Territorial Strategic Development
Plan of the Dannieh Region
North Lebanon
End of 2012

Presented by:
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Dannieh Municipalities Union

Barcelona 22/11/2013
## Fact Sheet

<table>
<thead>
<tr>
<th>Metric</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Area</td>
<td>365 km²</td>
</tr>
<tr>
<td>Number of cadastral areas (km²)</td>
<td>49</td>
</tr>
<tr>
<td>Number of villages and towns</td>
<td>80</td>
</tr>
<tr>
<td>Registered population</td>
<td>172,000</td>
</tr>
<tr>
<td>Percentage of permanent residents</td>
<td>70%</td>
</tr>
<tr>
<td>Percentage of permanent native residents</td>
<td>50%</td>
</tr>
<tr>
<td>Population density (inhabitant / km²)</td>
<td>471</td>
</tr>
<tr>
<td>Population growth rate (between 1996 and 2010)</td>
<td>38%</td>
</tr>
<tr>
<td>The average size of households (per capita)</td>
<td>5.9</td>
</tr>
<tr>
<td>Proportion of the age group under 40 years old</td>
<td>71%</td>
</tr>
<tr>
<td>Percentage of underprivileged households</td>
<td>58.6%</td>
</tr>
</tbody>
</table>

### Levels of deprivation

- Health
- Education
- Housing and infrastructure

Percentage of underprivileged households:

- 0% (Levels of deprivation)
Why strategic planning?

Aware of the importance of strategic planning as a stepping stone for organized development, the Union of Dannieh municipalities initiated in collaboration with international organizations a strategic development plan to answer the vital needs of the region for dynamic development interventions.
STRATEGIC PLANNING CONSTRAINS, STRENGTHS, CHALLENGES AND POST COMPLETION STEPS
Strategic Planning Strengths

- The presence of the Union of Municipalities established in 2004.
- The Union scope of work includes 47 town with 22 municipalities.
- The Union region is a geographic homogeneous area.
- The geographical location of Dannieh is on the outskirts of 5 districts.
- The different strengths of Dannieh can be used as a starting point for the regional development while taking advantage of a distinctive image.
- Creation of local and regional working groups.
- Completion of profiles for the majority of residential areas.
- Completion of determining the essential development needs at the villages level.
Strategic Planning Constrains

- The absence of regional development plans to guide the regional and local development interventions.
- The lack of coherence and harmony between development interventions.
- The inability of local authorities to cope with repetitions and contradictions between different interventions.
- The gap between local and regional development interventions and trends at the national level.
- Weak human capacities of local authorities to manage the process of regional and local development.
- The absence of a participatory approach in determining the goals and the types of external interventions.
Strategic Planning Challenges

• The ability to form a pressure force in order to compel the central authorities to adopt the results of the strategic planning.

• The weakness of the local authorities human resources to manage the development process.

• Weak organizational structures capable of executing strategic planning.

• Weakness of the financial resources of local authorities to implement the strategic planning projects.
Strategic Planning Post Completion Steps

• Capacity building for local authorities in the management of the development process,

• Strengthening and consolidating the local organizational structures

• Develop a strategy to attract funding sources

• Benefit from the experience of the first strategic planning in order to disseminate this experience to other areas
PROJECT GOALS
AND
RESEARCH METHODOLOGY
• Cover the basic needs and problems of the region

• Elaborate a regional development strategy and identify the priorities

• Develop programs and development projects in line with the requirements of the region and its natural, economic and human resources

• Increase the investment efficiency of available resources, stimulate community participation in the development and implementation of projects and improve the living conditions of the residents
The guiding principles of the strategic plan are derived from the local concept of development framework as follows:

- Adoption of a participatory approach with the local community stakeholders
- Taking in consideration the diversity of the different regional characteristics and capabilities
- Underlining the complementary dimensions of the local development process in the different sectors
- Highlighting the impact of the link between Dannieh and the surrounding areas
- Harmonization of development interventions at the local and national levels
THE SIX DIFFERENT CLUSTERS AND THE DANNIEH HIGHLANDS

Mediterranean

Minyeh region

Tripoli

Zaghrata

Becharri

Akkar

Hermel

Highlands

1

2

3

4

5

6
PHASES OF THE STUDY

Office work
- Review of studies and field research
- Comparing collected data
- Delimitation of geographical units
- Distribution of villages among homogeneous clusters

Field work
- Preparation of technical tools (3 types of questionnaire)
- Conduction of in-depth interviews (210 interviews)
- Compilation of information on villages
- Workshops (4 sectors)

Reality analysis
- Territorial analysis
- Sector analysis
- SWOT analysis
- Problem Tree

Strategy
- Determine the growth stage
- Compatibility with the national level
- Strategic vision
- Development priorities
- Action plans (193 projects and interventions)
THE BASIC AXES OF REALITY ANALYSIS

Problem Tree

- Regional dimensions
  - Institutions
  - Health
  - Education
  - Economy
  - Infrastructure

- Sectoral dimensions
  - Real estate and construction
  - Demography
  - History

SWOT analysis
- Strengths
- Weaknesses
- Threats
- Opportunities
FUNDAMENTAL PROBLEMS... THE PROPOSED PROJECTS
Urbanism thrives in Dannieh through high population growth, incoming demands from expatriates and the attractive tourism in some villages

- 50% of the 28,000 households in Dannieh are located in the first cluster
- 15% of households are available for rent each summer (97% are located in the first cluster)
- 18% of households are in poor conditions
- Only 21% of buildings are licensed and have a legal status
- The legal framework of both the real estate and construction sectors suffer from several problems including:
  - Unfinished land survey
  - Absence of real estate properties documentations
  - Absence of inheritance registration
  - Violation of construction codes

"Urban Planning is below the required standards and lacks creative designs that are consistent with the aesthetic tastes of tourists"

Most important proposed projects

- Completion of land survey in all regions
- Settlement of common and republic properties
- Determine land use and zoning
- Issuing and registration of purchase and sale transactions
- Empowerment of human resources in local authorities for a better control of construction operations
- Setting standards for construction and architectural designs according to local land use planning
- Continuation of violations settlement and proposing a timeframe to reduce the cost of settlements
- Relocation of artisanal workshops from main roads to new industrial zones
The most important infrastructure networks

**Drinking water network:**
- Dannieh contains the largest underground water reservoir in the Middle East.
- Only 37% of the villages have drinking water networks and 21% have incomplete networks.
- The quality of the networks is bad in half of the villages.

**Electricity network:**
- 45% of the villages suffer from power outage.
- 55% of villages receive 100 volts electricity instead of 220 volts.
- This situation is affecting the tourism areas and diminishing competitiveness in attracting summer visitors.

**Sewerage network:**
- Sewage systems cover only half of the villages.
- Even in villages where there is a sewage network, one quarter of households are not connected.
- 25% of sewage networks are in bad condition.

**Road network**
- The road network does not reach 13.2% of households.
- 14% of roads require asphalting.
- 45% of roads are in bad condition.
- Some of the development constraints are the lack of connection between few regions.

**The most important proposed projects**
- Connecting the villages of Dannieh.
- Completion of roads.
- Execution of needed bridges.
- Execution of the Assoun power plant project.
- Studying dams construction projects to produce electrical energy.
- Completion of drinking water networks.
- Completion of sewage network and treatment.
- Establishment of a solid waste management.
The agriculture Sector

The most important proposed projects

- Introduction of winter crops and organic farming
- Establishment of agricultural cooperatives for small producers
- Establishment of health and retirement funds for small producers
- Establishment of financial institutions for agricultural loans and small projects
- Establishment of an agricultural observatory for soil analysis
- Improvement of postharvest activities and insure quality preservation
- Establishment of a multidisciplinary agricultural technical school
- Mainstreaming modern agricultural practices according to types of crops
- Matching local agricultural production with international standards
- Labeling, packaging and creation of marketing systems

The most important problems in the agricultural sector

- Lack of sovereignty of small holdings with low yield
- Lack of agricultural cooperatives
- Traditional know how and practices
- Absence of agricultural awareness and misuse of agricultural materials
- Irrigation problems and reduction of irrigated lands
- The absence of credit institutions
- Monopoly of traders
- Quasi-absence of the food industry
- The spread of wood cutting

The agricultural sector in numbers

<table>
<thead>
<tr>
<th>Description</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Share of agricultural sector in local economy</td>
<td>70%</td>
</tr>
<tr>
<td>Permanent residents whose income depends on agriculture</td>
<td>90%</td>
</tr>
<tr>
<td>Permanent residents whose income depends entirely on agriculture</td>
<td>40%</td>
</tr>
<tr>
<td>Permanent workers in the agricultural labor force</td>
<td>65%</td>
</tr>
<tr>
<td>Wage-workers in the agricultural labor force</td>
<td>24%</td>
</tr>
<tr>
<td>Small holdings (less from the 25 acres)</td>
<td>88%</td>
</tr>
<tr>
<td>Total irrigated area of agricultural land</td>
<td>55%</td>
</tr>
<tr>
<td>Planted land out of the total area of agricultural land</td>
<td>77%</td>
</tr>
<tr>
<td>Export share from the total fruit production</td>
<td>75%</td>
</tr>
</tbody>
</table>
The tourism sector

Dannieh has many encouraging elements to develop tourism

- Beauty of natural landscapes
- Biodiversity
- Protected areas
- Abundance of water
- Cool summer weather
- Abundance of mountains (Highest in Lebanon)
- Diversity of historic sites
- Some villages are classified as touristic and attract vacationers from abroad
- 69% of tourism institutions are located in the central villages
- The tourism activity is seasonal and the targeted group is limited

The most important projects

- Advertising campaigns to promote the region
- Establishment of camping sites and other recreational areas
- Create a market place for local products in one of the old markets
- Establish a Shouting and paintball club
- Continue working on declaring protecting area and linking them with the road network
- Organize hiking trips and mountain climbing competitions
- Create skiing and winter sports zones
- Rehabilitate the most important historical sites to host visitors and tourists
The education sector

The education sector in figures

<table>
<thead>
<tr>
<th>Description</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total number of school students</td>
<td>14,000</td>
</tr>
<tr>
<td>Number of cadastral areas in which there are schools</td>
<td>33</td>
</tr>
<tr>
<td>The total number of schools</td>
<td>69</td>
</tr>
<tr>
<td>Number of secondary schools</td>
<td>10</td>
</tr>
<tr>
<td>Proportion of students in secondary school</td>
<td>9%</td>
</tr>
<tr>
<td>Proportion of public schools from the total number of schools</td>
<td>81%</td>
</tr>
<tr>
<td>Proportion of Public schools students</td>
<td>75%</td>
</tr>
<tr>
<td>Total number of teachers</td>
<td>1,235</td>
</tr>
<tr>
<td>Proportion of contractual teachers</td>
<td>62%</td>
</tr>
<tr>
<td>Illiteracy rate</td>
<td>10%</td>
</tr>
</tbody>
</table>

The most important projects

- Establish public schools complexes
- Establishment of technical schools specialized in the primary sector (agricultural pharmacy, veterinary, soil analysis, food industry)
- Establishment of a school for students with special needs
- Maintenance, renovation and rehabilitation of the old school buildings originally built for housing
- Equipping schools with necessary facilities (libraries, stadiums, theaters and laboratories)
- Organize civil awareness campaigns targeting the importance of education, school dropout, child labor and assist students with difficult social situations

Problems of the education sector:

- Educational systems and curricula
- Poor foreign languages teaching
- Predominance of public schools on private schools
- Poor condition of school buildings (mostly built for housing)
- Poor school equipment
- Lack of competence and in the teacher training management
- Concentration of schools in the central regions and towns
- Lack of attention to people with special educational needs
- Quasi-absence of school sporting activities, art and entertainment
- Poor condition of school buildings (mostly built for housing)
- Poor school equipment
- Lack of competence and in the teacher training management
- Concentration of schools in the central regions and towns
- Lack of attention to people with special educational needs
- Quasi-absence of school sporting activities, art and entertainment
The health sector

Most important problems in the health sector

- The governmental hospital is the only one in the region and is limited to 40 beds
- The Ministry of Health covers 94.5% of hospitalization cases (comparing with 54% on the national level)
- 84% of health institutions are located in the First cluster
- Prevalence of chronic diseases resulting from pollution and consanguineous marriages

<table>
<thead>
<tr>
<th>Cluster</th>
<th>Hospital</th>
<th>Health center</th>
<th>polyclinic</th>
<th>Private clinic</th>
<th>Dental clinic</th>
<th>Pharmacy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>1</td>
<td>4</td>
<td>11</td>
<td>37</td>
<td>11</td>
<td>15</td>
</tr>
<tr>
<td>Dannieh</td>
<td>1</td>
<td>4</td>
<td>11</td>
<td>37</td>
<td>11</td>
<td>15</td>
</tr>
</tbody>
</table>

The most important proposed projects

- Establish first aid centers affiliated to the municipalities
- Establish a One Day clinic in the Dannieh Highlands
- Establish a specialized hospital targeting the most common sicknesses
Agricultural mono-dimensional economy / smallholders farming

Informality
- Informal labor market: Agricultural sector: family workforce – small enterprises – lack of social security
- Lack of legal framework of property ownership
  - Construction not permitted

Unsurveyed lands
- Lack of state socio economic policies
  - Poverty (Culture of poverty)
  - = Poor capacities
- Province growth rate
- Unemployment
- Child labor
- Seasonal labor market
- Small investments
- Insufficient and inadequate infrastructure
- Decline of real estate value
- Poor architecture

Lack of basic services:
- Health
- Education
- Cultural
- Recreational

Lack of state socio economic policies

Poverty

Population mobility:
- Migration
- Immigration

Weak civil society

Regional imbalances

Unattractiveness for tourists

Environment pollution

Bad image

Poor capacities
VISION AND STRATEGY
Dannieh is an attractive region for living, rich in job opportunities, education and basic health services as a result of optimal investments in its competitive advantages embodied in its biodiversity, its natural richness, and which requires for its sustainability the development and improvement of the agricultural sector, diversification of touristic activities, concurrently with the completion of infrastructure facilities.
Short term and long term priorities

**Short term priorities**

1. Develop the agricultural sector production
2. Promote agriculture-related activities (Mainly food industry)
3. Increase the level of workers productivity
4. Improve the lives of Workers and residents
5. Strengthen the involvement of local youth in the development process
6. Stimulate the increase in the number of Residents In the region
7. Expand the local market and encourage the private sector to invest in the region

**Long term goals**

1. Promote the region and improve its image
2. Attract a wider range of tourists
3. Develop more diversified tourism services (summer vacations, ecotourism, rural and winter tourism)
4. Extend the seasonal economic activities to include winter tourism and winter tourism

**Strengthening of the environment**

1. Local capacities
2. Institutional framework
3. Infrastructure
4. Social services
5. Coordination between different sectors
The Territorial Strategic Development Plan of the Dannieh Region defined a list of 193 priority projects covering the following sectors:
Thank you