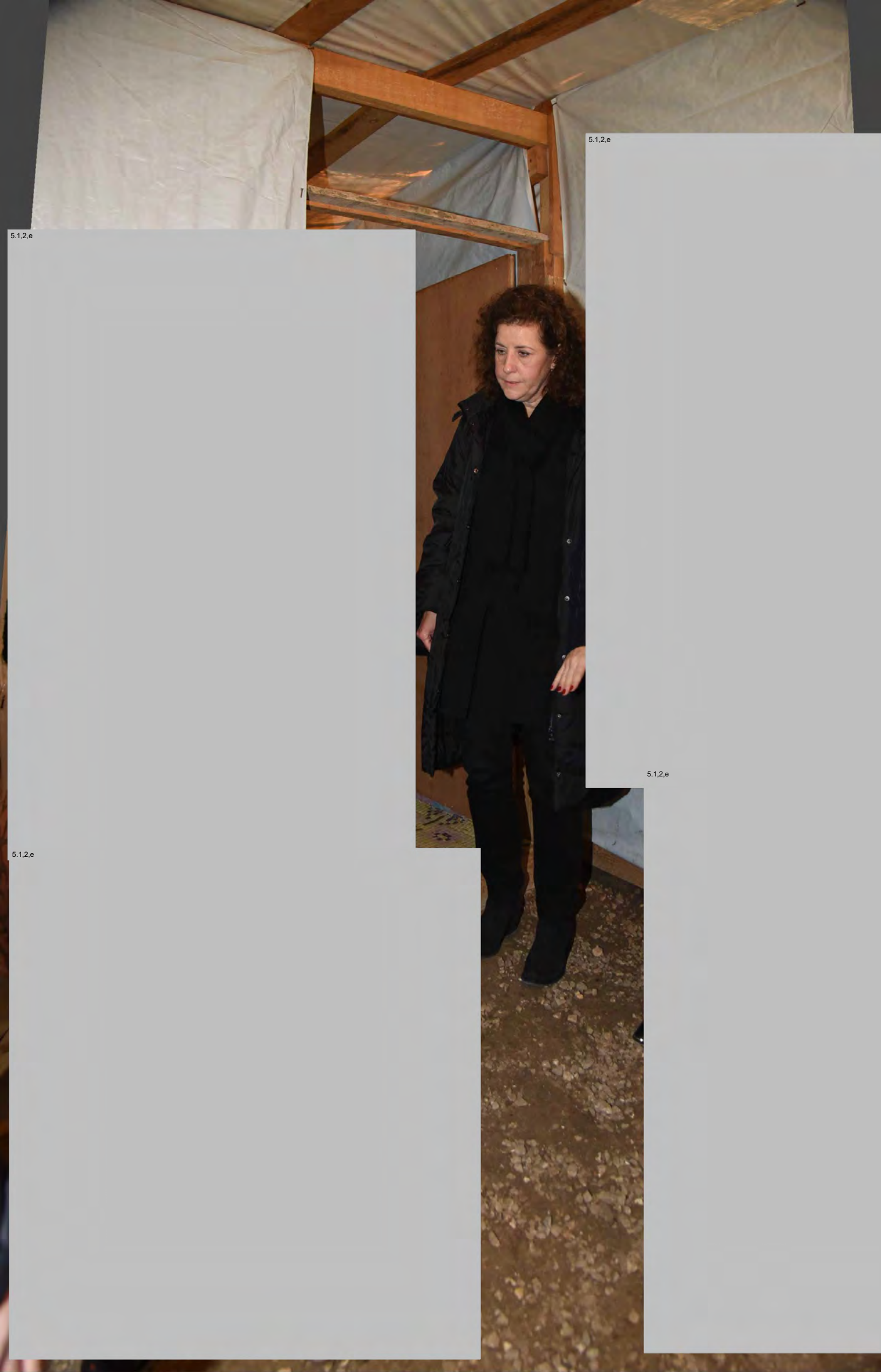


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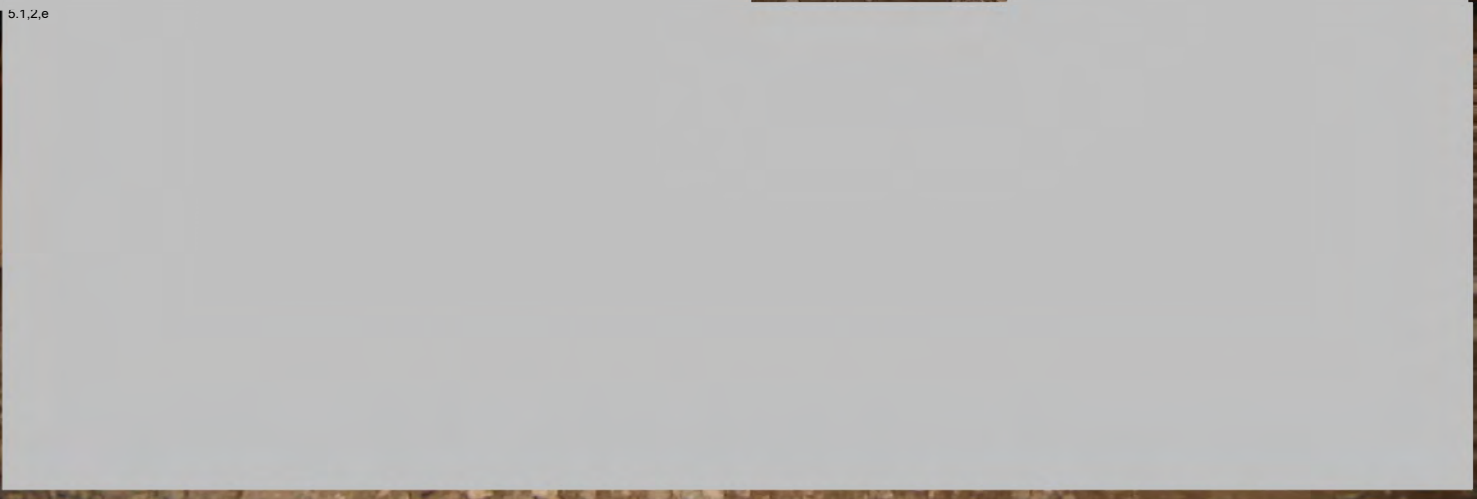
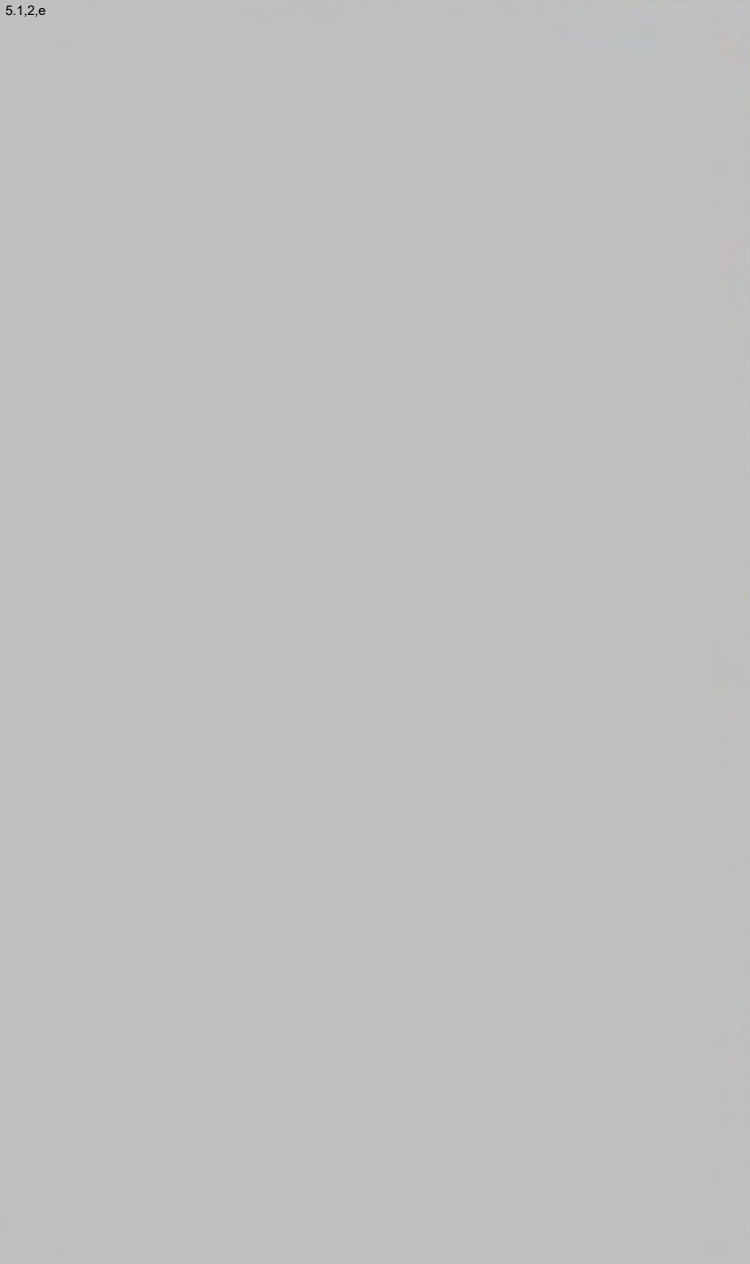


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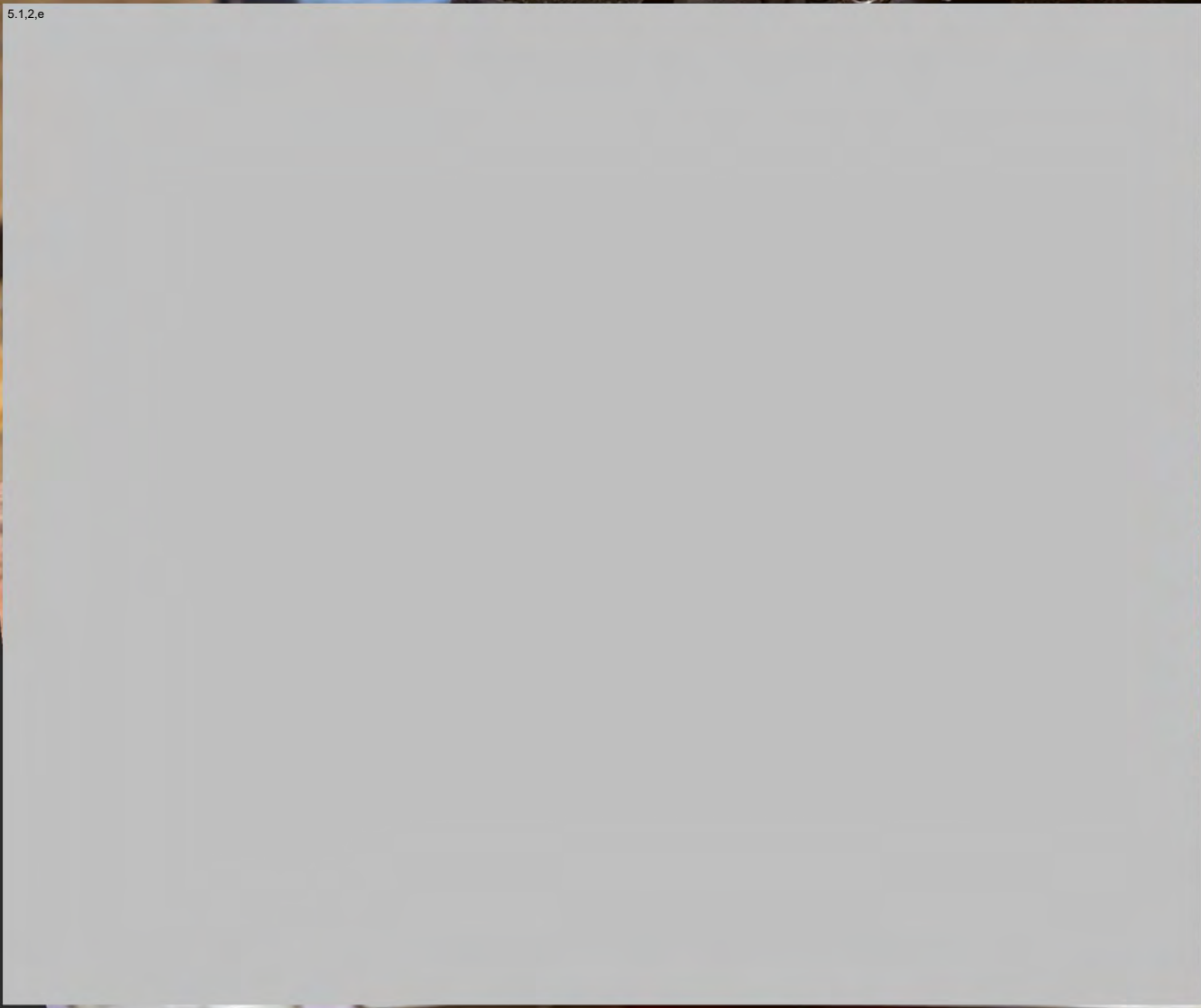
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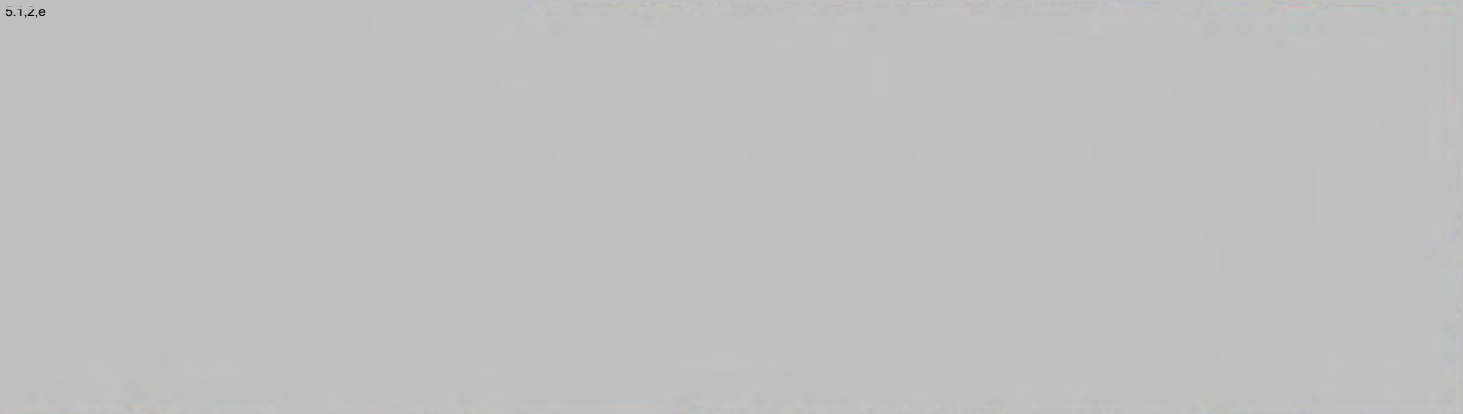
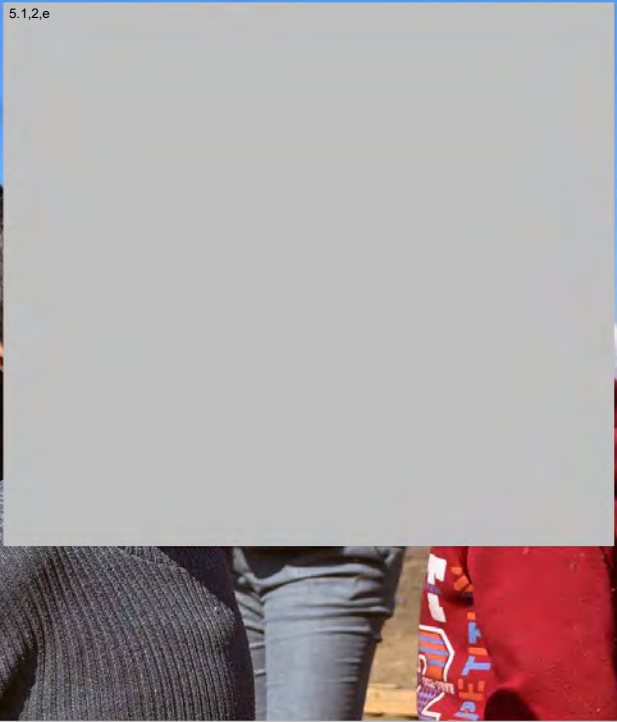
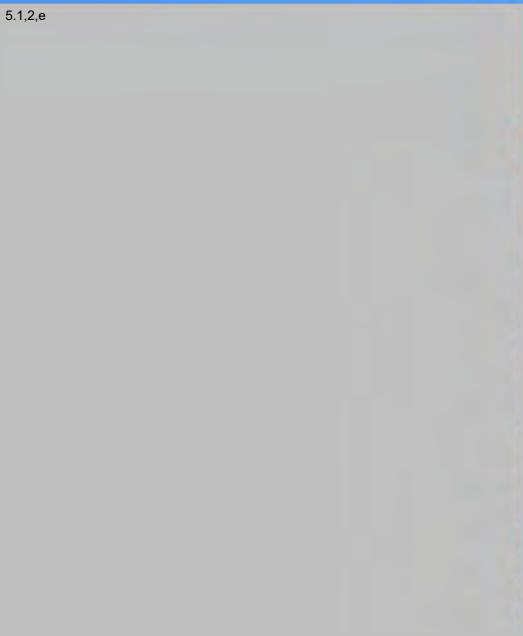
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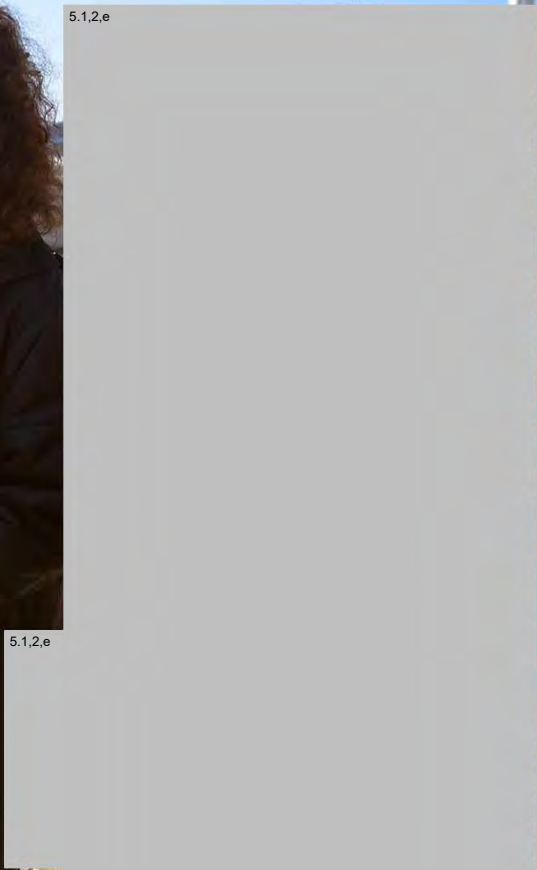
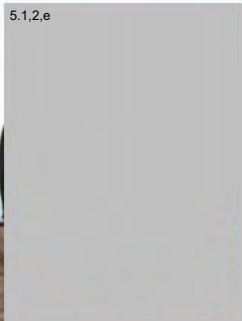
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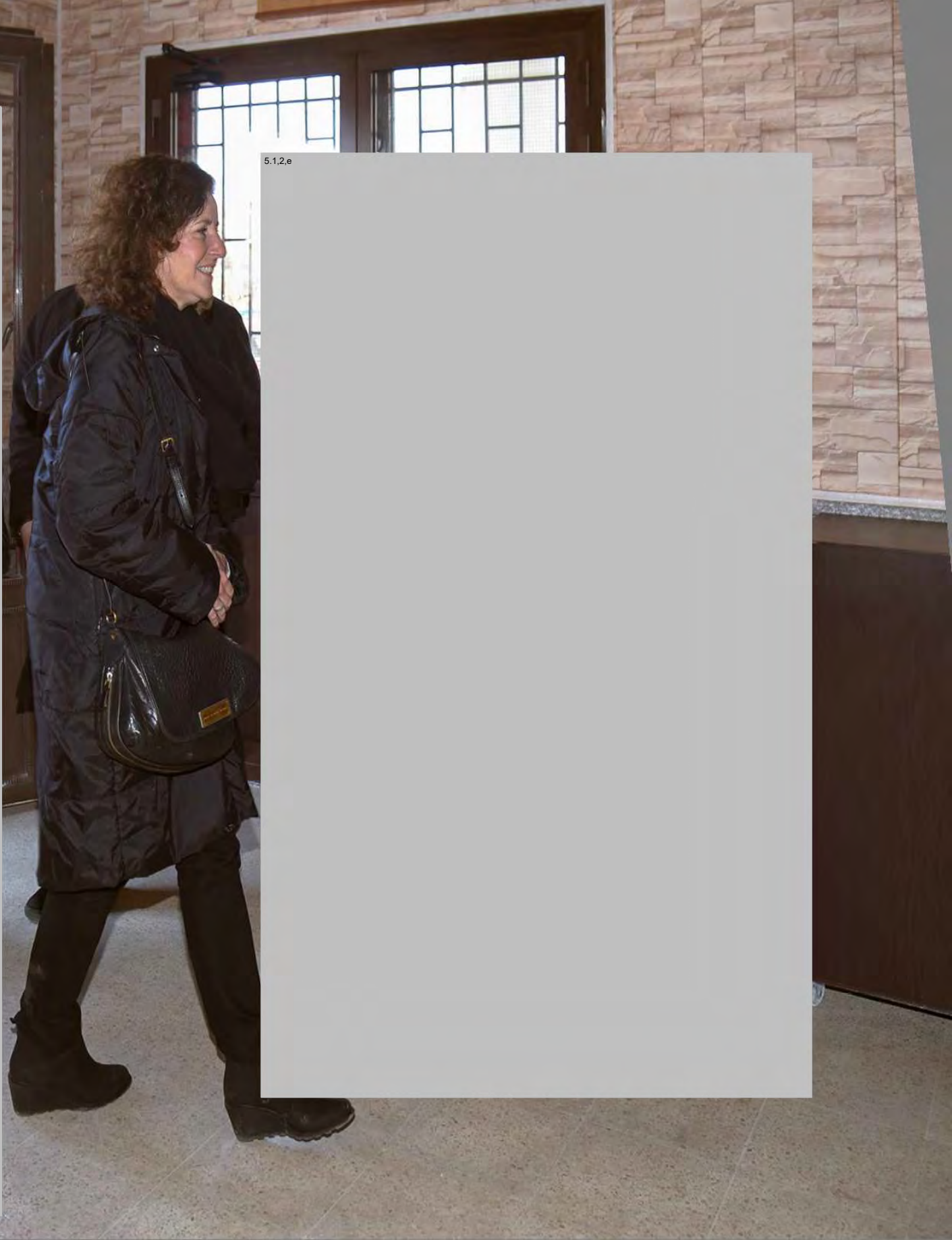






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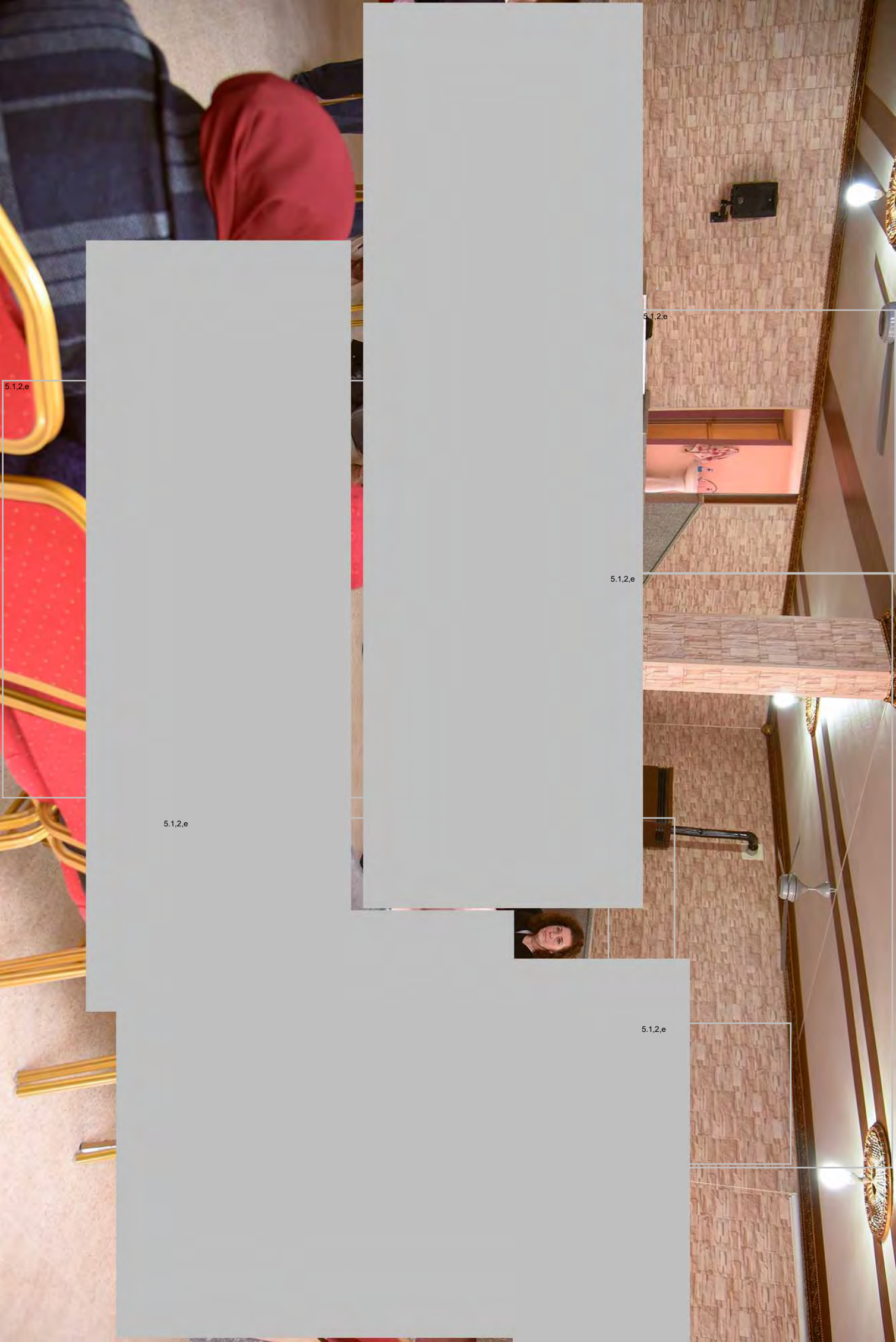
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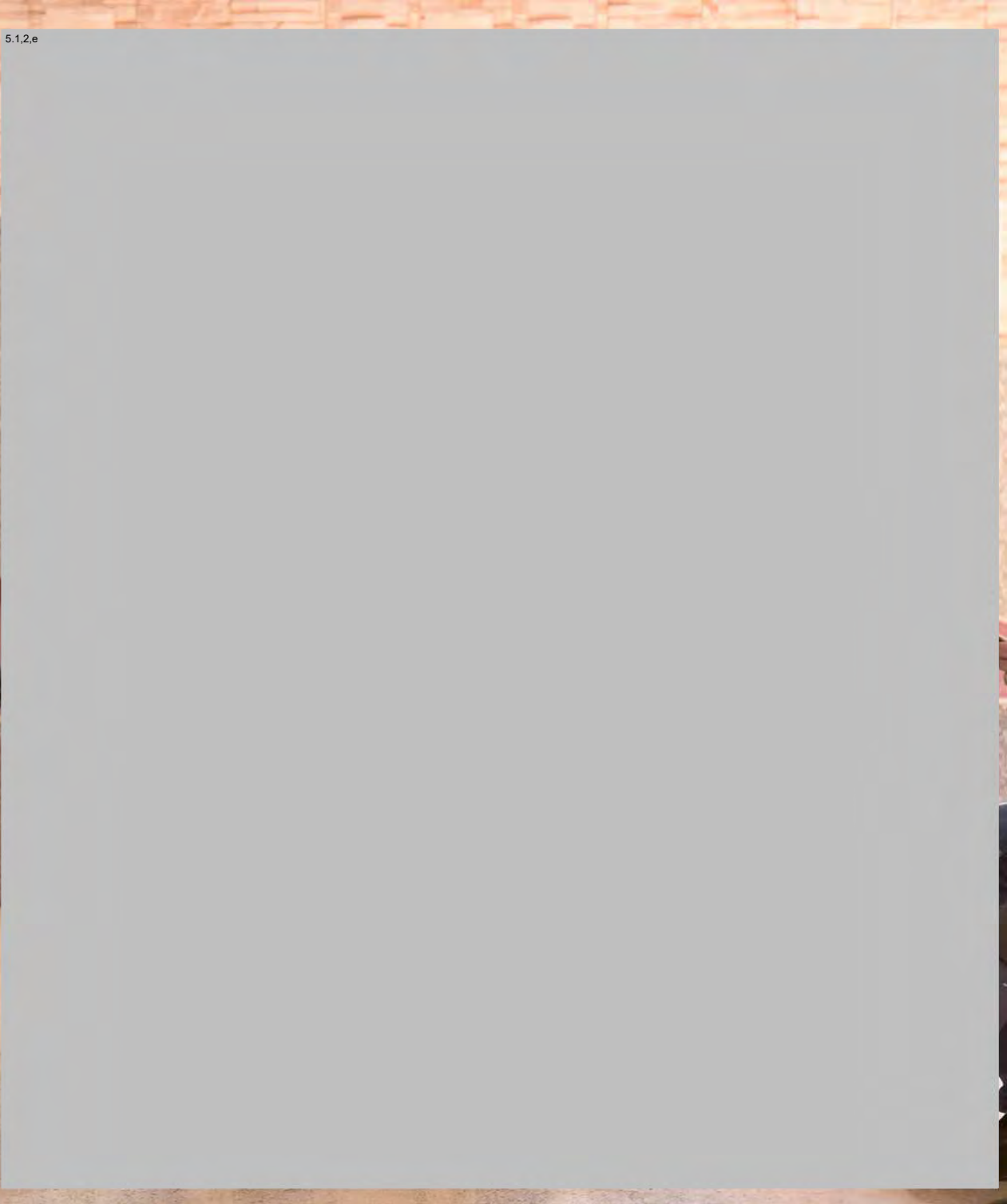
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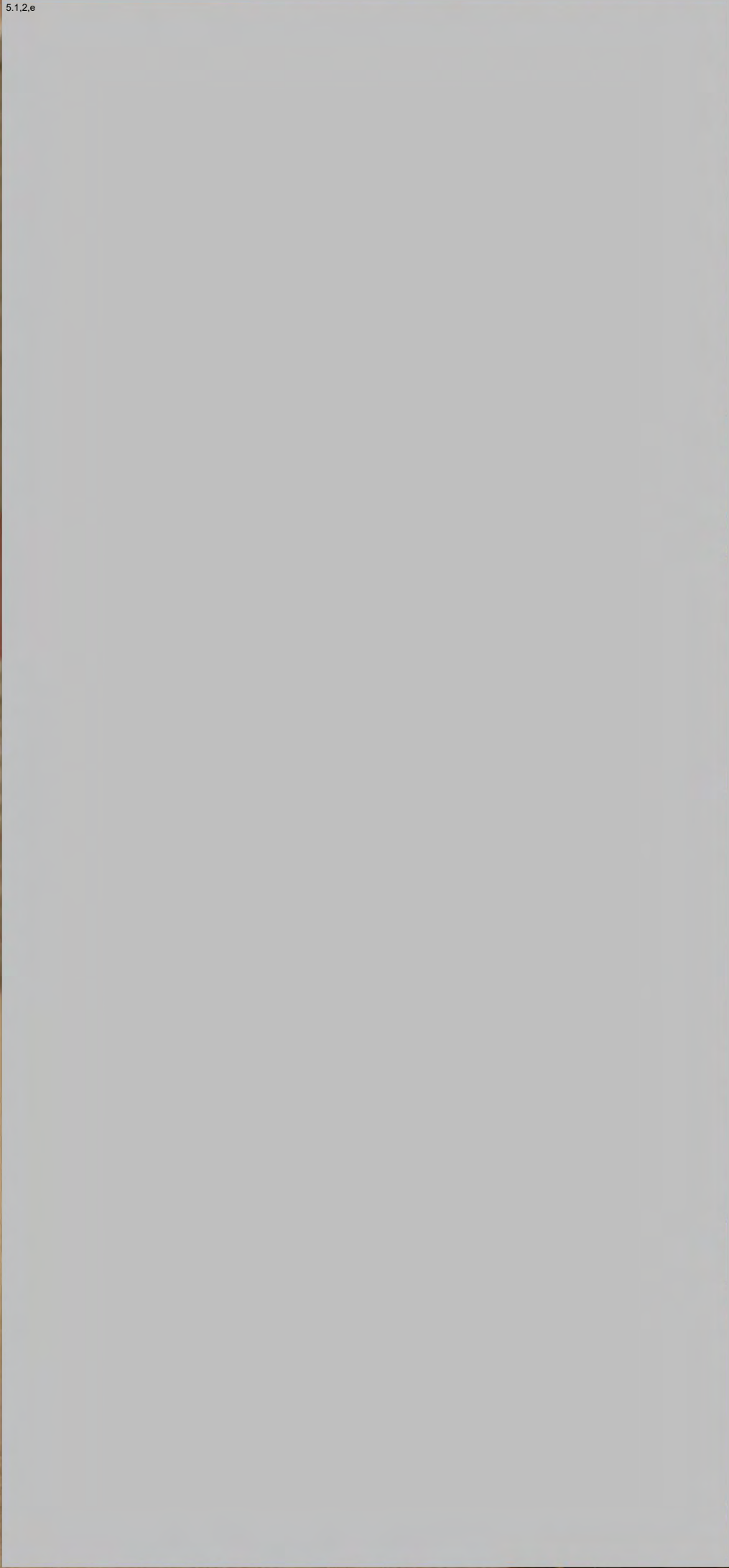
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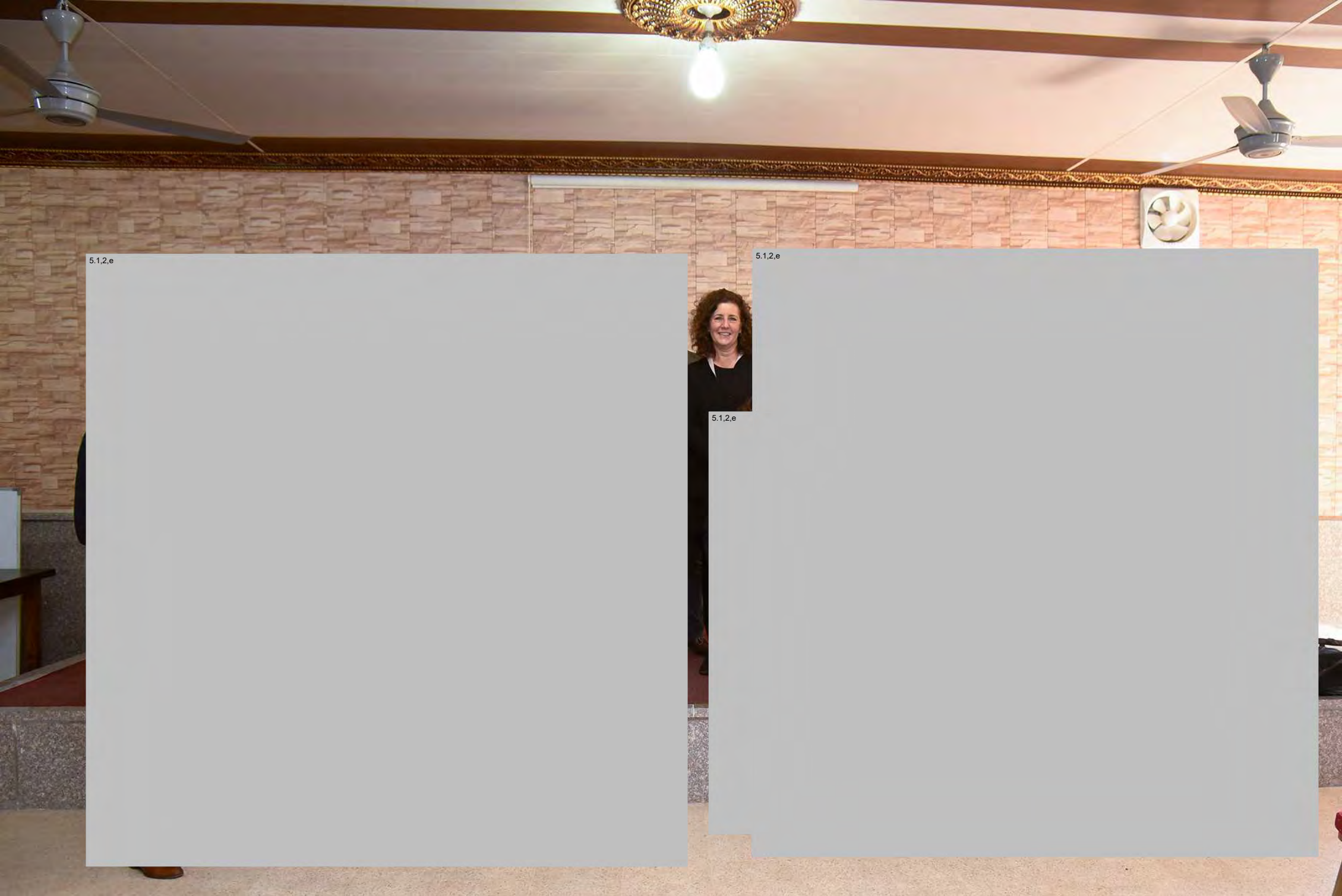


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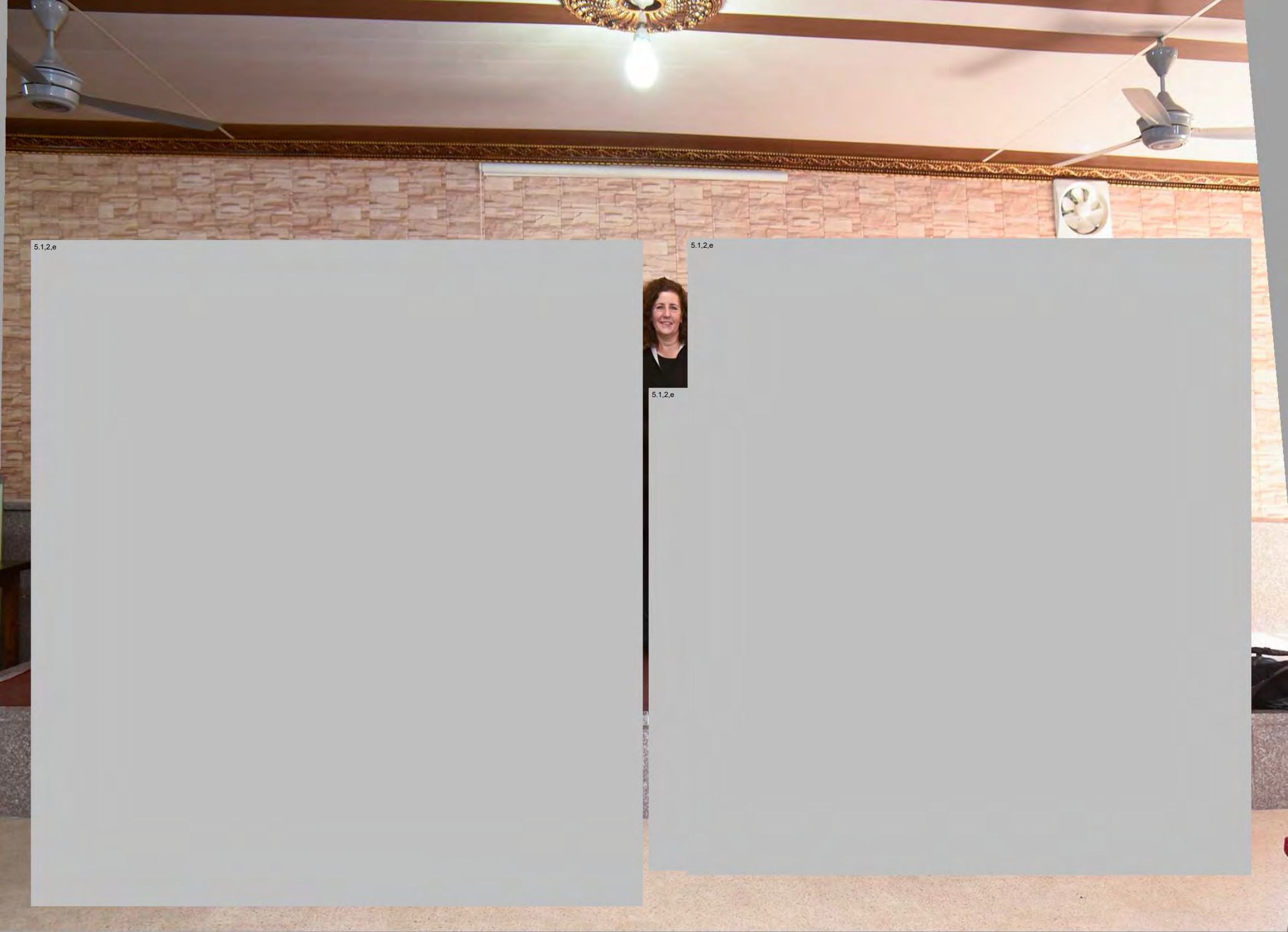
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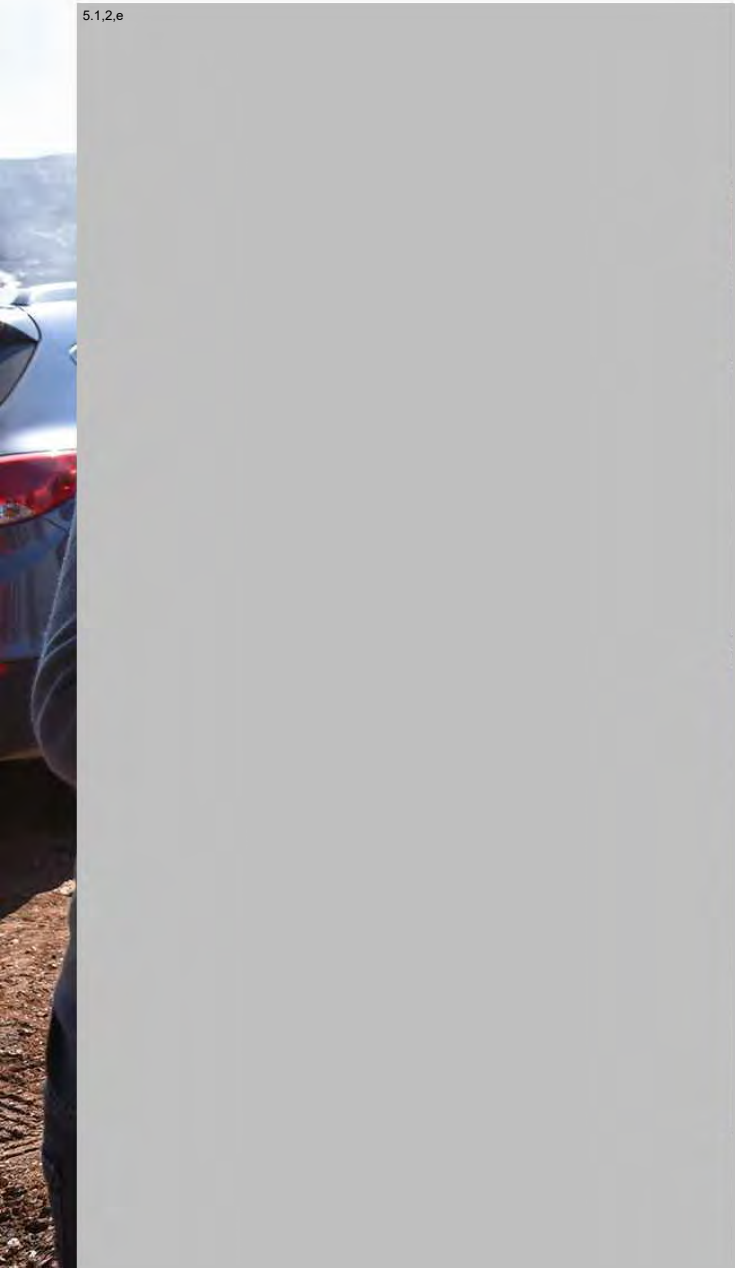
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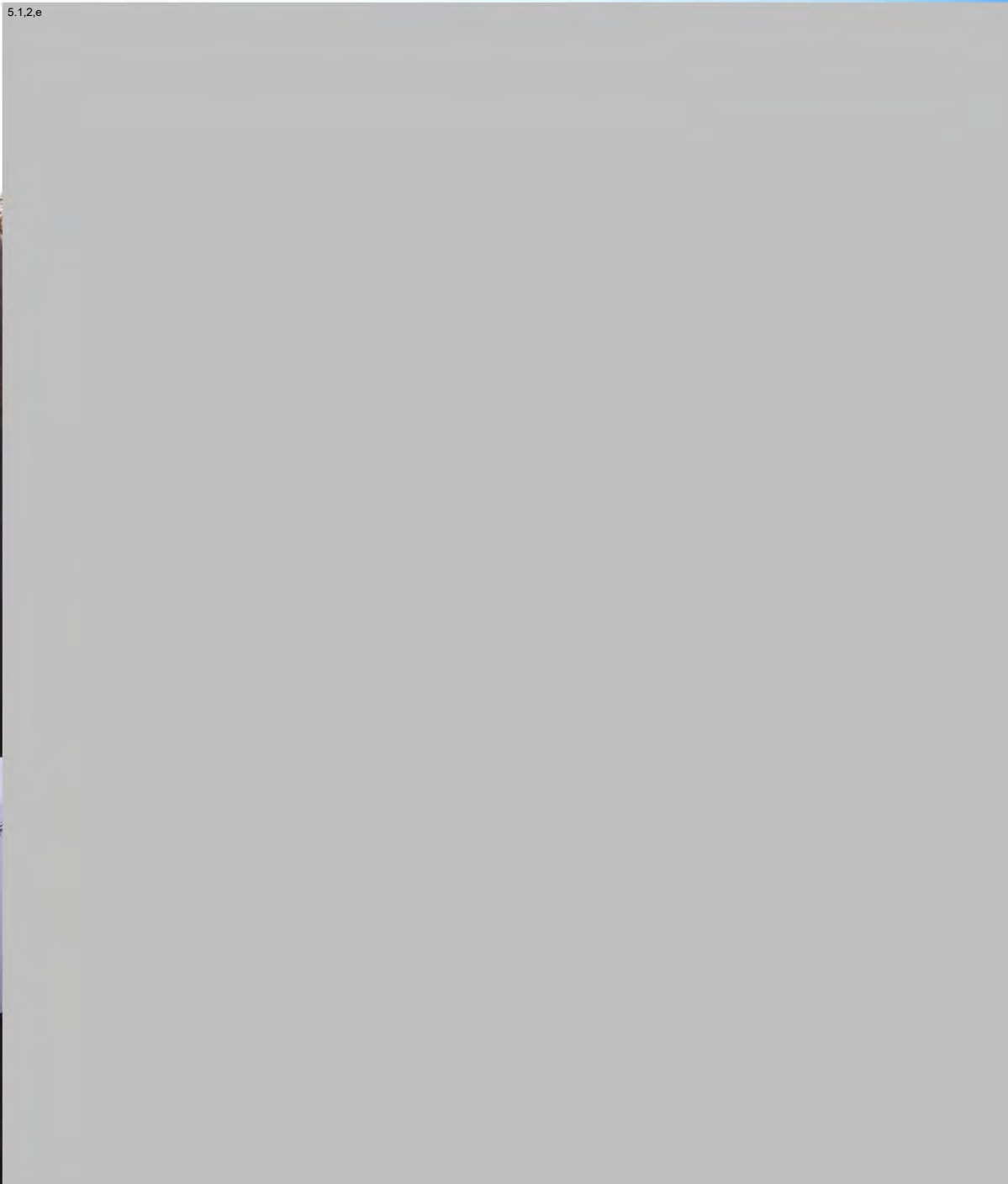
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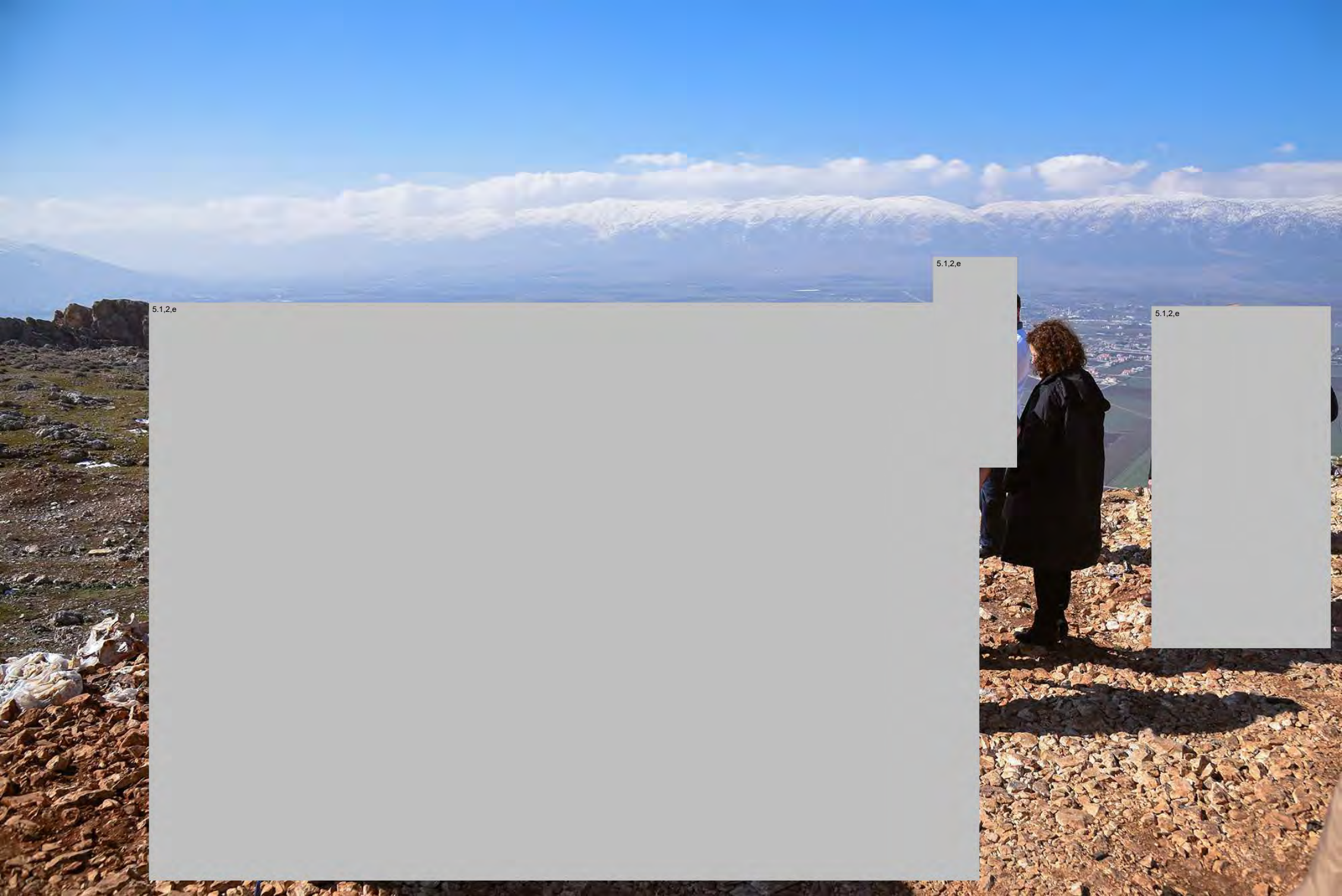












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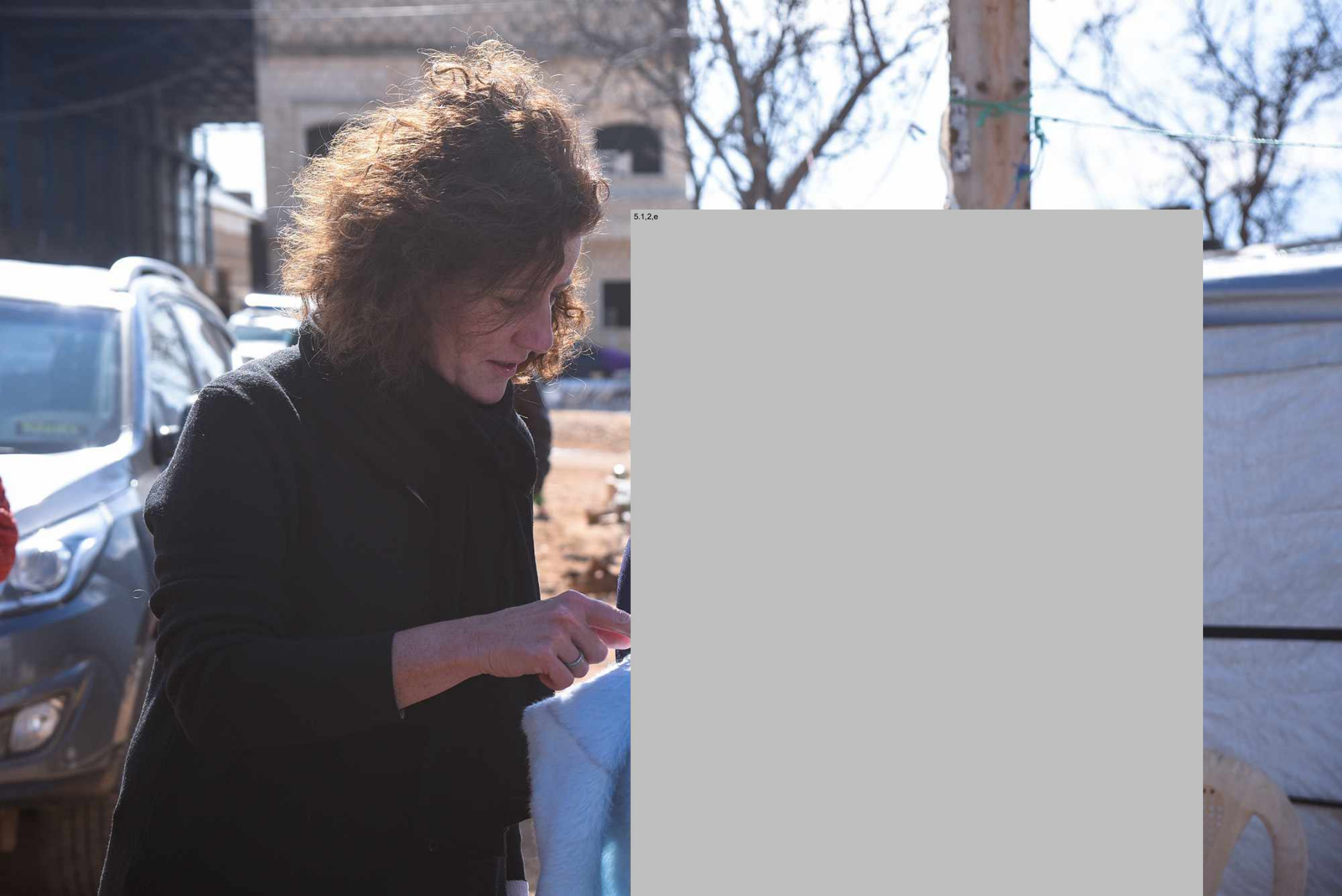
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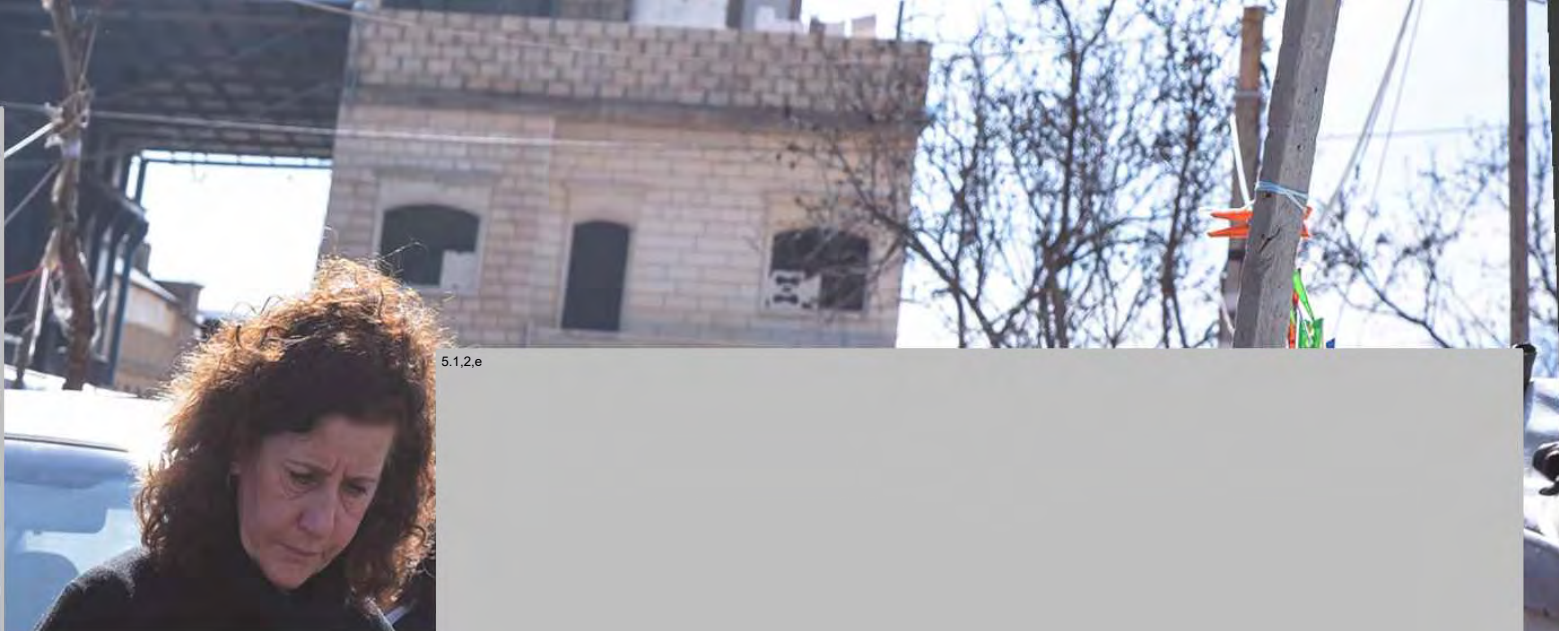
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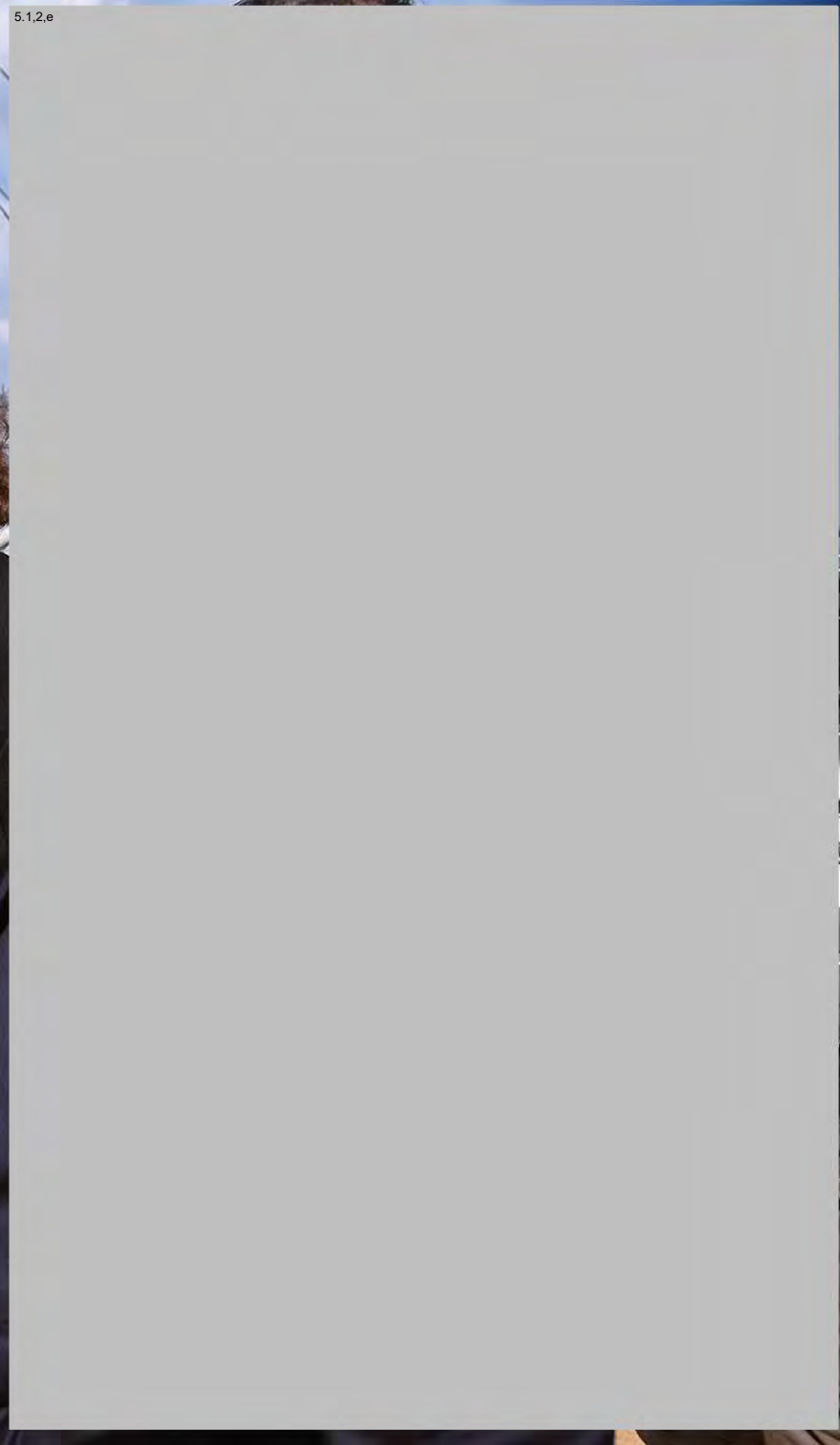


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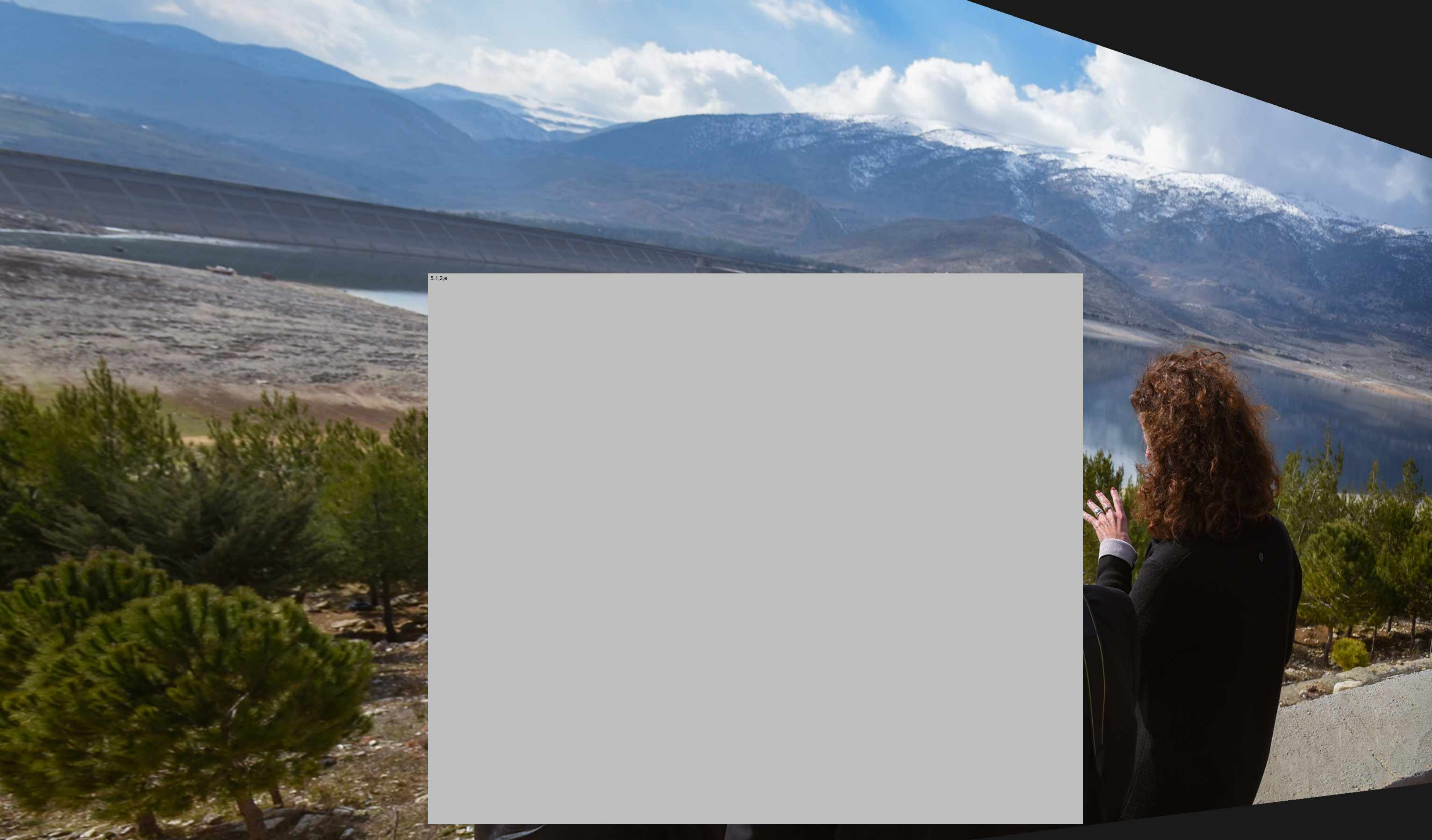
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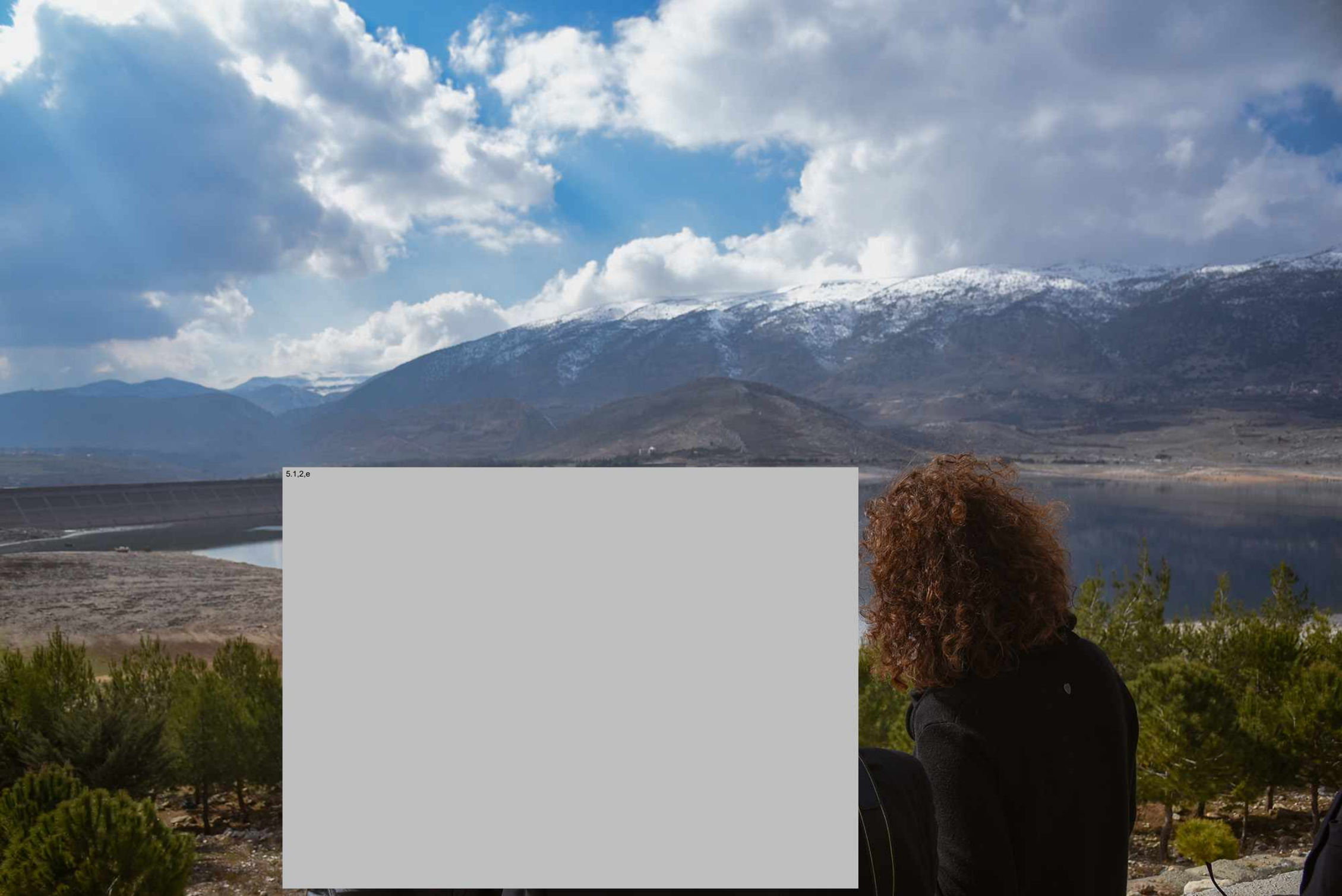






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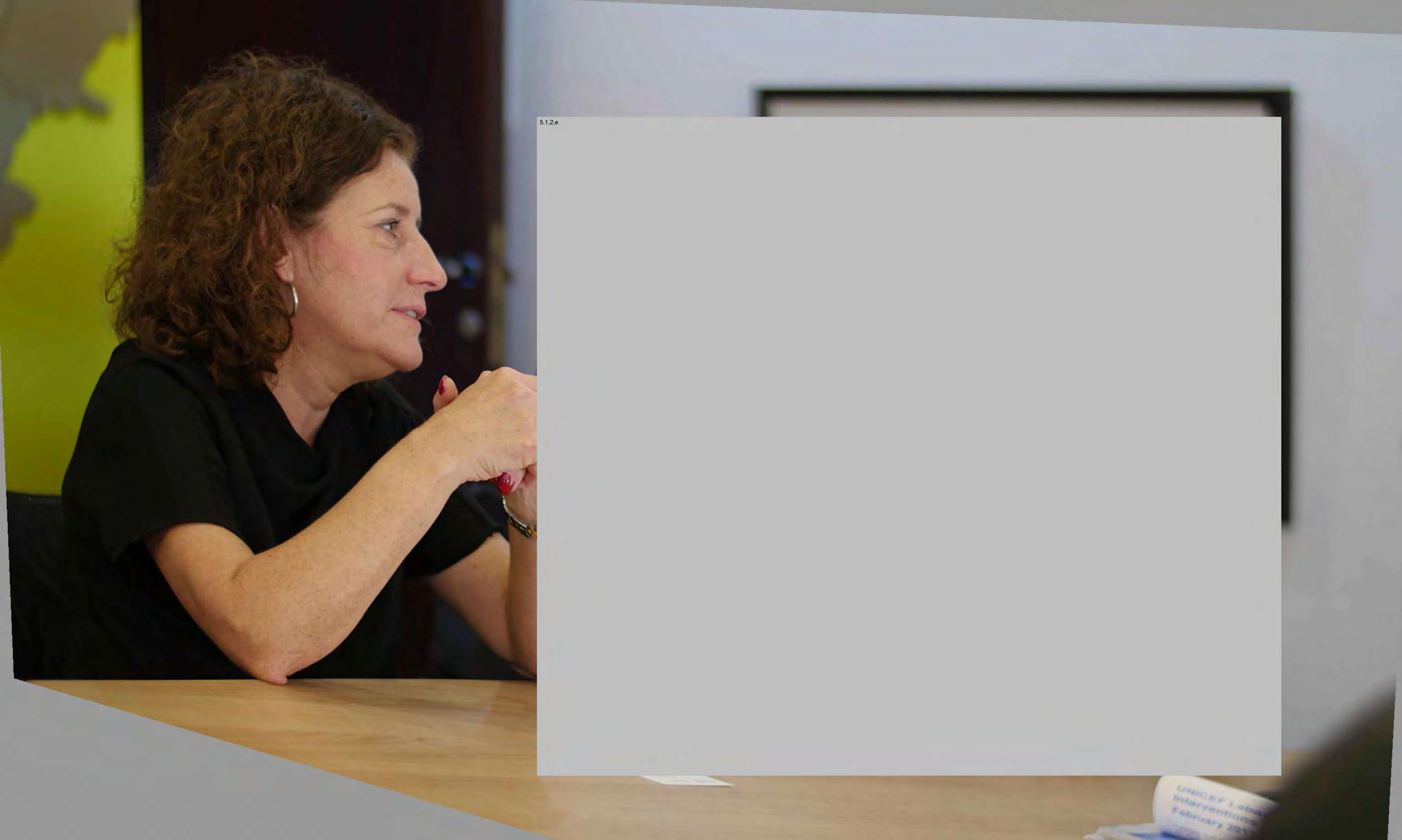
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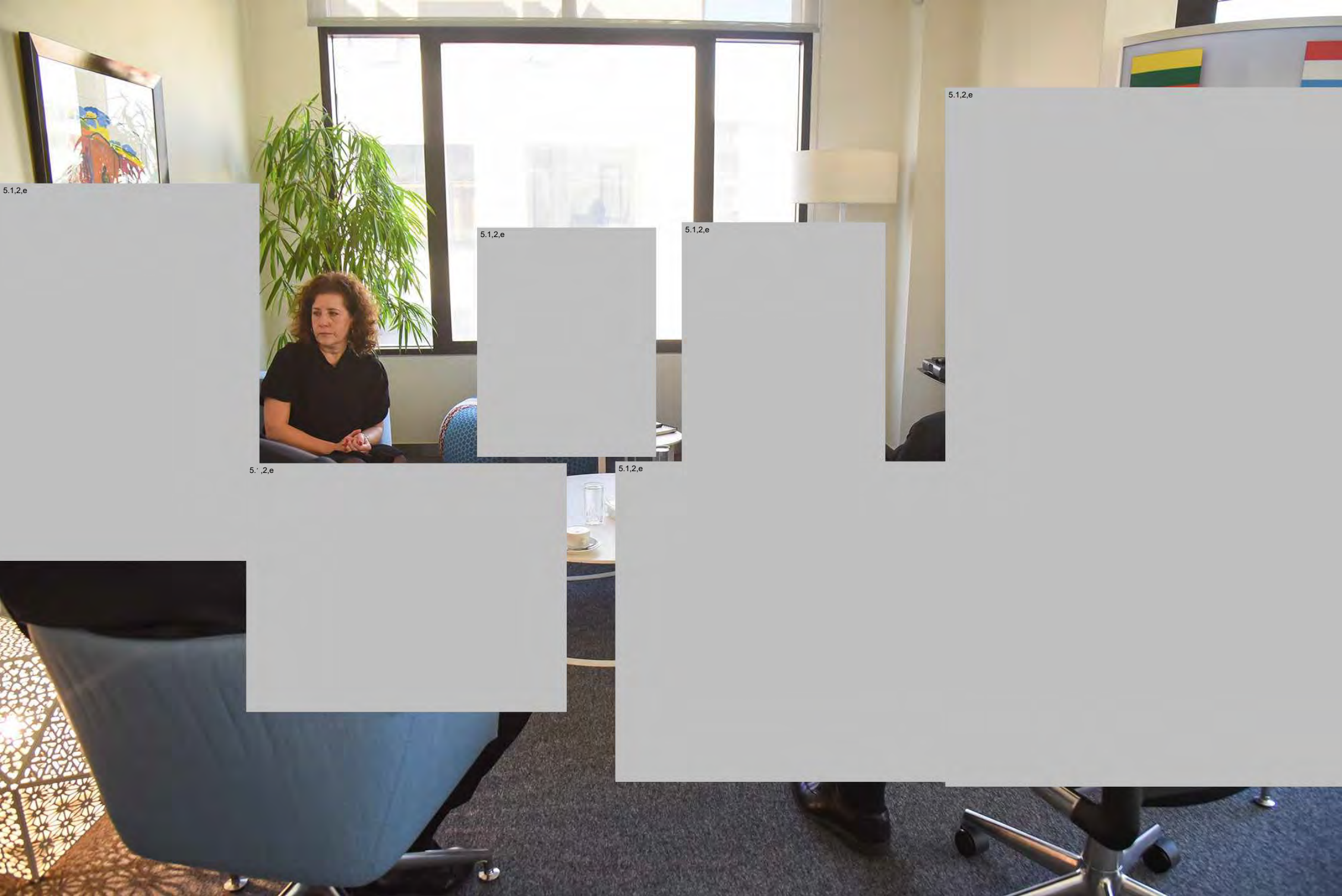


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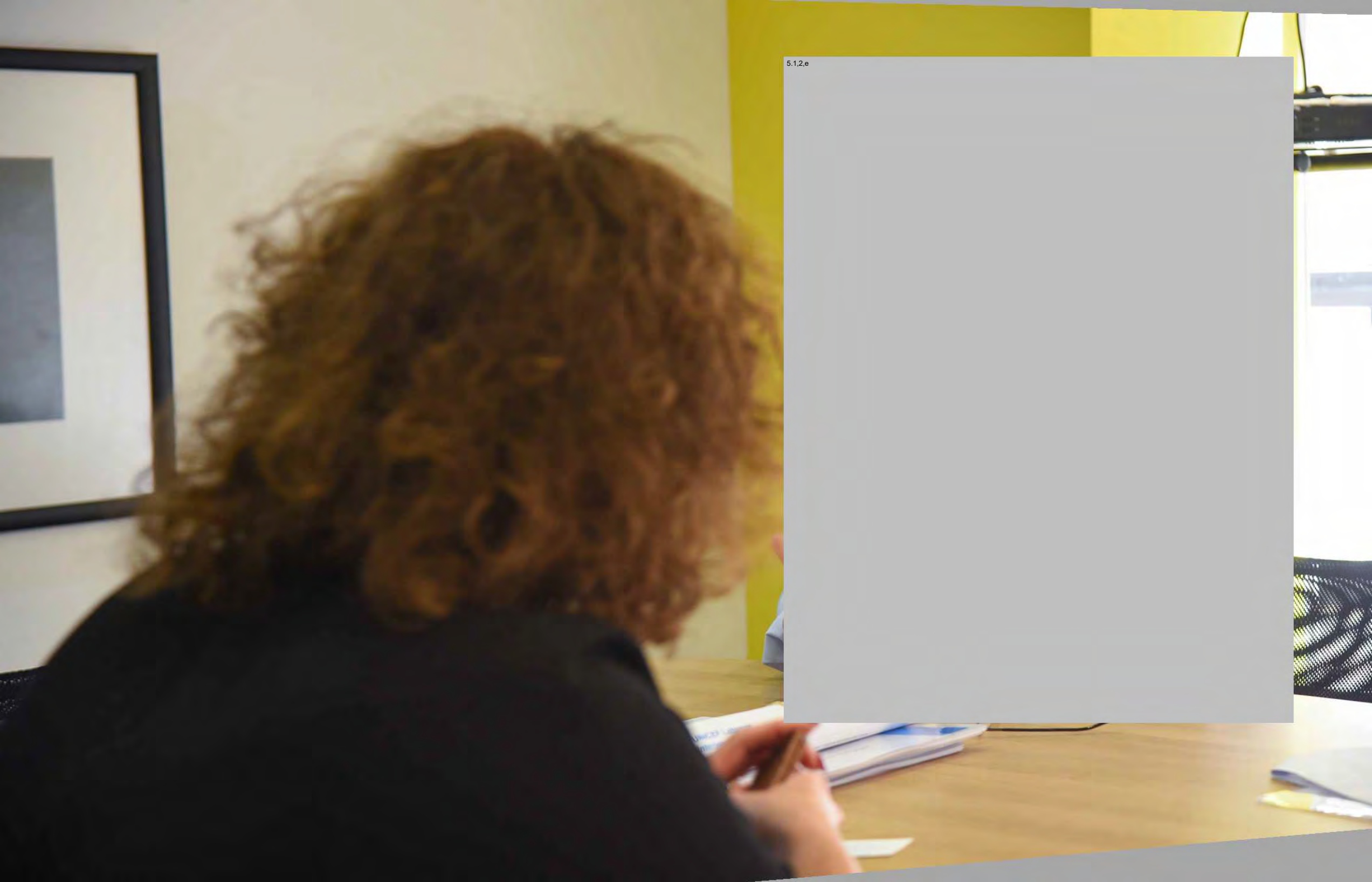
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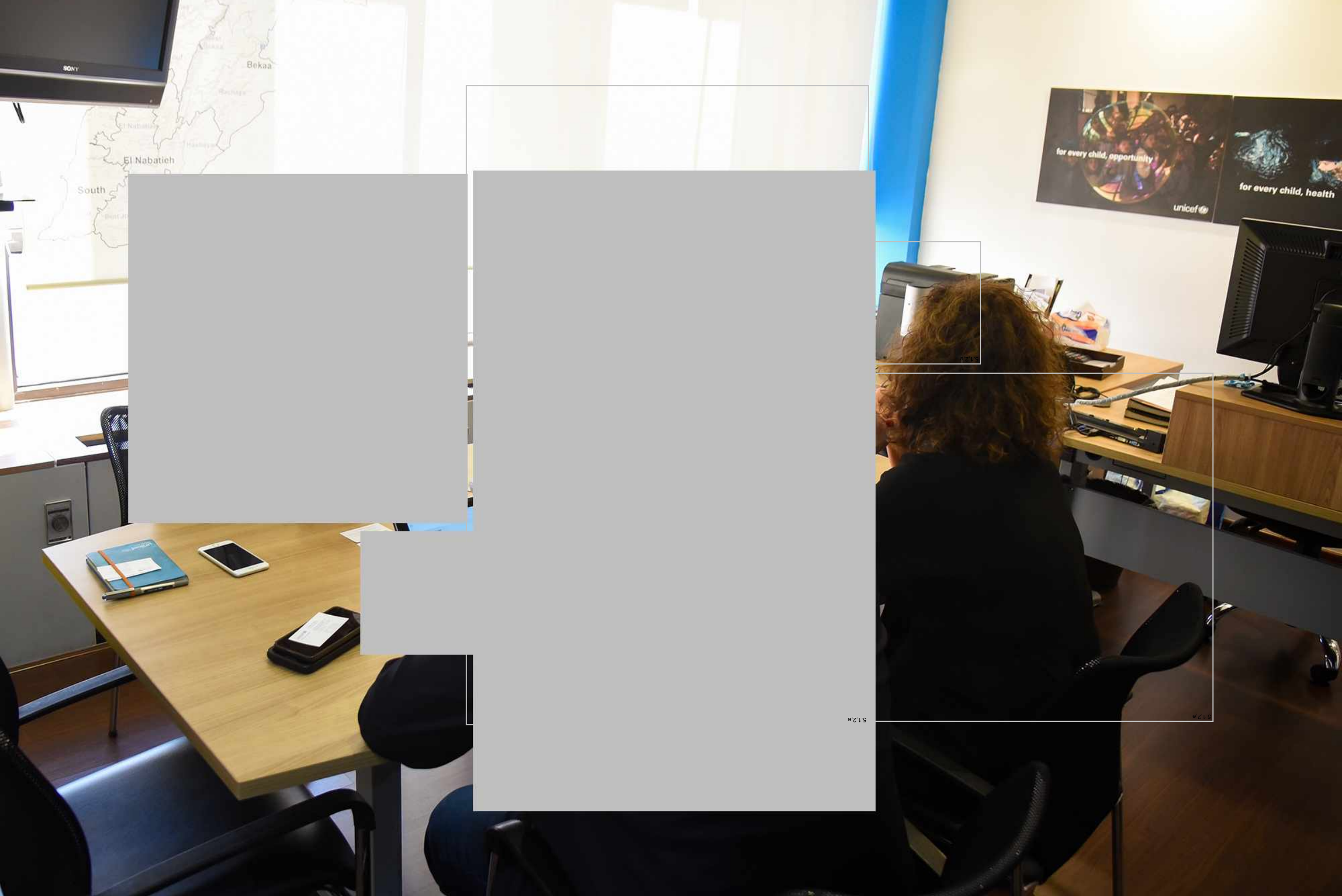




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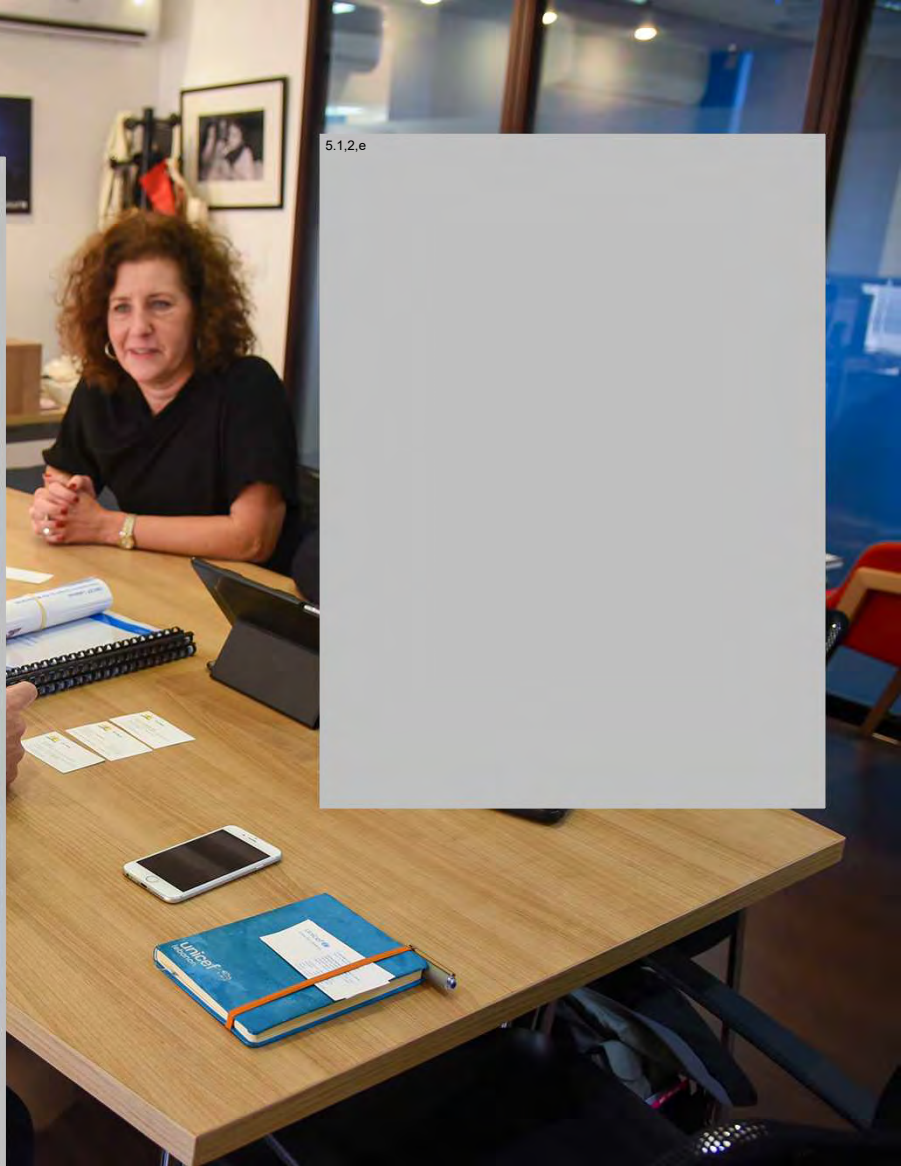


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جمعية مؤسسة

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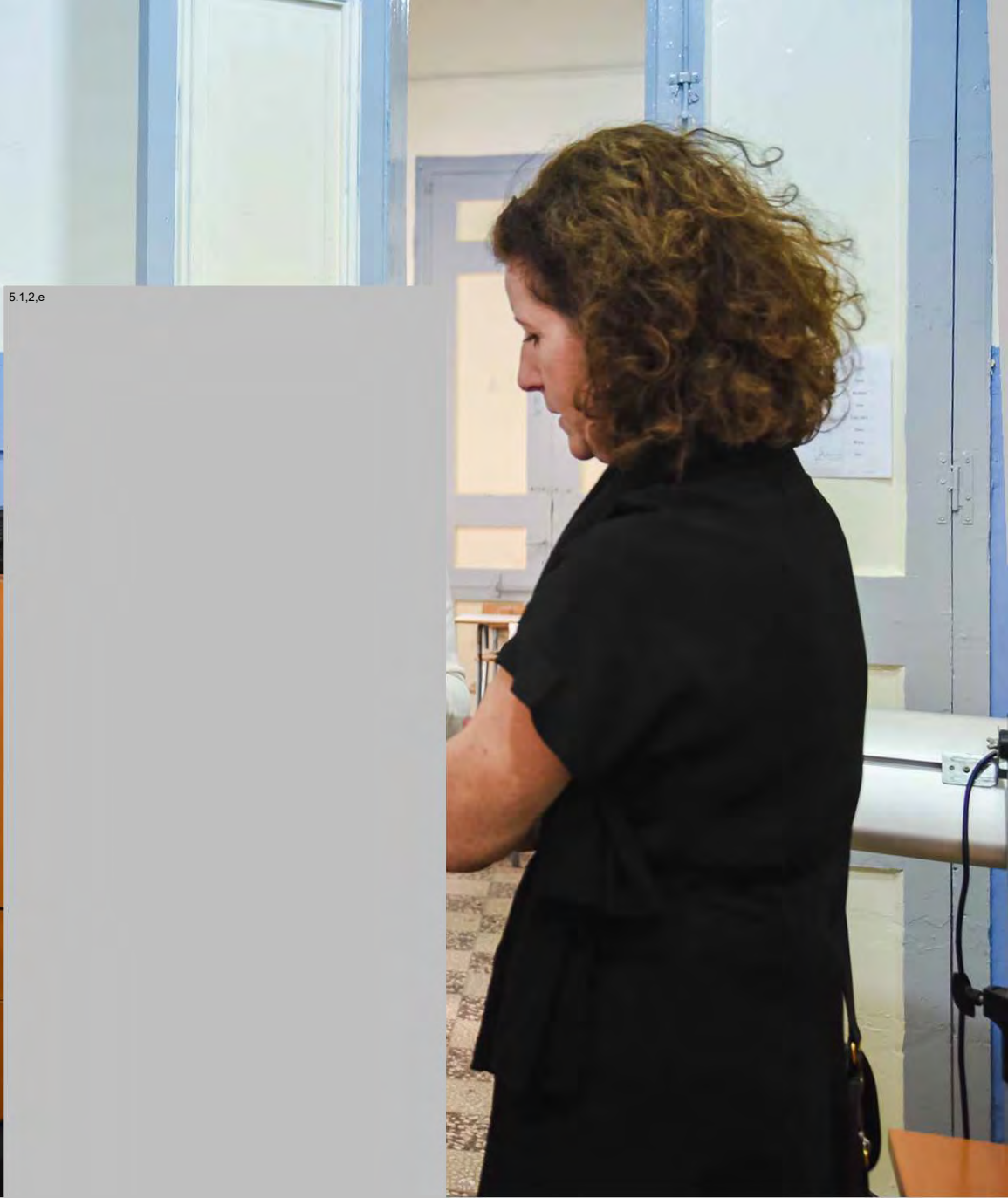


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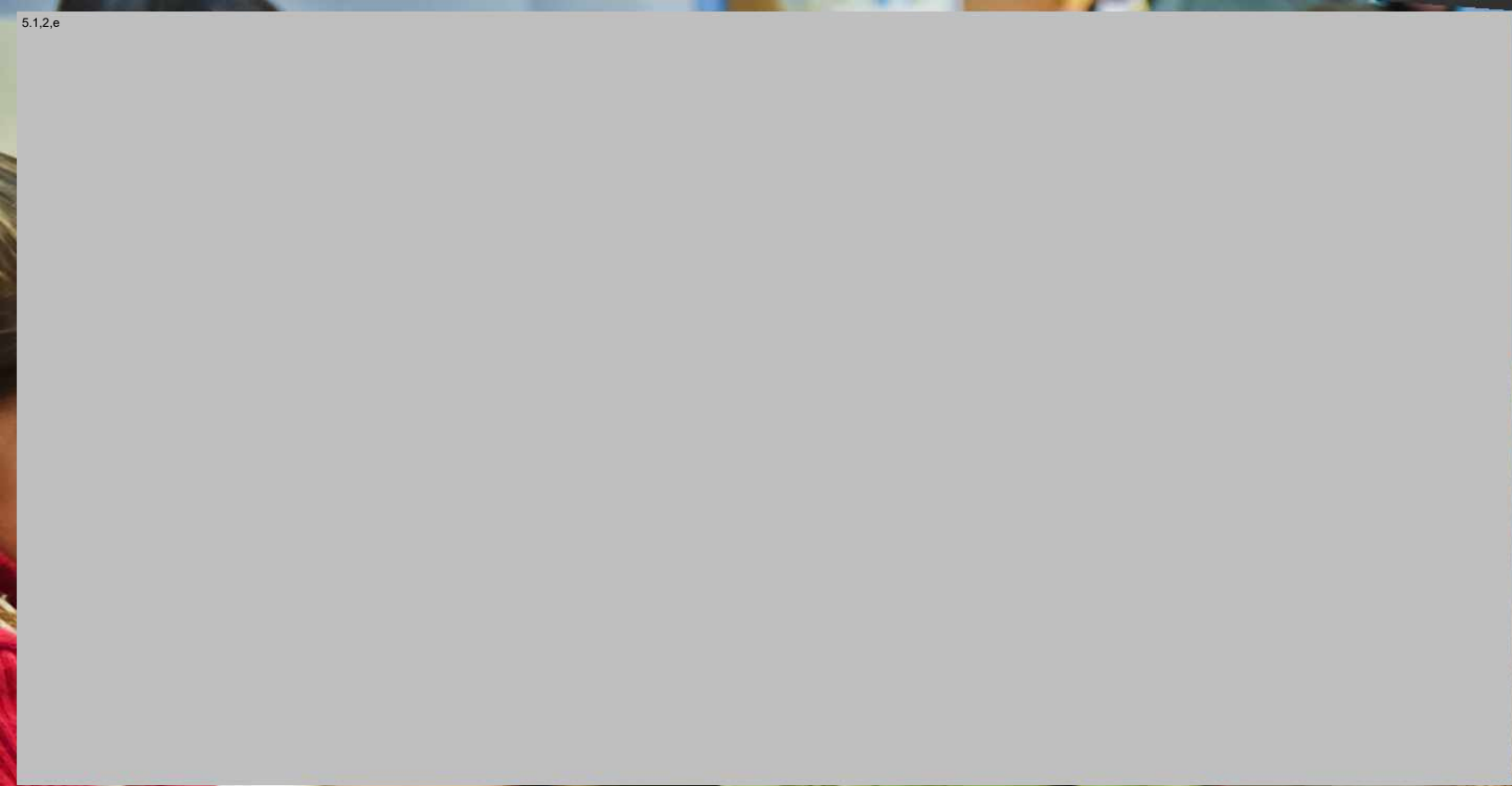


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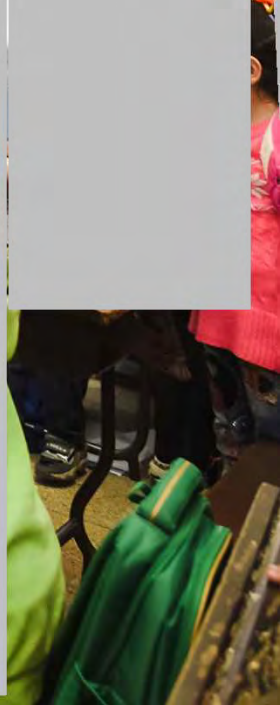


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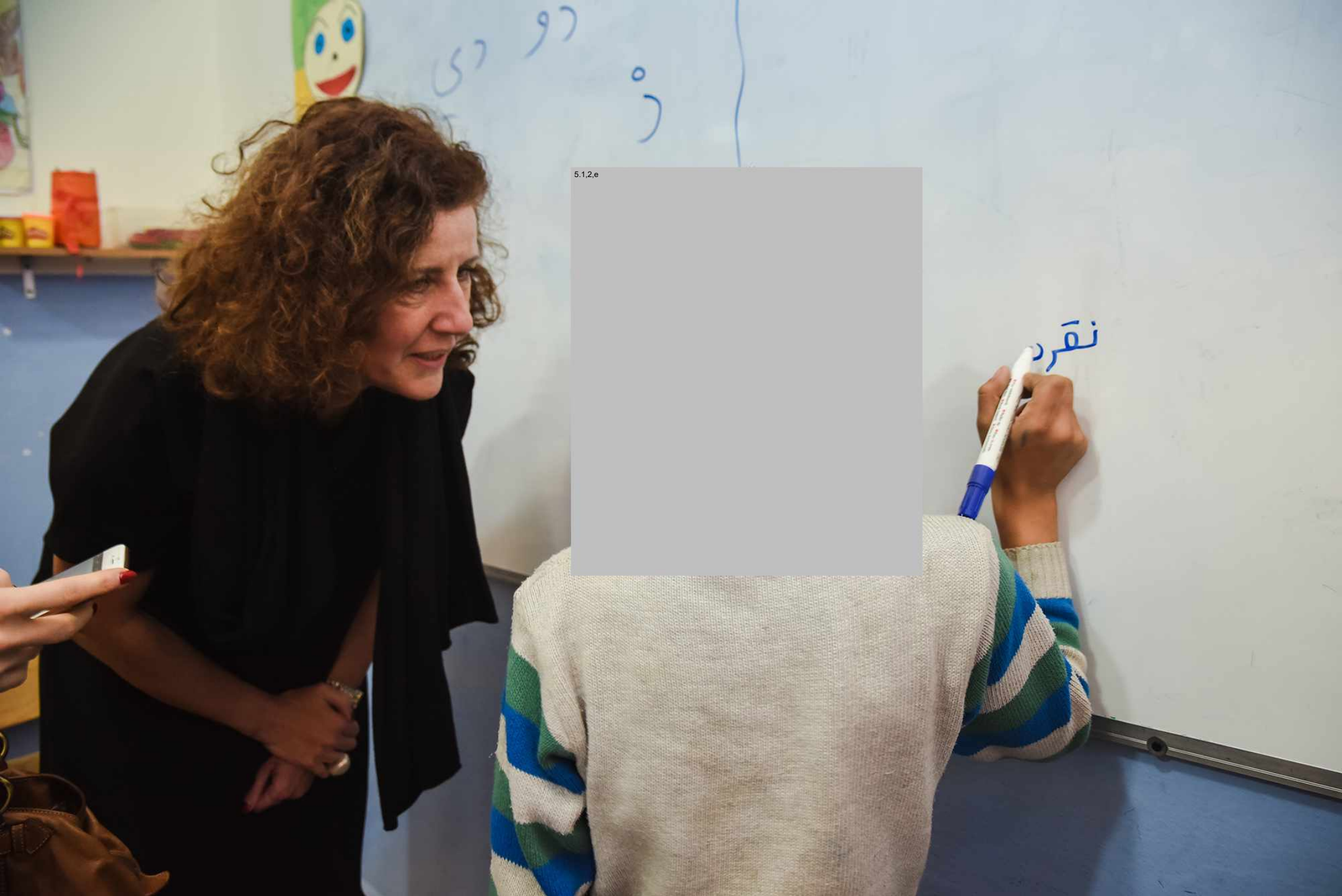
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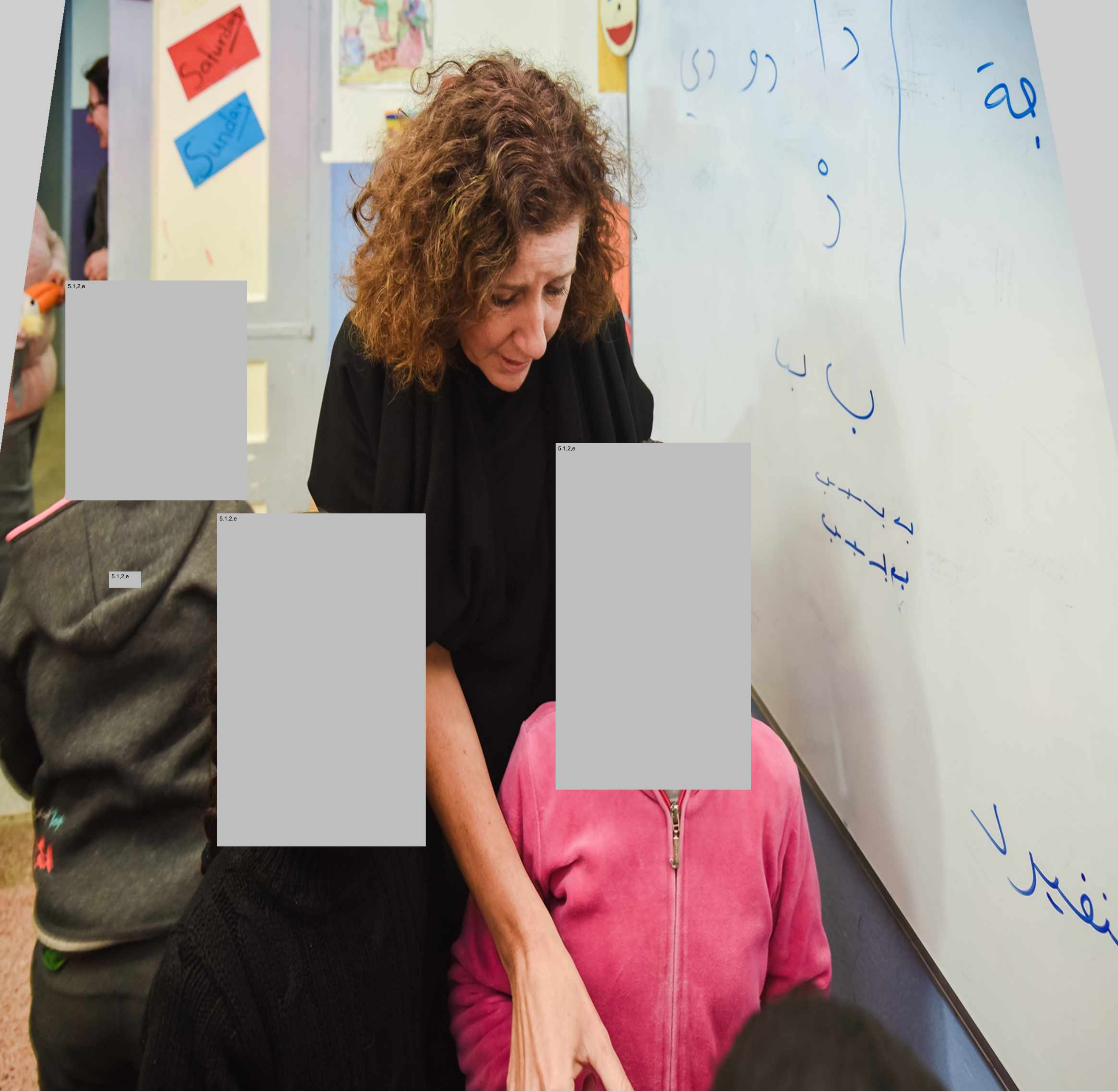
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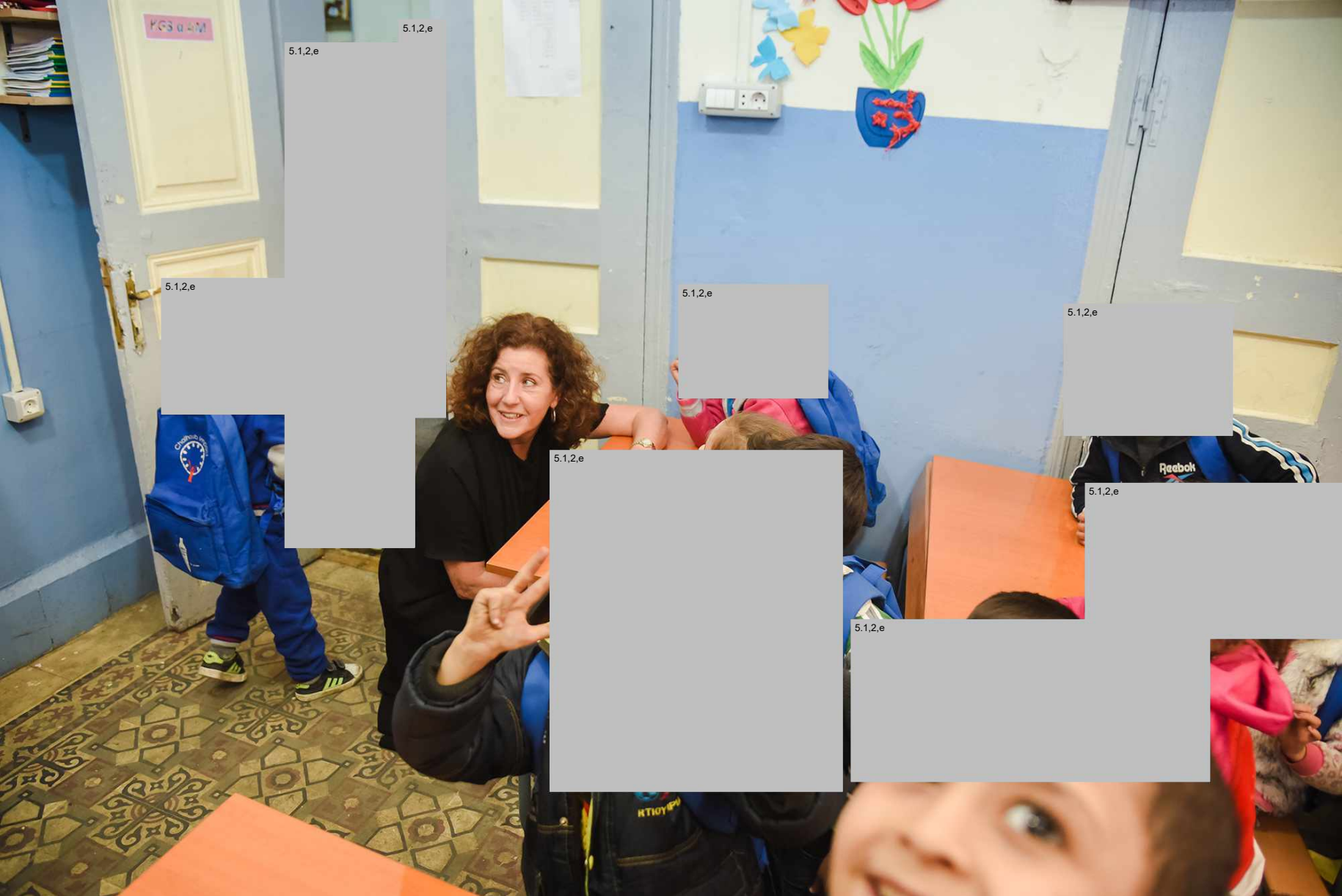


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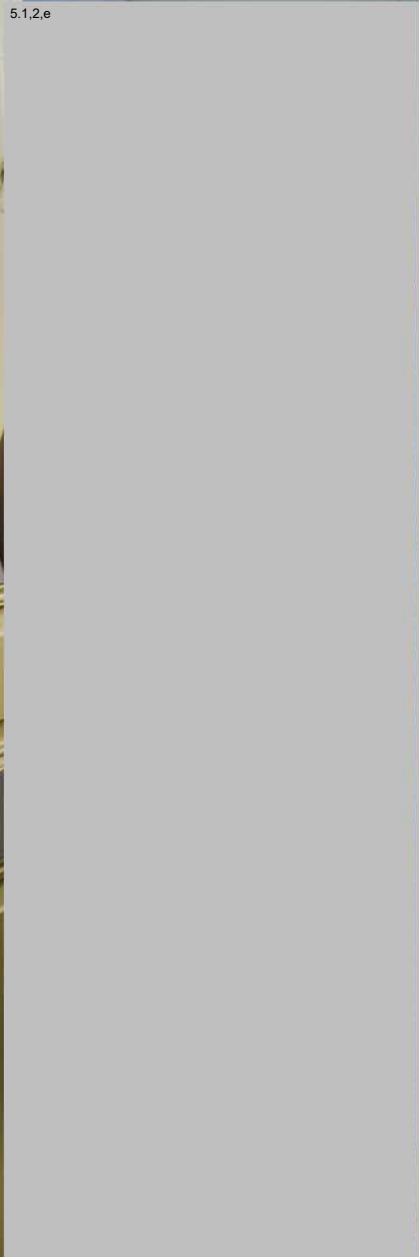
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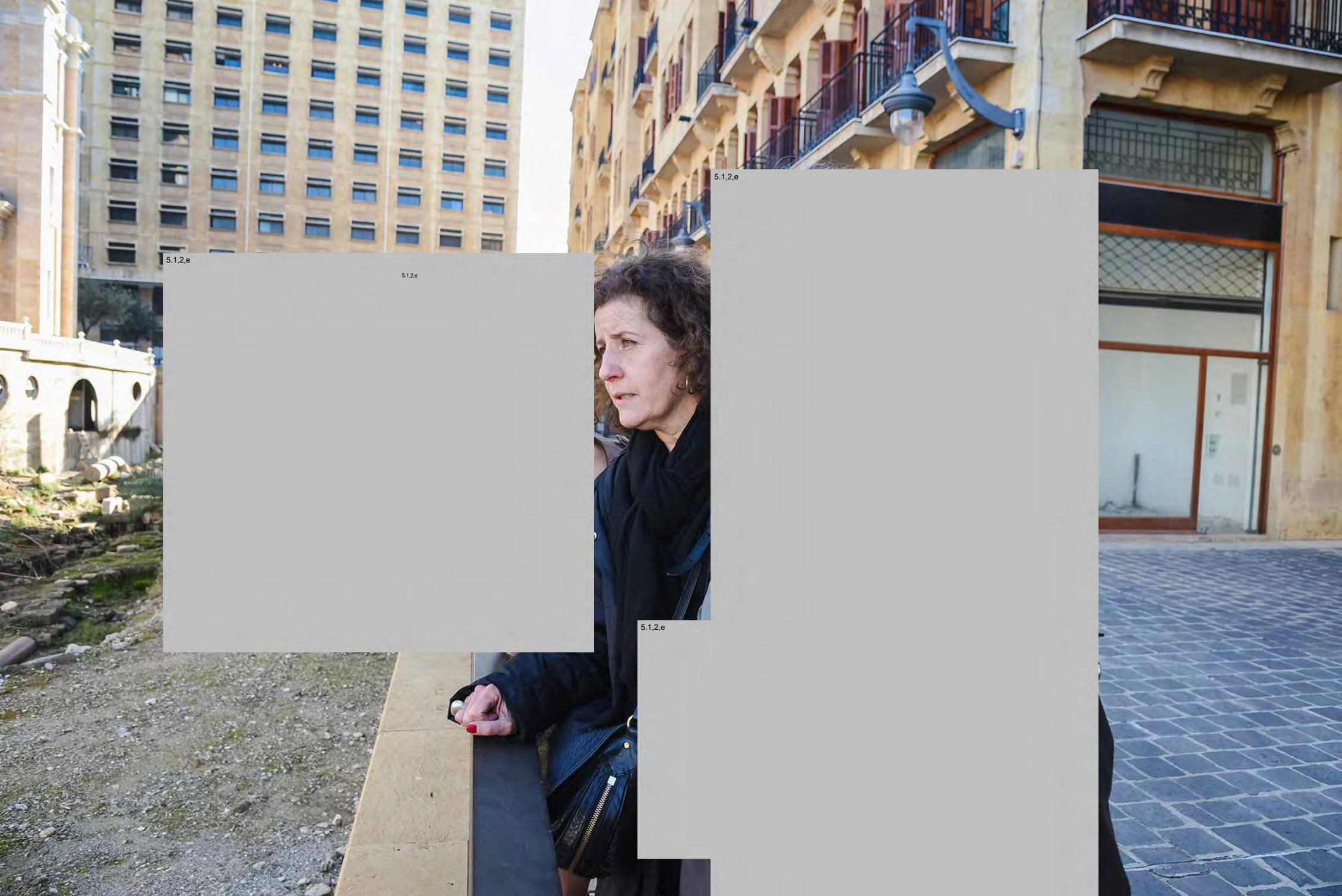


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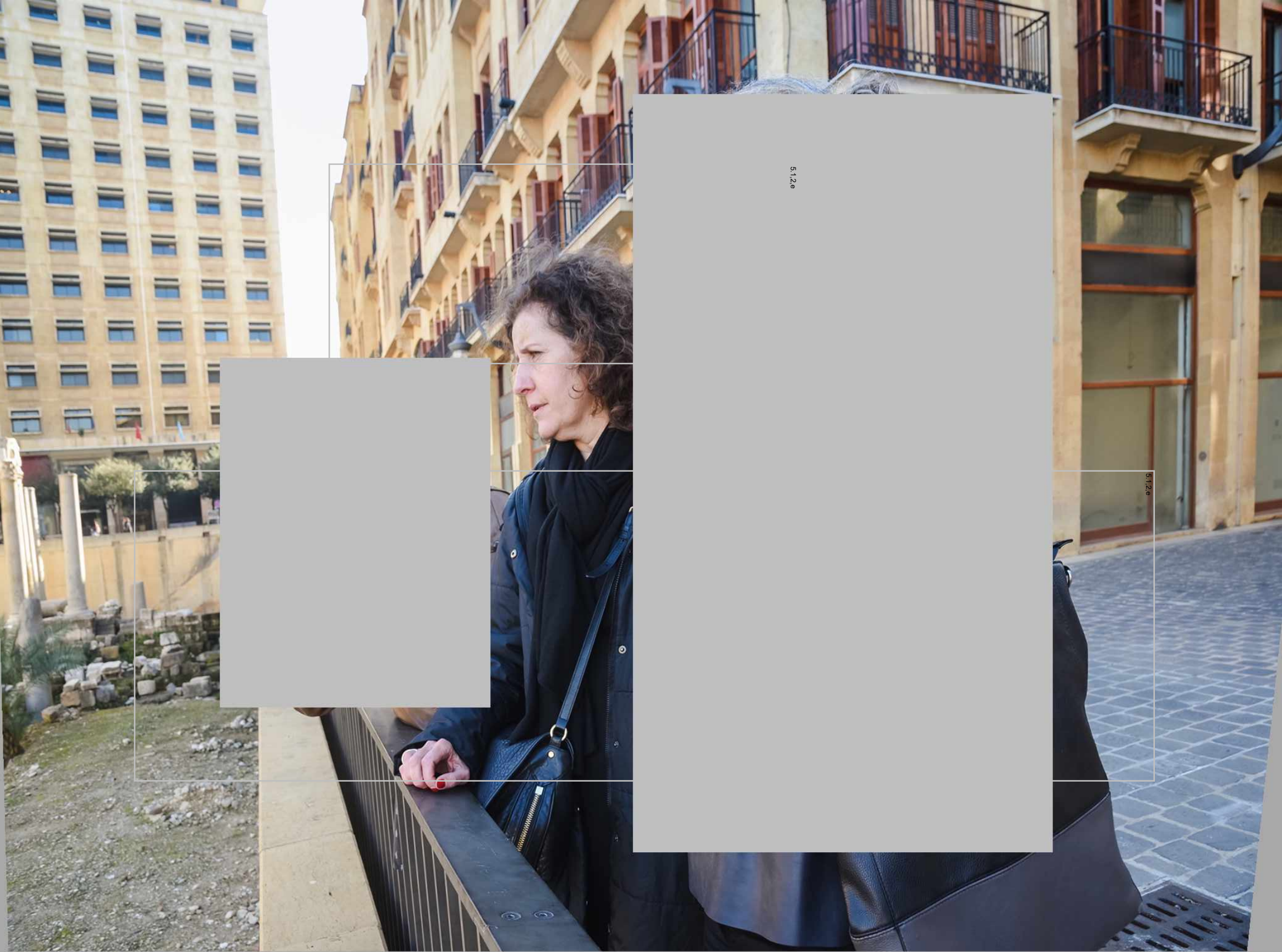


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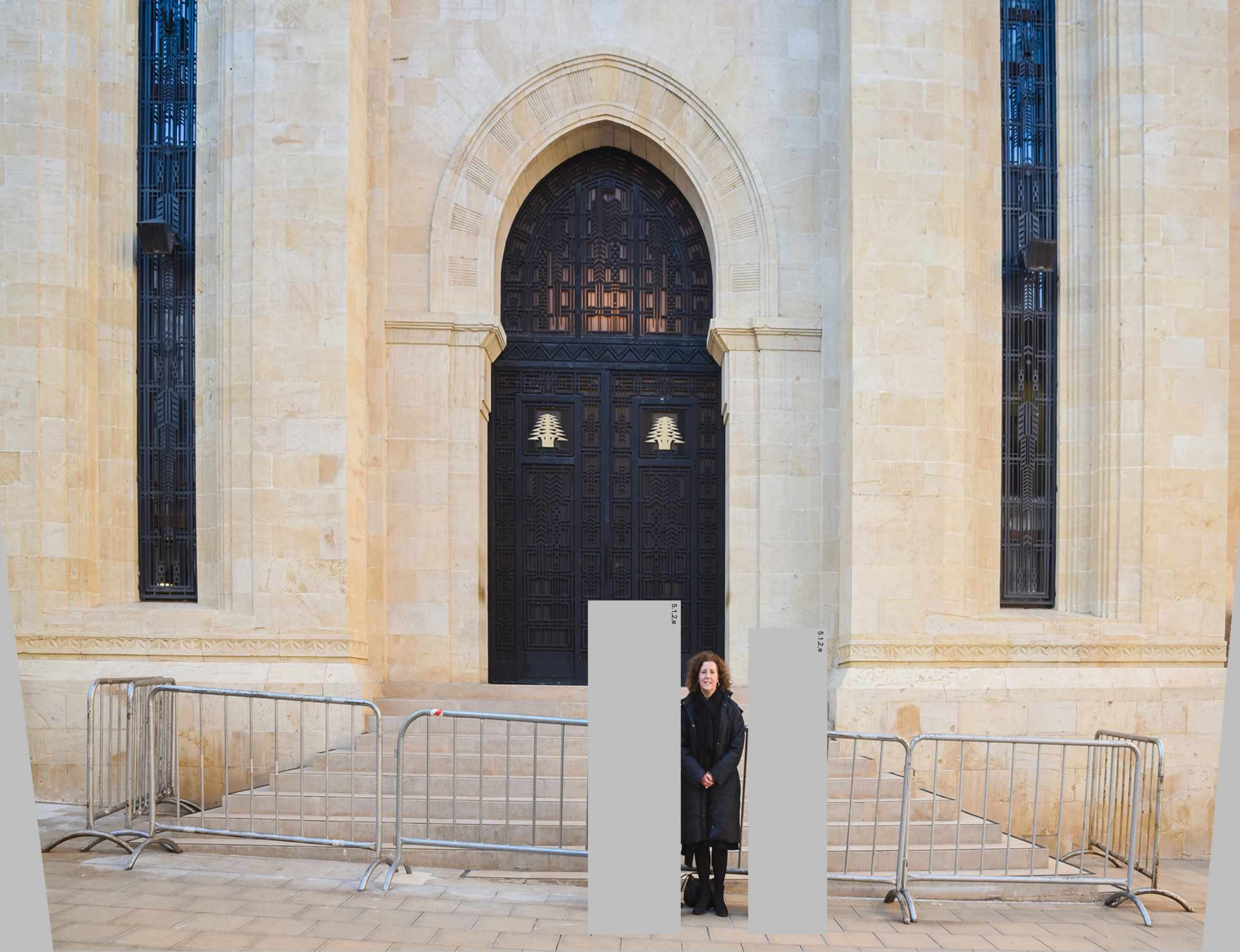
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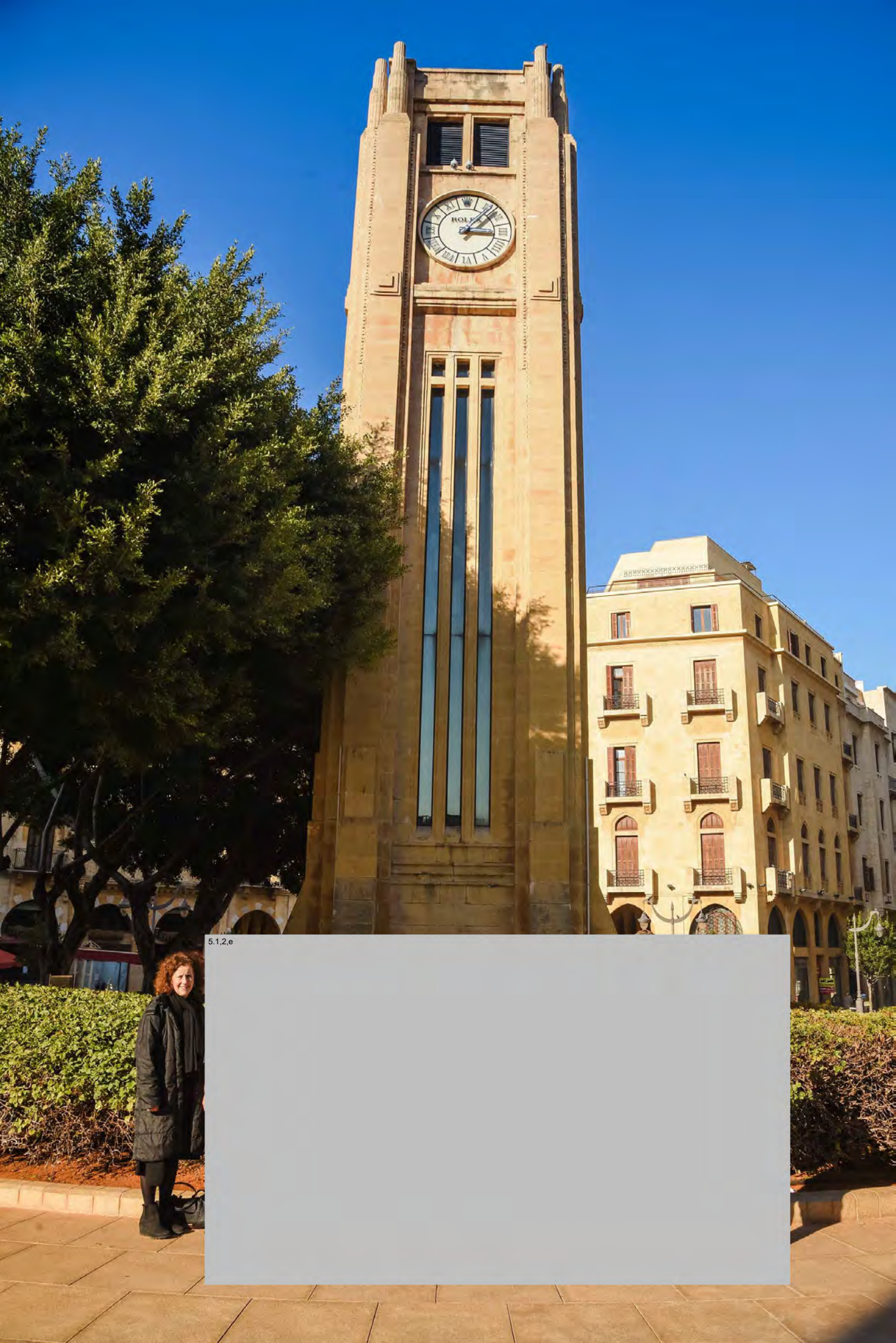


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