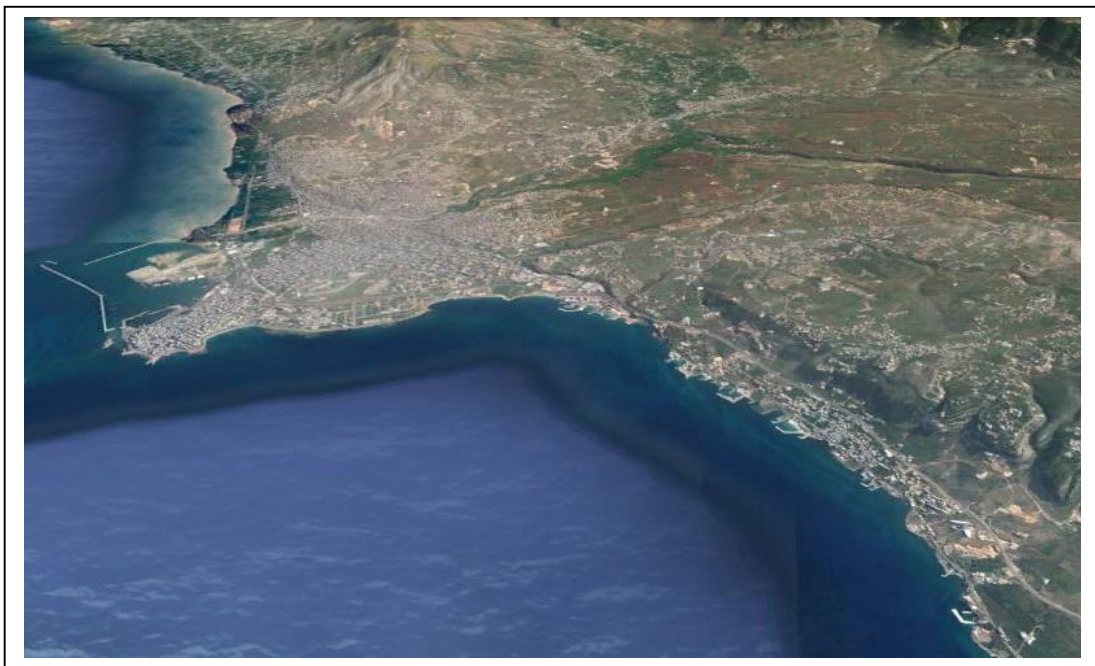


Al-Fayhaa Knowledge Transfer Center

AFSDS 2020

Al-Fayhaa Sustainable Development Strategy Plan Review



Presented by

Mousbah Rajab

Consultant in Urban Planning

December 2015



Introduction

This report is part of the consolidation of the Knowledge Transfer Center. It is financed by the City of Barcelona and the Metropolitan Area of Barcelona, through MedCities Network.

It is an assessment of the situation in the cities of Al-Fayhaa regarding the Al-Fayhaa Sustainable Development Strategy (AFSDS). It sheds light on the situation before and after its elaboration and launching. The study has identified the implemented AFSDS actions, and their impacts on the cities. It has also listed important projects, whether they were implemented or not, to integrate them in the strategic planning process. Finally, a review of the priorities proposed by the AFSDS was drafted in light of the evolution of the situation. New priorities were proposed. Recommendations were formulated in order to improve the objectives of the AFSDS.

The report was prepared based on meetings and interviews with main stakeholders in Al-Fayhaa cities, in particular with former presidents and council members of the Al-Fayhaa UOM. Related reports, studies and local press were consulted. Field investigations and discussions with citizens were very useful to perceive and understand the public opinion.

On the base of this methodology, the report was divided into 5 sections. Section 1 describes the circumstances and factors that led the president of Al-Fayhaa Union of Municipalities, mayor of Tripoli to realize that a strategic plan for the union is necessary. This section also summarizes the study of the AFSDS. Section 2 highlights the main implemented projects before the launching of the AFSDS, while section 3 and section 4 tackle the main implemented projects during and after the elaboration of the strategic plan. Finally, section 5 presents a general synthesis and proposes recommendations with a view to improve the AFSDS report published in 2011.

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1-The AFSDS and the circumstances that led to its elaboration

1.1-Background

Before the launching of the AFSDS project in June 2008, the city of Tripoli was experiencing an acute socio-economic situation reinforced by a challenging political environment both locally and nationally, as if the civil war (1975-1990) had never ended but had turned into a different form. Before this war, Tripoli was the economic hub of the North governorate. Very tolerant, the city attracted people from all the surrounding regions to accomplish their work at the public institutions and enjoy the old souks and other streets of the city while shopping. The Tebbaneh district, which today is synonym to violence and poverty, was called "the gate of gold" in reference to its intense economic activities. The city also had a beating nightlife. According to Mr. Rachid Jamali, former mayor of Tripoli, the city center included 15 cabarets and a casino, which attracted customers from across the country and even Syria.

This was then interrupted by the outbreak of the civil war in 1975. The country was divided according to sectarian segregations and the regions were isolated from one another. Thus the communication network between Tripoli and the capital Beirut was cut. Tripoli, the city whose population is predominantly Muslim, was also isolated from its Christian hinterland. The International Fair designed by Oscar Niemeyer, whose large works were completed on the eve of the outbreak of the war, was transformed into military barracks while the population of Tripoli had hoped it could play the role of an economic lever turning the city into a pole of tourists and attractive business.

The return of peace in Lebanon in 1990 has not favored the economic growth in Tripoli, because of the centralization of political and administrative power in the capital. In parallel, many uncoordinated projects and local stakeholders' actions did not help to generate local development; rather, they often constitute an obstruction to it. These factors have increased the social and economic problems of the city. The survey was conducted by the Ministry of Social Affairs and the United Nations Development Program UNDP from 2004 to 2007 concerning the living conditions in Lebanon. It has highlighted that Tripoli was ranked last as far as indicators of schooling, child labor, the level of household income, consumption and poverty rates.(See figure 1 and tables 1 to 4 below as published by the Tripoli Environment and Development Observatory TEDO established in the Union of Municipalities of Al-Fayhaa).

| Age | 0-4 | 5-9 | 10-14 | 15-19 | 20-24 | university |
|-------------------|--------|--------|--------|--------|--------|------------|
| School attendance | 21.33% | 91.29% | 86.11% | 58.47% | 22.54% | 8.18% |

Table 1: The school attendance in Al-Fayhaa according to the ages

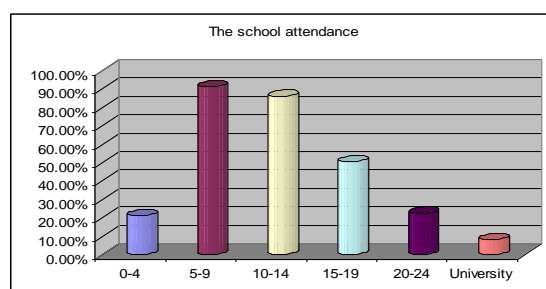


Figure 1: The school attendance in Al-Fayhaa cities

| Income indicators | Very high | High | Medium | Low | Very low | Total |
|-------------------|-----------|--------|--------|--------|----------|-------|
| Tripoli | 5.70% | 14.30% | 29.10% | 30.10% | 20.80% | 100% |

Table 2: Distribution of households according to the income indicators

| BEIRUT | MOUNT LEBANON | NABATIEH | BEKAA | SOUTH | NORTH LEBANON | ALL LEBANON |
|--------|---------------|----------|-------|-------|---------------|-------------|
| 6514 | 4512 | 3924 | 3385 | 3007 | 2532 | 3975 |

Table 3: Average consumption (expenditure) per capita in Lebanon – in thousands of L.P. / Year

| BEIRUT | NABATIEH | BYBLOS | ZAHLE | KOURA | HERMEL | TRIPOLI |
|--------|----------|--------|-------|-------|--------|---------|
| 6% | 12% | 15% | 22% | 25% | 33% | 57% |

Table 4: Poverty ratios in some Lebanese districts and cities (ratio of poor to total population)

The situation was also critical at the political and security level. Several successive national and local events have further aggravated local development indicators. Among these events are the following:

- 2005: The assassination of Prime Minister Rafik Hariri,
- 2006: The 33-day war declared by Israel against Lebanon, during which Tripoli welcomed 40,000 refugees from Beirut's southern suburbs,
- 2007: The outbreak of the war in Nahr El-Bared north of Tripoli between the Lebanese Army and the terrorist group Fatah al-Islam that prompted 30,000 inhabitants of neighboring villages to seek refuge in the cities of Al-Fayhaa,
- 2008: The outbreak of the clashes between Jabal Mohsen and Tebbaneh in Tripoli, where the unemployed youth took advantage of the wages paid to combatants through local and regional funding. These intermittent clashes will create an internal bleeding flowing until the end of the clashes in 2013.

This situation and these dramatic events have accompanied the beginning of the municipal mandate of Mr. Rachid Jamali, elected Mayor of Tripoli in June 2004 and president of the Union of Municipalities of Al-Fayhaa. As an engineer from an intellectual milieu, Mr. Jamali

was aware before his election of the above current social problems, willing to avoid the transformation of poverty into terrorism; he quickly sought to establish a development vision for the cities of Al-Fayhaa. He assigned a consultant office to prepare a report constituting a draft of a strategic development plan. This report was submitted at the end of 2006 to the Prime Minister, who was a finance expert and former finance minister at the time of PM Hariri. The Prime Minister urged Mr. Jamali to communicate with the World Bank so that the development plan bears a signature guaranteeing the involvement of other international funding partners and donors. Thus, an international partnership was established and a team of local experts was engaged to elaborate the strategic plan for the sustainable development of Al-Fayhaa.

1.2-Summary of the study phase

The Al-Fayhaa Union of Municipalities, established in 1982 and composed of the cities of Tripoli, El-Mina, Beddaoui and since July 2014 Qalamoun, launched the AFSDS project in June 2008 under the auspices of the Prime Minister at the Quality Inn Hotel in Tripoli. This project was funded by a grant from Cities Alliance and administered by the World Bank. The project also managed to gather other partners: the city of Barcelona, the city of Marseille, MedCities, AFD, UNEP, UN-Habitat and UCLG. A team of local experts was engaged to elaborate the plan. Such team was composed of a Lead Consultant (sociologist), an anthropologist, an Urban planner, a traffic engineer and a specialist in economics; The Director of the Union of Municipalities of Al-Fayhaa was the team leader.

1.2.1-Methodology

A mobilization conducted by the team leader led to the establishment of a working team and the establishment of a list of stakeholders involved in the development of the study. The team of local experts adopted the technical method used in a CDS process for the development of AFSDS, based on a participatory approach.

From a technical point of view, the team has benefited from the help of an international expert appointed by the city of Barcelona for this purpose. Several working sessions were held with him to complete each stage of the plan. The latter is composed of four major phases: Pre- assessment, diagnosis, strategic framework, and action plan. The diagnosis included a sectorial study to identify, through a transversal reading of sectors and a SWOT analysis, issues, strengths, weaknesses, opportunities, and the threats of the cities of Al-Fayhaa. The strategic framework consisted of the vision and mission, the strategic axes of development, and their respective actions. The fourth phase, finally, was dedicated to the action plan in which the priorities and the estimated cost of each action have been identified along with the implementation schedule. Project Identification sheets PIS were prepared for each project, including, among others, key performance indicator KPI's.

The participatory approach was implemented through workshops that accompanied each stage. A list of 68 stakeholders' representatives was established by the Team Leader. They represented Tripolitan MPs and ministers, local associations, Orders (Engineers, Doctors,..), syndicates, chamber of commerce, , ministries, municipalities, relevant public administrations, universities, religious institutions, political parties, and the private sector.

Finally, it should be noted that some project partners have contributed to the study through reports concerning certain sectors.

1.2.2-Findings

The pre-assessment phase has identified eight sectors to be studied: urbanism, environment, transportation, logistics, the social situation, the economy, tourism and governance. Each of these sectors have been elaborated and developed through participatory workshops. A final report of this phase was presented after validation. This phase highlighted the critical nature of the relevant areas and the lack of an action plan to stimulate development in the cities of Al-Fayhaa. The numerous projects undertaken between the end of the civil war and the launching the AFSDS remained punctual, isolated and without any regulatory framework.

The diagnostic phase was understood on the basis of a cross-reading of the sectors of the previous phase to identify the factors that slow down development, the tensions, and the trends emerging in the territory. This transversal reading resulted in the identification of five problematic axes to be analyzed in this phase: land management, the image of the cities of Al-Fayhaa, the potential of the local economy, governance, and the production of poverty. The important points that characterize these axes are shown in the tables below:

| Territorial Management |
|--|
| <ul style="list-style-type: none">-Fragmentation of metropolitan planning with the presence of three master plans (one for every city of the urban community), which were approved independently, and accompanied by weak suggestions-Lack of communication among the metropolitan territories, combined with absence of a regulating frame for urban projects, which does not encompass all the Fayhaa districts-Lack of access points to the metropolitan territory, and insufficient presence of urban public transportation system |

| Image of the cities |
|--|
| <ul style="list-style-type: none">-Welcoming societies and cities, with live Traditions-Exaggerated image of local conflicts-Image of good quality-price relation of labor |

| Potential of the local economy |
|---|
| <p>The presence of a weak economy based on micro enterprise structures, and is not organized on a professional, entrepreneurial or sectorial scale.</p> <ul style="list-style-type: none">- Low demand of consumers and enterprises, which obstructs local economic development. The case is the same when it comes to personal services.- The presence of weak local resources. However, there is a possibility of attracting financial resources for public-private partnership, from the Diaspora.- The weak positioning of the local economy in light of the open market.- Lack of an efficient infrastructure network that supports the local economy (seaport, airport, fair, rail network). |

| Governance |
|--|
| <ul style="list-style-type: none">- High centralization of decisions, which leads to obtaining "parachuted" projects without the existence of a regulating body at a local level or local structures for the management of big infrastructures and equipment.- Absence of "project culture," and discussions at a strategic scale, and the dearth of much |

needed planning in order to promote the projects.

- Absence of trust in public administration, and a lack of confidence in its technical, financial and managerial capacities.

- Sustainable development of the cities of Al-Fayhaa requires parallel actions: possessing the means of good governance, showing transparent municipal decisions, involving the inhabitants in urban policies, developing a sense of public interest and citizenship, and establishing a culture of continuing education.

Production of poverty

- The growing phenomenon of poverty in the downtown district degrades urban heritage.

- The consolidation of poverty culture leads to the transformation into an urban ecosystem that affects all of the urban system.

- The rural immigration to urban communities resulted in a profile change of the urban planning of the old city.

- The socio-cultural stratification of the urban zones is associated, in a great measure, with public service stratification.

- Nowadays, the cities of Al Fayhaa are characterized by their stagnant activities, reflecting a slow dynamism.

- These "societies" face increasing religious homogenization which restrains the role of Tripoli as the capital of northern Lebanon and slows the development of other cities (Mina, Badawi) that are part of the municipal union of Al-Fayhaa..

Based on these five transversal axes, a general SWOT analysis was performed based on a SWOT analysis of each sectorial axis.

| | Strengths | Weaknesses |
|---------------|---|---|
| Opportunities | <ul style="list-style-type: none"> •Active chronological urban entities understanding a particular historical heritage. •Competitive geographical situation nationally and regionally. • Welcoming society thanks to the persistence of urban and rural traditions. •Tripoli county town of the Mohafazat and commercial center of a large rural region. •Socio-economic family synergy, absorbing poverty effect. | <ul style="list-style-type: none"> •Workforce requires specialized training and career planning. •Major regional & national equipment suffering from lack of sustainable governance. •Saturated transportation system and inadequate land uses. •Fragmentation of urban space and absence of communication between different districts, producing territorial imbalance. •Corruption & clienteles' limit the positive effect of free markets. •Lack of associations' qualification and coordination. •Urban observatory at the Union of Municipalities with no adequate role and means. •Lack of financial resources because of the absence of structures that could attract investors, including the Diaspora. •Lack of "project culture" and "civic culture" in civil society. |
| Threats | <ul style="list-style-type: none"> •Presence of non-applied laws, concerning compulsory primary education and child labor protection. •Dangerous degradation of urban heritage because of the concentration of poverty. | <ul style="list-style-type: none"> •Increasing image of fundamentalism producing a negative reputation. •Uncontrolled exterior rivalries because of an open economic market facing incompetent local structures. •Continuous rural exodus, aggravating poverty in old districts in particular. •Presence of three new Master Plans instead of one, with no outlook for the future. •Urban projects with no strategic frame and no integrated objectives. |

The theoretical framework of Al-Fayhaa is composed of a vision, a mission and the resulting strategic axes. The proposed vision and mission are the following:

Al-Fayhaa Vision

Al-Fayhaa Municipalities are developed cities with important regional pivotal roles, offering prosperous living conditions and openness stemming from the long-lasting heritage and cultural values of the cities.

Al-Fayhaa Mission

Al-Fayhaa cities will reach their vision by promoting social justice, improving citizens' employment competencies, strengthening national loyalty, promoting community responsibility, reviving the values of local heritage, and stimulating local institutions with regional dimension to benefit from opportunities.

Five strategic lines have been proposed based on the mission and the vision. These lines are the following:

- Territorial management,
- Infrastructures and Equipment for Competitiveness,
- Social Development,
- Economic Development,
- Cities' image.

Actions have been proposed for each strategic line. These actions are composed of 3 different types: the strategic actions that have the ability to change, actions that complement the strategic actions, and finally the necessary actions. The table below shows these actions according to each strategic line.

| Strategic Lines | Actions |
|--|---|
| Territorial management | 1-Develop a strategy to regenerate historic neighborhoods |
| | 2-Create an urban park (an area approximately 10 hectares) and green spaces in the three cities |
| | 3-Develop the coast of Al-Fayhaa (including construction of an aquarium) |
| | 4-Establish integrated public transport lines and parking lots as part of a general solution to the parking problem |
| | 5-Unify the three master plans for the cities of Al Fayhaa |
| | 6-Rearrange the principal axes of Al-Fayhaa Cities |
| | 7-Complete the western Highway and the east interchange for the cities of Al Fayhaa |
| | 8-Survey current urban situation and establish a system of Indicators for the cities of Al Fayhaa |
| | 9-Project Management Unit |
| Infrastructures and Equipment for Competitiveness | 10-Tripoli SpecialEconomicZone: Port Site, Techno-pole |
| | 11-Reactivate Industrial Areas of Al Fayhaa Cities |
| | 12-Rehabilitate the railways station of Tripoli and Reopen the Railway section between Tripoli and Homs |
| | 13-International Conference for reactivation of the Rashid Karamé International Fair |
| Social Development | 14-Social housing project |
| | 15-Organize the handicrafts sector |
| | 16-Re-organize the existing cultural and Sports facilities for leisure and recreation |
| | 17-Create an urban Lobby to support the vital projects in the city |
| | 18-Create an Office of Local Development at the Al-Fayhaa UOM including an Office for Social Work) |
| Economic Development | 19-Strategic plans for the existing and potential Economic Clusters |
| | 20-Develop Touristic Track & its Services |
| | 21-Create links with the Diaspora |
| Cities' image | 22-Create urban events (calendar year) to include the main events in the cities of Al Fayhaa (1. cities of classical Arabic classical music, 2. Gourmet Cities, 3. Crafts Cities) |
| | 23-Elaborate an administrative structure for the selected museums in Al- |

| | |
|--|--|
| | Fayhaa |
| | 24-Reactivate communication structure to promote the image of the city locally, nationally & internationally |

Finally, **The Action Plan** included three points: the classification projects according to their priority, the estimated cost, and the implementation schedule. The first was carried out on the basis of five criteria proposed: the resources (internal and external), the strategic dimension, the consistency of projects with their strategic lines, the need of the recipient, and the implementation time. A score over 10 was assigned to each share accordingly. In the table below, the projects are classified according to their priority:

| Titre du Projet | Note prioritaire sur 10 |
|---|-------------------------|
| 1-Develop a strategy to regenerate historic neighborhoods | 9.52 |
| 8-Survey current urban situation and establish a system of Indicators for the cities of Al Fayhaa | 9.1 |
| 9-Project Management Unit | 9.1 |
| 13-International Conference for reactivation of the Rashid Karamé International Fair | 8.9 |
| 4-Establish integrated public transport lines and parking lots as part of a general solution to the parking problem | 8.8 |
| 10-Tripoli SpecialEconomicZone: Port Site, Techno-pole | 8.8 |
| 3-Develop the coast of Al-Fayhaa (including construction of an aquarium) | 8.75 |
| 12-Rehabilitate the railways station of Tripoli and Reopen the Railway section between Tripoli and Homs | 8.7 |
| 22-Create urban events (calendar year) to include the main events in the cities of Al Fayhaa (1. cities of classical Arabic classical music, 2. Gourmet Cities, 3. Crafts Cities) | 8.45 |
| 15-Organize the handicrafts sector | 8.4 |
| 17-Create an urban Lobby to support the vital projects in the city | 8.4 |
| 14-Social housing project | 8.3 |
| 24-Reactivate communication structure to promote the image of the city locally, nationally & internationally | 8.25 |
| 7-Complete the western Highway and the east interchange for the cities of Al Fayhaa | 8.05 |
| 18-Create an Office of Local Development at the Al-Fayhaa UOM including an Office for Social Work) | 8.05 |
| 6-Rearrange the principal axes of Al-Fayhaa Cities | 8 |
| 20-Develop Touristic Track & its Services | 7.9 |
| 19-Strategic plans for the existing and potential Economic Clusters | 7.85 |
| 2-Create an urban park (an area approximately 10 hectares) and green spaces in the three cities | 7.55 |
| 23-Elaborate an administrative structure for the selected museums in Al-Fayhaa | 7.55 |
| 16-Re-organize the existing cultural and Sports facilities for leisure and recreation | 7.15 |
| 11-Reactivate Industrial Areas of Al Fayhaa Cities | 6.65 |
| 5-Unify the three master plans for the cities of Al Fayhaa | 6.5 |
| 21-Create links with the Diaspora | 6.45 |

2-The implemented projects before the launching of the AFSDS

Since the end of the war in 1990 several projects were carried out in the cities of Al-Fayhaa. They targeted, among other issues, urban heritage, the road network, various equipment and the infrastructure. The main projects or studies that were carried out since, targeting directly or indirectly the three cities were the following:

- The JICA study for the reorganization of traffic in 2001 (not implemented)
- The Study of the master plan in 2002 (not implemented),
- The CHUD project launched in 2001 (not yet completed)
- The National Master Plan (SDATL) (completed in 2004 and implemented in 2009).

Among these projects, the SDATL and CHUD are probably the two projects that have been most taken into consideration in the study of AFSDS.

2.1-The National Master Plan

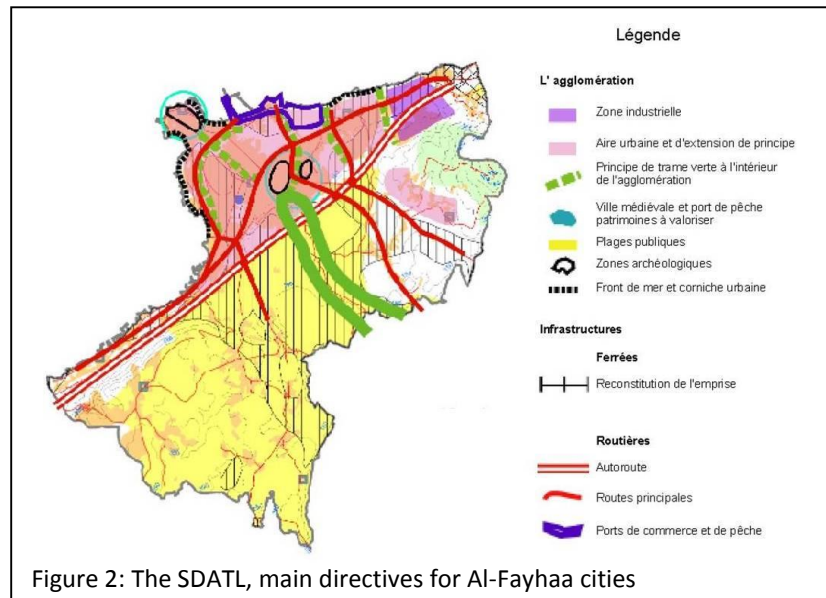
The project management of SDATL was entrusted to the Council for Development and Reconstruction (CDR), an institution directly dependent of the Prime Minister, which also replaced the Ministry of Planning in 1977. In Law No. 5/77 of the 31st of January 1977 concerning the Council for Development and Reconstruction (CDR), the Article 3, (which defines its primary mission in the planning and programming instance), specifies in its 4th point that this body is in charge of preparing a Master Plan for territorial management and submitting it to the Cabinet for approval.

According to the Planning Law No. 69/83 of the 22nd of September 1983, Article 4 specifies that the SDATL must be a reference to plans and planning regulations developed for cities and villages. It must respect the principle of *"balanced development of regions, being the essential pillar of the state's unity and stability of the regime"*, stated at the seventh point of the Preamble of the Lebanese Constitution.

The objectives identified by the SDATL are the following:

- The unity of the Lebanese territory
- The balanced development of regions
- Rationalizing the use of resources to ensure sustainable development.
- Decreasing the public debt
- Improving productivity and increasing the average economic growth
- Improving the balance of international trade
- Improving the living conditions
- Environmental preservation
- Heritage preservation

Tripoli, as the capital of the North, was cited in the study several times, and was given a principle of development for the future which forecasts the doubling of the number of the population. This principle relates to the port, the railway, the industry, the trade, the RashidKaramé International Fair, education, tourism, etc. There is also a principle of development of the urban area (see figure2 below).



2.2-The CHUD project

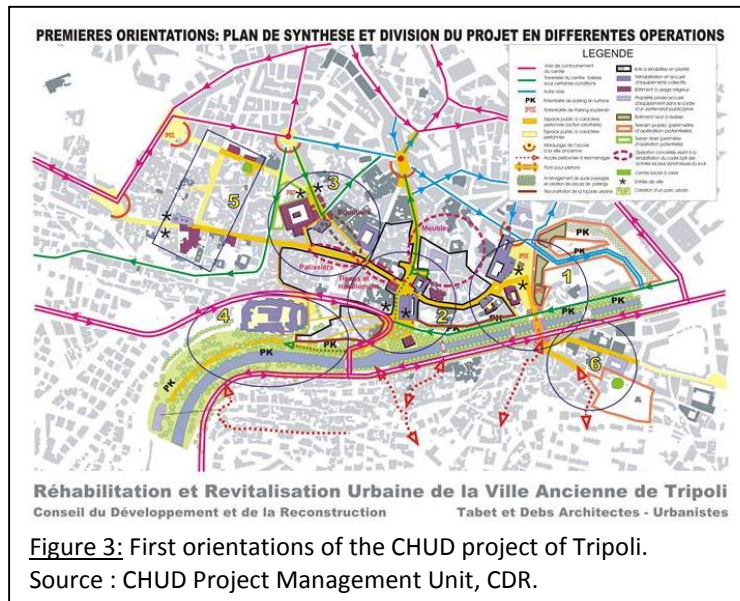
The CHUD project (Cultural Heritage and Urban Development Project) was launched in 2001 by the Lebanese government. It targeted historical cores and archaeological sites of 5 Lebanese cities: Tyre, Sidon, Byblos, Baalbek and Tripoli. It is funded by the Lebanese government, the World Bank, the French Development Agency, the Italian Cooperation office and the French government. The project management was entrusted to CDR. A project management unit was created specifically in CDR for this purpose.

The purpose of the project is to create the required conditions for the development of the local economy, for the improvement of the living conditions in the affected cores and for ensuring a better conservation and management of the built heritage. The project has three main components: an urban component for the rehabilitation of historic centers and their infrastructure, an archaeological component, and the institutional strengthening with the help of the DGA and the DGU accompanied by technical assistance to the municipalities of the 5 cities.

At the time of its launch, the project focused on the development of tourism and not on urban development. Its name was changed after the diagnostic phase and the first proposals. The consultant had to identify priority operations that could create dynamics that would ensure the continuity of the process of revitalizing the historic districts.

The CHUD project of Tripoli was the largest among the others, since its historical city was the largest and most important regarding its urban structures. A budget of 20 million US dollars was dedicated to Tripoli at the start. The diagnosis conducted at the beginning gathered new data and facts that were exaggerated before. The main actions carried out were:

- The Definition of the limits of the historical city in order to specify the concerned area
- The Development of a new code of construction and protection
- The Rehabilitation of several souks and a residential plot
- The Rehabilitation of several historic buildings
- The restructuration of the ledges of the Abu Ali River



Unfortunately, between 2008 and 2013, Tripoli witnessed rounds of violence between the Tebbaneh and Jabal Mohsen. These clashes have further increased youth unemployment. In parallel, incomplete operations have been invaded by stalls selling mostly second-hand shoes. This situation is still ongoing even though a political compromise put an end to the clashes. The authorities have still not succeeded in removing violations despite all the demands of donors that are the condition to continue the phases of the project.



3-Assessment of the general situation during the study phase

3.1-Public opinion and constraints

The launch of the AFSDS project undoubtedly stimulated a dynamic that accompanied the entire phase of the study, and contributed to the initiation of people to participate in the discussions.

This dynamic was manifested primarily through project workshops. Workshop participants, not used to participatory approaches, took the opportunity to express their anger towards the central and local authorities "for having neglected and marginalized their cities." After

several meetings, all the workshops started taking shape, and several participants were eager to participate in all thematic workshops.

Meanwhile, local expert meetings with public and private stakeholders have put many of the cities of Al-Fayhaa at the time of the strategic project. Furthermore, the local press has accompanied the development of the AFSDS project and published several articles.

However, the evolution of the political situation has hindered the proper development of the study. The intermittent clashes between Jabal Mohsen and Tebbaneh triggered in 2008 persisted throughout the period of the study of the AFSDS project. They have had negative impacts on this study, particularly regarding the difficulty of conducting field surveys in these districts. The surveys were meant to make contact with the inhabitants of these areas, for the purpose of assessing the extent of social problems, and thus to validate or update the studies. On the other hand, on the eve of parliamentary elections in 2009, the projects and studies decided for the cities of Al-Fayhaa outside the process established by the AFSDS questioned the local urban governance and the role of political stakeholders.

3.2-Parallel actions and projects

The AFSDS study took advantage of all previous experiences, particularly the CHUD project and the study for developing a new master plan for the Union of Municipalities completed in 2002. Twenty-four actions were proposed after establishing a diagnosis, a vision and strategic objectives, implemented through a participatory approach, which required twenty workshops. The priorities identified in the action plan focused primarily on the project for the establishment of a comprehensive strategy for the revitalization of the downtown and the historical districts of Tripoli. This project would be an extension of both the CHUD project, as well as the study of the Master Plan in 2002 (which was rejected by local authorities). The project would also act against the effects of the new master plan of Tripoli implemented by a decree in 2009.

Indeed, the study regarding the code of construction and the preservation of the historic city, and its scope of protection in the framework of the CHUD project was adopted by the study of the master plan (2002), regarding particular neighborhoods surrounding the historic city. Thus, the first neighborhoods that were extended at the beginning of the twentieth century had to be protected. Unfortunately, the rejection of the study of the 2002 master plan was followed by the development of a master plan for each city of the Union of Municipalities in which only the zoning and the coefficients of land use were accounted.

The ratios proposed in the new master plan of Tripoli allowed the construction of buildings in the neighborhoods surrounding the extensions to the historic town. Their heights, architecture and materials were not in harmony with the traditional medieval architecture nor with the architecture of the early twentieth century. The primary project of the AFSDS would therefore expand the boundaries of the historic areas to include the extension of the neighborhoods. The project would also launch an economic dynamic to give the downtown of Tripoli its prewar role, and to ensure a sustainable mechanism for the maintenance of the urban heritage.

Other projects were carried out on the Al-Fayhaa territories during the development of the AFSDS, but this was probably the initiative of Tripoli's MPs who wanted to develop their own strategic plan that would mark this period.

The Strategic Plan« Tripoli 2020 »

Better known as the "Plan of the MPs office", the strategic plan was launched in 2010 and was presented to the public in April 2011. Based on a diagnosis of the economic situation in Tripoli and the need to create 30 000 jobs, the study which was funded by the MPs themselves and by Prime Minister Saad Al-Hariri, proposed 24 sub-initiatives for a vision of Tripoli. These initiatives were grouped in six categories:

- 1-Management and implementation of the programs,
- 2- lobbying and infrastructure unit,
- 3-The projects
- 4-Funding and Finance
- 5-Employment and training
- 6-Young, Small and medium enterprises



Figure 4: The Tripoli 2020 plan cover report

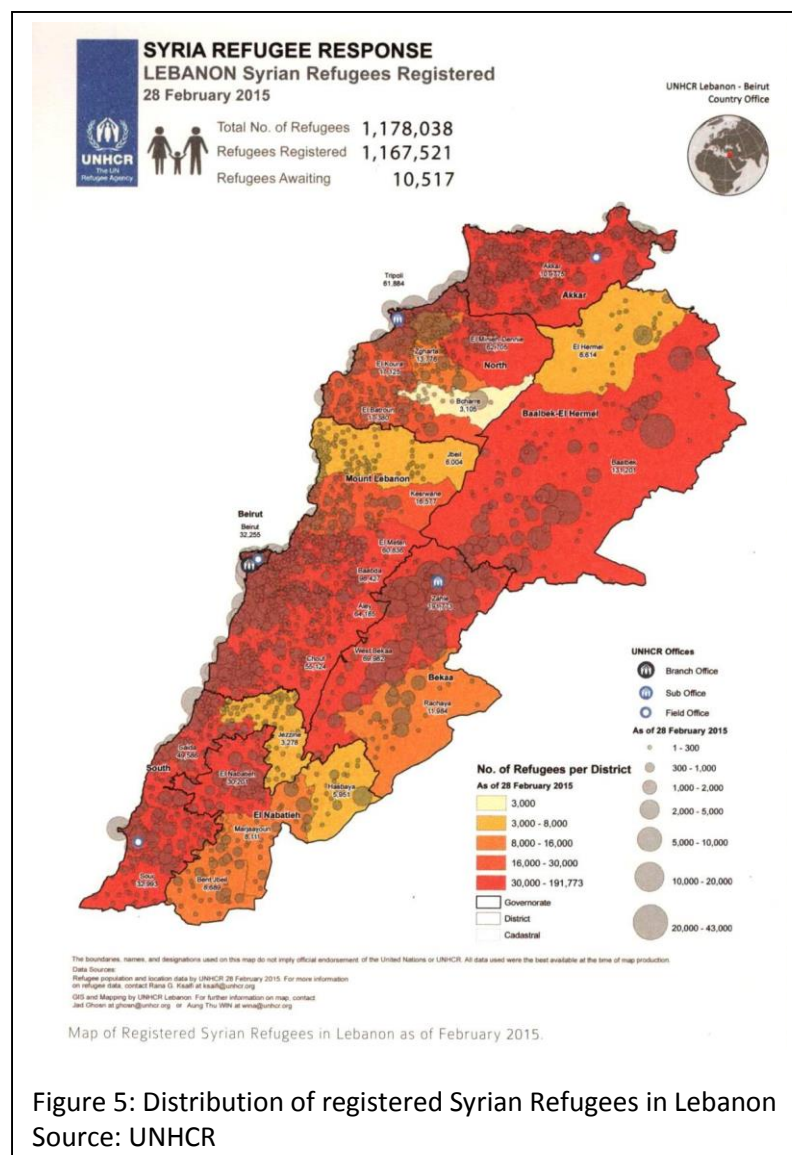
The study, which requires a budget of \$ 70 million for its implementation, has proposed the creation of a "Tripoli Development Council." First of all, it proposes to achieve five initiatives with significant impacts, over a period of two years with a budget of \$ 8 million. Political and security developments that followed the announcement of this strategic plan led to the dissolution of the partnership established between MPs, and the freezing of the project.

These 24 economic sub-initiatives are rather close to operational objectives than actions. However, some of them match with actions 10, 11, 13, 15, 19 and 24 of the AFSDS. Others need to be detailed or transformed into concrete actions, so they can complete the AFSDS actions.

4-Assessment of the situation after the launching of the AFSDS

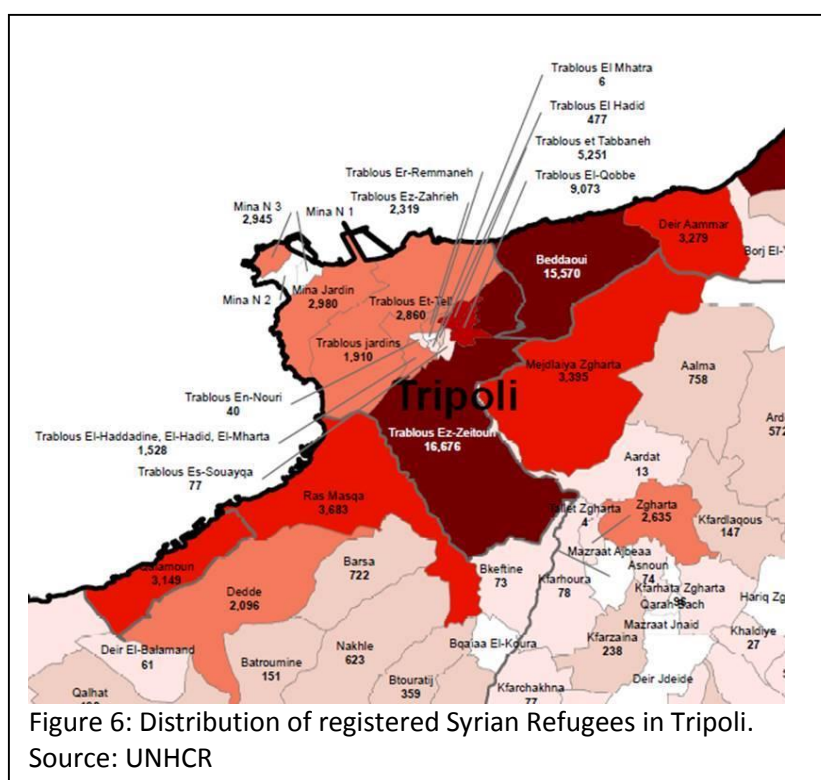
4.1-Syrian Refugee Crisis

The AFSDS was launched publicly in 2011; this year marked a turning point in the history of several Arab countries. Indeed, in January of this year were triggered the events called "Arab Spring." The spark was given to Tunisia and was then propagated to Egypt, Libya and Syria. In Syria, the events caused the displacement of millions of citizens, part of whom crossed the Syrian-Lebanese borders. The UNHCR, in charge of this human disaster issue produced maps where Syrian refugees in Lebanon were estimated in February 2015 at 1,178,038.



The events had a great impact on Lebanon and did not spare the cities of Al-Fayhaa that hosted thousands of displaced Syrians. These latter, and according to their financial means, lived with relatives families, rented apartments in the middle class residential areas, or have managed to accommodate themselves in the old districts in dilapidated housing.

UNHCR produced a map for North Lebanon in November 2015. In Al-Fayhaa cities, registered Syrian refugees were estimated at more than 61 thousands. According to Mr. Amer Rafei, Mayor of Tripoli and President of the Urban Community of Al-Fayhaa, the total number of Syrian refugees accounted to more than 300 thousands registered and unregistered included. Although they are supported by UNHCR, they constitute an important impact on infrastructures. Their number varies constantly since half of them are not registered, some of them are immigrating to Europe, the Syrian border is very close and no controlled measures are applied. However, as of May 2015, the Lebanese Government took the decision to close the borders, and to close the registration of refugees with UNHCR.



Meanwhile, the fighting in Jabal Mohsen-Tebbaneh produced casualties on both sides, causing considerable damage, which pushed families to flee their homes for several days when the fights raged. While the clashes took an end in 2013, the war in Syria was still ongoing.

4.2-Main actions realized

Within this context, the cities of Al-Fayhaa were busy trying to ensure the necessary daily services to residents and Syrian families and lacked financial means to launch large-scale projects. This did not prevent the completion of several studies and projects funded by the Government, the European Union, other international donors or by political actors. Among the most important projects completed or the ongoing projects are the following: the Study of the Strategic Plan of Bab Tebbaneh-Jabal Mohsen, the rapid assessment of Tripoli - AL Ghouraba, the RAMUD project, the ESFD study for Bab El-Tebbaneh – Al-Ghouraba, the underground parking project in Tall and the rehabilitation project of the Tall region.

The Study of the Strategic Plan of Bab Tebbaneh-Jabal Mohsen

Following the end of the clashes in the Tebbaneh-Jabal Mohsen region in April 2014, several municipal officials, in agreement with the mayor of Tripoli, have organized the launch of the study of a strategic plan for the area. A local consulting firm has been designated for this purpose for the development of the study, which lasted three months and supported by the Office of Transition Initiatives of USAID.

The final report consists of two volumes. The first volume was dedicated to the diagnosis of the concerned territory. It emphasized the geographical context, the history of urban development of the study area, the topography, the urban morphology, the spatial dynamics, the actors, the infrastructure, and the households. The diagnosis is concluded with a SWOT analysis, followed by a chapter on case studies in Lebanon and abroad. Finally, this first volume proposes three scenarios for the development of the neighborhood: "Naturalization", "One Hub", and "City-scale cohesion".

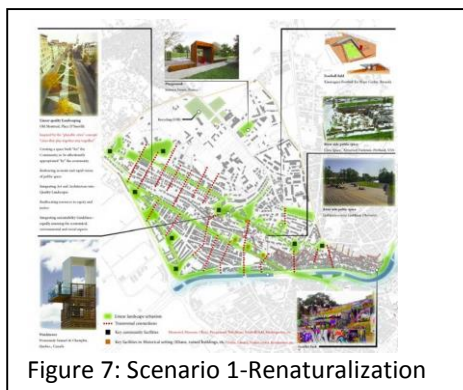


Figure 7: Scenario 1-Renaturalization

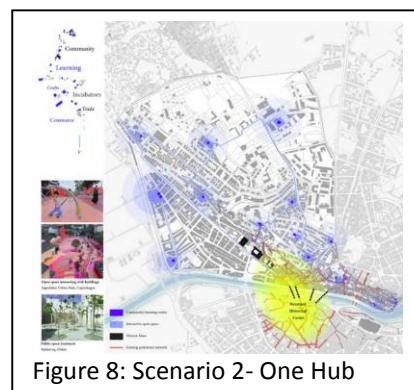


Figure 8: Scenario 2- One Hub

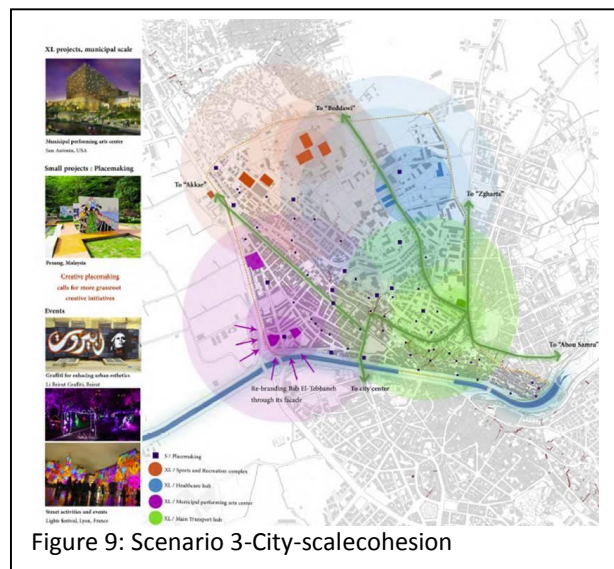


Figure 9: Scenario 3-City-scalecohesion

Volume 2 focuses on the strategy of intervention. It includes the vision, strategy, phasing, and implementation tools.

The strategy of the study generally focuses on the management of public space, the creation of equipment, and the management of multifunctional spaces. The goal is to find a friendly living environment, and the elaboration of a peace process.

The authors of this study considered it as a draft for the development of a detailed master scheme. Although it is an urban design approach rather than a planning approach, the study represents an important complement to the AFSDS actions. We should note here that at the time of the elaboration of the AFSDS, Tebbaneh witnessed several rounds of armed clashes. Therefore, this district was not always accessible.

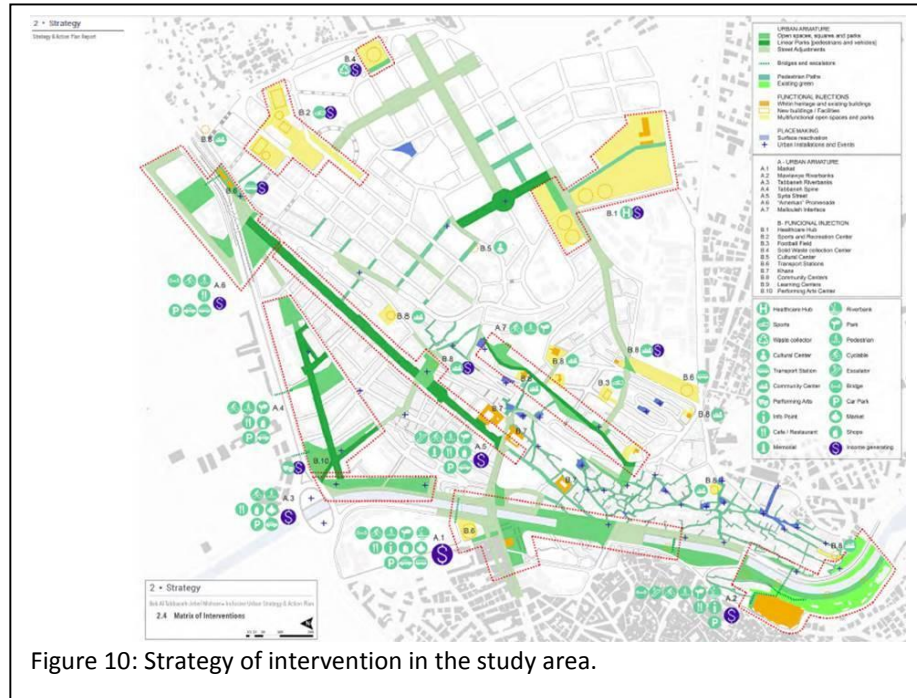


Figure 10: Strategy of intervention in the study area.

The RAMUD Project

The RAMUD project was launched by the Union of Municipalities of Al-Fayhaa in 2013 through a tender. This project is an initiative to promote the exchange of knowledge on transport issues in different cities of the Mediterranean.

According to the MedCities network the RAMUD project aims at developing activities that will promote environmental sustainability and energy efficiency in the sector of urban mobility, economic sustainability through the integration of the disadvantaged population, and good governance by increasing the technical capacity of local authorities and by raising awareness about sustainable development. It aims at strengthening cross-border cooperation among Mediterranean countries through the establishment of a network of exchange of experience. The project is composed of two main actions: developing the semi-public transportation system, and the development of sustainable observatory for urban mobility.

This project funded by the European Union, aims in particular to develop an action plan for sustainable mobility of the Greater Tripoli. It complements the AFSDS, which proposed 4 actions aiming to build an integrated strategy for transportation. According to the director of the Al-Fayhaa Union of Municipalities, the Implementation is on hold until it receives funding.

The study of the Economic and Social Fund for Development Project - Community Development Unit (ESFD)

The ESFD is funded by the European Union and the Government of Lebanon through the Council for Development and Reconstruction (CDR). Its mission is “to alleviate poverty and mitigate the social impact of economic transition on marginalized and disadvantaged groups in Lebanon”.

ESFD was charged in 2013 to conduct a rapid needs assessment for Bab El-Tebbaneh – Al-Ghouraba in Tripoli, in the light of the influx of Syrian Refugees. The study dealt with housing conditions, living conditions and employment in an area of 1,27 km² and 60000 residents of whom 5600 are Syrian Refugees.

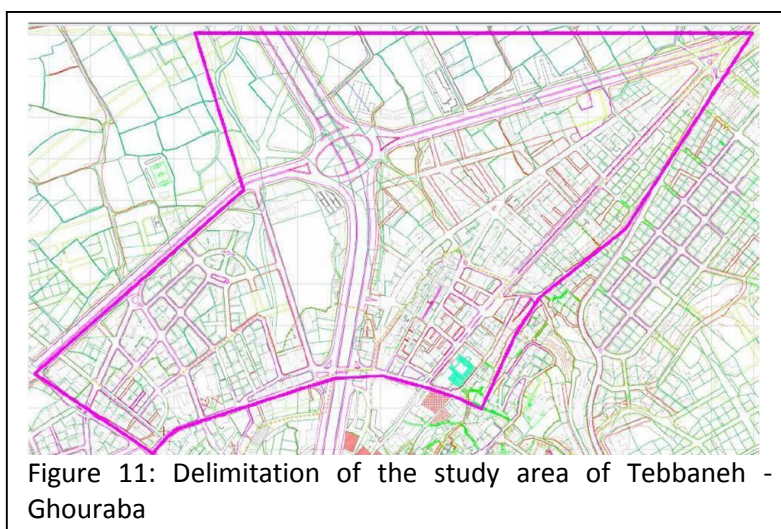


Figure 11: Delimitation of the study area of Tebbaneh - Ghouraba

The study, published in December 2014, proposed lists of priority interventions in different sectors and urban planning estimated at 40 million USD. Priority interventions are:

- a- Job Creation: urgent and midterm
 - Supporting the existing programs and organizing new accelerated Vocational Training mainly in Construction field: plastering, tiling, plumbing, Block work, carpenter, electricity, HVAC, etc
 - Establishing a vocational and technical school for accelerated, regular and dual system
 - Creation of workshops for cotton manufacturing, bed sheets and quilts.
 - Food processing in house
 - Organization and supporting the stalls holder and vendors on the Abou Ali-Al Bissar Round About, as well as the stalls market on Abou Ali River, near Hariri Health Care Center.
 - Creation of a bureau for orientation, capacity building and recruitment for employment.
 - Give the priority for Bab Tebbaneh people in mobilization of daily workers in Municipality workshops.
 - Mobilizing the qualified people in the Lebanese military forces.
 - Organizing the informal sector of hardware collection.
 - Provision of loans for small wood and mechanical workshops.
- b- Urban Planning: short and long term
 - Elaboration of an urban master plan and resettlement Action plan in view of new project of land pooling through:
 - *Identifying of threatened falling buildings due to wastewater leaking.

*Identifying damaged zones for demolition and reconstruction. Especially Baal Darawish and Mouhagerine, Baal Dakour, Barranieh-Souk El Kameh, Souk Abdul Hamid.

*design the new waste water, potable network, roads, rainwater drainage and electricity in light of extension of Bab Tebbaneh-Ghouraba in terms of population and buildings.

-Expropriation of small lands with small and ancient buildings in order to rebuild new complexes along with a resettlement action plan.

-Rehabilitation of souk El kameh including souk of meat, vegetables and clothes.

-Rehabilitation of the interior of residential units, and shops, by grants through Hall a Program (MoSA).

c-Infrastructure: urgent

-Testing and connecting the potable water network to the houses dated from 2014

-Reinforcing or replacement of existing posts of electricity and cables.

d-Health: urgent and mid term

-Extension of health services at the existing healthcare centers (Mammography, echo, Health care programs for woman and child, ambulance...)

-Activation of the health care contract with the official health care center managed by Hariri Foundation so it can provide medicines regularly.

-Awareness campaigns in health care and reduction of drugs addiction.

-Controlling the distribution of drugs without prescription.

-Providing health cards from the Ministry of Health/or Establishing of cooperative mutual health.

e- Education: short and mid term

-Supporting and extension of existing educational support programs after school.

-Supporting the students and preparing for the official exams.

-Providing the students and dropped out ones with the English for international communication and International Computer Driving License skills.

-Receiving, Furnishing and opening of recently built schools in Tebbaneh by Hariri aids.

f-Sport and leisure: short and mid term

-Rehabilitation and creation of new various playgrounds and gardens.

These priority interventions are dedicated to Tebbaneh – Al-Ghouraba district. Some of them were already proposed by the CHUD project (Creation of a bureau for orientation, capacity building and recruitment for employment, and Rehabilitation of souk El kameh). Others go through private properties to improve residential areas and infrastructure. They sure complement the AFSDS project. As mentioned before this district was not always accessible during the elaboration of the AFSDS and no detailed assessment was accomplished. However, many actions of the AFSDS considered Tebbaneh district, directly or indirectly (actions 2, 8, 10, 11, 14, 15 and 18).

The Improvement of Development Process and Local Governance in the Municipality of Tripoli

The project is financed by the European Union. Its duration is 36 months and started officially on 15 January 2016.

The proposed Action derives from four basic facts advanced by the Municipality:

1- The local authority and civil society are in need for capacity building,

2- Health is a fundamental human right and should be available to all people regardless of gender, social class, ethnicity and age,

3- Job opportunities are very limited due to the deficiency of educational skills,

4- Recreational activities allowing the cohesion of the dissimilar zones allow a better synergy.

The overall objective of the action is to improve the intuitional and operational contribution to governance and development process in the Municipality of Tripoli.

The Specific objectives of the action are to improve access to basic and adequate social services, in particular in Bab El Tabbaneh- Jabal Mohsen and El Ghouraba in Tripoli on a sustainable basis.

The whole community and neighbouring areas will benefit from the positive impact of the project on different levels especially on Health, Education, Job Creation and awareness levels.

The specific added value elements of the project are mainly the enhancement of the Municipal Council capacities, the consolidation of social cohesion, and the promotion of the synergy between the Municipal Council and the civil society.

The underground parking of Tall

This project was initiated by the Municipality of Tripoli in 2014 for the purpose of reorganizing the Tall Square, which was formerly the headquarters of the Ottoman Serail demolished in 1966. Ever since the Civil War, the area was transformed into a "bus and taxi station" serving different neighborhoods of Tripoli, El Mina, Beirut and Syria. Therefore, this former economic hub of Tripoli deteriorated, while its late and early 20th century buildings are empty and threatened to be demolished.

Therefore, this project aims to build an underground parking consisting of 4 floors, an elegant taxi station for travelers, as well as a public square.



Figure 12: perspective of the parking project of Tall.

When the study was handed over, this project, which was initiated and supported by local politicians, was the subject of a great debate in Tripoli concerning its relevance and usefulness. The Order of Engineers issued a statement in which it recommended:

- to construct the underground parking without the taxi station,
- to realize accesses from the south of the square, to prepare for the possibility of transforming the Tall street into a pedestrian promenade in the future,
- to act thoroughly to realize the 2 bus stations projects at the north and south of the city,

-to take into consideration the first action of the AFSDS project, concerning the elaboration of an integrated project for the historic center of Tripoli.
Currently, the project implementation is on hold until the rehabilitation of the Tall district is completed. The project will be readjusted accordingly.

The rehabilitation of Tall district

This project was launched by the Municipality of Tripoli in 2015 to revitalize the area of Tall at the economic level, and to save an urban heritage of great value. This project aims at managing public space and transforming the main street of the district to a pedestrian street by providing a bus rapid transit (BRT), and valorizing of the traditional facades of buildings in order to attract investors and companies. A draft has been prepared and awaits funding for a detailed study and implementation.

The ISIMED Project

As part of its commitment to contribute to the development and integration in the Mediterranean, the city of Marseille wanted to support the initiative ART GOLD - ISIMED mobilizing different resources and skills (human, technical and material) to the benefit of Tripoli in Lebanon and the Urban Community Al Fayhaa.

The ISIMED program aims to reduce the digital divide in the Mediterranean, and supports local development through the ICT (information and communication) promotes decentralization by giving more weight to local actors and their initiatives in terms of planning, implementation and monitoring.

On this base, a project was developed by the Information Systems Division (ISD) of the City of Marseille for the AL-Fayhaa Urban Community; it allowed the modernization of the Lebanese city administration building on New Information Technologies.

The project was launched in 2013 and accomplished in 2016. It aims to improve the image of the cities of Al Fayhaa and develop local tourism by offering to set up tags (with Smartphone application) on cultural buildings and create specific tours.

This project offers the opportunity for visitors with smartphones to "flash" these 2D codes and thereby access all the information on the place. For this purpose, 53 monuments were chosen: 44 in Tripoli, 6 in Al-Mina and 3 in Beddaoui. They are organized in circuit: 4 in Tripoli, 1 in Al-Mina and 1 in Beddaoui.



Figure 13: Example of tag on Al-Nasiriya School, and the result on the smartphone.

4.3-The implemented actions of the AFSDS

Among the 24 projects proposed in the AFSDS, project No 18 concerning the creation of a Local Development Office is the only project in progress and carried out by the Union of Municipalities of Al-Fayhaa while project No 10 (Special Economic Zone), was carried out by the Government. However, other actions (some of which were mentioned above) are among other actions proposed by the AFSDS (the project of underground parking in Tall and the rehabilitation project of the Tall district), or complement the AFSDS (the Study of the Strategic Plan of Bab Tebbaneh-Jabal Mohsen, the RAMUD project, the rapid assessment of Tripoli - AL Ghouraba).

The Special Economic Zone

The Special Economic Zone was one of demands of the citizens of Tripoli for more than a decade before its creation. To them, it represented an economic lever that will set their city on the road to development. The "Tripoli Special Economic Zone TSEZ" project was approved by the Government in June 2005, but the law for its creation was put in effect in September 2008 with the release of Law No. 18 of September 5th. The executive Decree was released in 2009, while the board was appointed in May 2015. This zone is the first of its kind in Lebanon. The law that includes 40 articles, stipulates in the third section that the objectives of the zone include developing the special economic area concerned by this law, attracting capital and local, Arab and foreign investments, and encouraging and developing international commercial trade. It is still early to assess the role and impact of this zone, since the work of the Board of Directors has started only a few months ago.

The creation of an Office of Local Development at the AL-Fayhaa UOM

The experience of the Local Development Bureau in the Municipality of Tripoli has encouraged Al-Fayhaa UOM to create another office targeting the urban community. The project is currently in progress.

Its objectives and roles are:

- Need of the Local Development Bureau:
 - Realize the sectorial projects of the strategic plan
 - Unify the efforts of the four cities of AL Fayhaa against poverty and unemployment
 - Contact the largest segment of civil society.
- Objectives of the Local Development Bureau:
 - Start a process of integrated and sustainable regional development encompassing primarily the social, cultural and economic environment of the four cities.
 - Establish a platform for an effective partnership between the municipal sector and associations of civil society and private sector representatives and work on communication, education and centralizing efforts of all actors to increase efficiency
- Local Development Bureau and Projects
 - Develop a Business plan for each project
 - "Leverage" decentralized cooperation projects
 - Design, install and manage new projects and seek funding,
 - Support the realization of development projects (supervision, counseling, monitoring, etc.) and propose adjustments where necessary,
- Functions of the Local Development Bureau
 - Produce an annual summary of its activities and disseminate to all stakeholders
 - Conduct training sessions
 - Realize resource mapping

- Realize a continuous diagnosis of the AL Fayhaa cities
- Associate and involve civil society in the development of the territory of AL Fayhaa
- Develop partnerships with NGOs and active associations ,
- Create links between the municipalities and academic researchers in universities
- Monitoring Indicators of the Local Development Bureau
 - Confidence indicators
 - Performance indicators
 - Qualitative indicators
 - Governance Indicators
 - Transparency Indicators
- The Local Development Bureau and the Strategic Plan AFSDS
 - Check and monitor the implementation of projects of the strategic plan approved by the AL Fayhaa Union of Municipalities and disseminate information on the characteristics, needs, current projects.
 - Monitor, evaluate and adjust and the impact of actions undertaken,
 - Boost the management of the strategic plan and coordinate its implementation with any specific strategic plans of the AL Fayhaa cities
- The Local Development Bureau and the International Donors
 - Activate the link with donors,
 - Carry out actions to attract foreign investors,

As mentioned before this action is under realization. It is supported directly by the Al-Fayhaa Union of Municipalities. According to M. Abdallah Abdul Wahab, a decision was taken at this level to recruit employees and to give the action delegated authority to achieve its tasks. This bureau will be responsible of the AFSDS project and local development actions in the cities of Al-Fayhaa. It will coordinate with the Office of Local Development in the Municipality of Tripoli, in charge of implementing development actions in the city of Tripoli.

5-The town of Qalamoun: diagnosis and needs

5.1-Geographic characteristics

The coastal town of Al-Qalamoun joined the Union of Municipalities of Al-Fayhaa in July 2014. Its territory is rectangular with a length of about 3.55 km and a width of 800 meters on average. Its altitude varies from zero meters to an average of 135 meters, with a minimum of 100 meters and a maximum of 170 meters. Beyond the administrative boundaries of the town, there are hills whose height exceeds 260 meters in some places. The town of Ras Masqa, located in the Kaza of Koura, geographically separates the city from the cities of the Union (see figure 10).

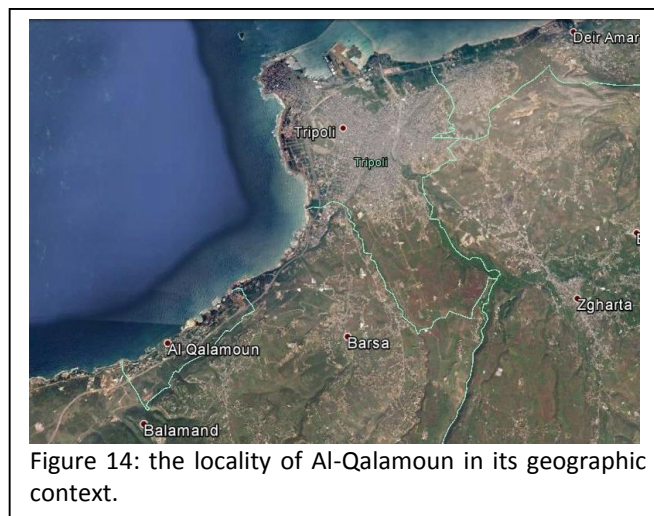


Figure 14: the locality of Al-Qalamoun in its geographic context.

Al-Qalamoun is home to more than 15,000 inhabitants, excluding the nearly 5,000 Syrian refugees. This population is concentrated between the coast and the “North” highway, particularly in the center, around the old kernel. In the Northeast are scattered villas inhabited mostly by wealthy families originating from Tripoli. This highway was completed in the mid-1990s thus cutting the town in two. Previously, the transit traffic passed by the coastal road and through the center of Al-Qalamoun, which benefited the local economy. The railroad, which was unused since the civil war, has joined these two arterial roads (see figure 11).

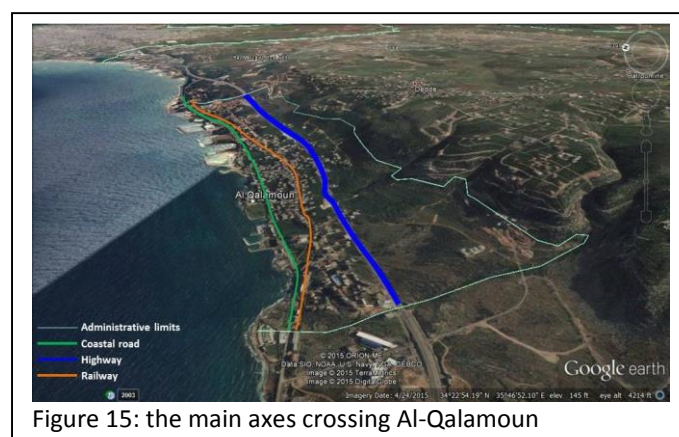


Figure 15: the main axes crossing Al-Qalamoun

5.2- Social and Cultural Characteristics

The families residing in the town generally belong to the middle class. The level of education is high. The table below shows that the tertiary education of women is higher than the tertiary education of men, since many men prefer to head to the labor market after the baccalaureate (see table 5). It should be noted here that 82% of students attend private schools, while nearly two thirds of the schools are located outside of the town. Concerning the labor market, most of the working class (with a majority of women) is employed in the public sector (see table 6).

| Level of education | Men | Women |
|--------------------|-----|-------|
| School | 56% | 43% |
| University | 36% | 55% |
| Ph.D. | 8% | 2% |

Table 5: Level of education in Al-Qalamoun

| Sectors of employment | Men | Women |
|-----------------------|-----|-------|
| Public | 42% | 59% |
| Private | 35% | 10% |
| Unemployed-Retired | 23% | 31% |

Table 6: Percentage of working men and women in Al-Qalamoun

The civil associations in Qalamoun are relatively numerous. They are divided between the social activities, sports, and cultural activities. There is also a relief association dealing with medical emergencies and risks of all kinds, which has nearly 70 rescue workers and two ambulances.

Concerning traditions and leisure time, men spend much of their free time to meet in the street cafes. This traditional place is located in the old center of the town. Men have become accustomed to accommodate their guests. As for families in general, the picnic is the most common activity during weekends, holidays, and days off. For this purpose, Families head to natural areas perched on the hillsides to spend the day.

5.3- Economical characteristics

The economic sector in Qalamoun is mainly based on agriculture, fishing, industry, and trade.

Agriculture consists, in particular, of the cultivation of citrus fruits and olives. For more than ten years, this culture has witnessed a drop in local production due to urban sprawl. However, it created a food industry producing oil, soap, salt, flower water, and rose water.

As for trade, it is active around the coastal road where the shops are aligned and are mainly specialized in food products and handcrafted copper. This type of craft appeared locally in the early 1960s, after the overflow of Abu Ali River in Tripoli in 1955, which led to the expansion of the souk and coppersmiths, and the relocation of several artisans of this souk to Qalamoun. Today this town is famous for the production and sale of this craft production.

Finally, it should be noted that the tourism sector in Qalamoun is stagnating due to the political instability in the country, especially in the north. This sector depends mainly on

seaside centers that are scattered all along the coast, some having had to close because of financial problems. In the years 1990 and 2000 these centers attracted families from Tripoli but also tourists and foreign professionals on mission in the region. They represented an important income for the town.

5.4-The development challenges

Al-Qalamoun is a quiet town whose economic resources are very limited, despite the presence of several sectors of production that attract local manpower to most beach resorts. These beach resorts themselves operate at the pace of an unstable political situation. The interviews and field surveys conducted between October and November 2015 highlight the natural constraints plus the development constraints, at the environmental level in particular.

5.4.1- Geographical challenges.

The town has an area of almost 2.84 square kilometers, which is smaller than the surface of El-Mina (3.74 km²), and that of Beddaoui (5.53 km²), and which is the equivalent of two large districts of Tripoli (22.4 km²). This area is characterized by its topography that rises rapidly between the sea and its internal administrative boundaries, as described above. This physical configuration is pierced longitudinally by three transport routes including the Northern highway. These factors together constitute a massive geographic constraint for the development of the town.

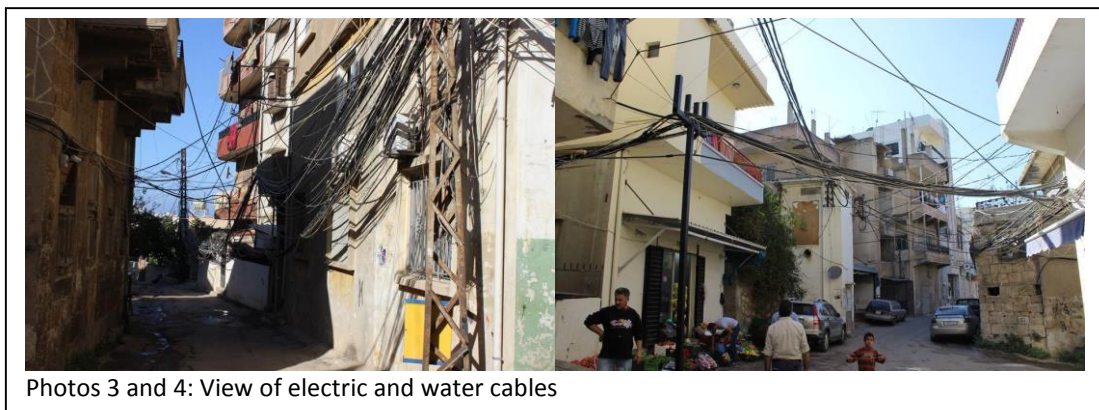
5.4.2-Environmental challenges

In the absence of the implementation of an integrated sanitation plan, sewage flow into the sea causing a pollution problem affecting maritime wealth, which hundreds of fishing families and beach tourism count on to survive. The town relies on the Tripoli wastewater treatment plant to get rid of its sewers. The town is expecting the implementation of a study recently developed for this purpose. Al-Qalamoun, with its small territory, also relies on the Tripoli dump to get rid of its garbage, although the dump capacity has already reached its limits.

5.4.3-Landscape issues

A walk through the streets of Al-Qalamoun reveals several elements that contribute to the disfigurement of the landscape, and funding problems. Among these, three should be dealt with closely:

- The Electricity, telephone, and water networks are perched in the air, and installed without any provisional planning,
- The Stories added to buildings with permits issued by the municipality do not respect any rule of integration, consistency, and aesthetics. This has even affected the architecture of the old kernel of Qalamoun, and transformed its traditional landscape.
- No Effort was made during the construction of buildings on the coast to give the coastline a well-integrated aspect, or at least to avoid possible source of pollution.



Photos 3 and 4: View of electric and water cables



Photos 5, 6 and 7: Buildings with added stories.



Photos 8 and 9: The sea view of Qalamoun

5.4.4-The municipal capabilities

The Qalamoun municipal Council is composed of 15 elected members. The administrative machinery is composed of 15 officials, as well as other contractual staff. In 2015 the municipal budget reached 1.5 billion Lebanese pounds (916,000 euros) while the expenditure in 2014 reached 1.1 billion (671,000 euros) allocated to administrative expenditure (18%), equipment, service, cleanliness and aids (60%). The remaining cash (nearly 188,000 euros) is reintroduced to the next budget when it has not been used for urgent situations. This reduced municipal budget prevents the municipal Council of carrying out development projects, or to hire specialists for this purpose. Therefore, the municipal Council remains dependent of the central administration and political actors in the region.

5.5- Expectations of the Municipal Council of Qalamoun

Locally, inhabitants of Qalamoun consider it as a village. Although the area of its territory is very limited, the municipal council and administration do not have the means to elaborate and implement development actions or to develop cooperation projects with foreign organizations or international institutions.

Thus, the Municipal Council of Qalamoun is relying on its new membership in the Al-Fayhaa Union of Municipalities to benefit from its support, and in particular to achieve the following main goals:

- to send the collected garbage to the dumping ground of Tripoli,
- to connect the sewer network to the wastewater treatment plant in Tripoli,
- to develop touristic projects in the new coastal area located between the sea Mosque and the fishing port,
- to integrate the town in the AFSDS project

In addition to the Municipal Council's expectations, and in the framework of the extension of the AFSDS to Qalamoun, the following points and issues should be taken into account:

- the extension of the PACEM project planned for El-Mina and Tripoli coasts to the coast of Qalamoun, to strengthen the touristic sector,
- the improvement of the infrastructure networks that represent a real issue in Qalamoun,
- the review of the master plan to ensure balance between future urban extensions and agriculture, to save local heritage, and to set new rules for construction,
- the improvement of public space according to social and environmental needs,
- the development of the cultural and economic sectors.

6-Synthesis and Recommendations

6.1-Synthesis

Since the 1960s, the cities of Al-Fayhaa have witnessed the implementation of important projects such as the International Fair, the tourist development of the sea bay, the expansion of the commercial port, the construction of the Olympic stadium, the CHUD project and other projects conducted by the private sector. These projects enriched the existing local assets that had formerly made Tripoli an important regional site. However, these cities have also experienced very difficult times such as the fallout and spillovers from the civil war (1975-1990) and the armed clashes in the Tebbaneh district which extended almost 14 years after the war making this district and its surrounding the poorest districts of the Mediterranean.

Despite the willingness of municipal councils that were in place since the end of the war to create projects in cooperation with NGOs and international institutions, and despite the many projects that have been developed or even implemented, the local economic wheel has never managed to restart. Local public opinion has always believed that Tripoli is the victim of the public policy of the state. This belief has been fueled by the speeches of local politicians to accuse the government of deliberately marginalizing the city. Today this is no longer the case. This public opinion is increasingly developing into a conviction that the crises Tripoli has known are largely due to a local game players obstructing any possibility of development.

This competition of power between political stakeholders in Tripoli is also partly responsible for the lack of urban governance capable of establishing a fertile ground for a process of local development. This competition does not consider that local authorities are responsible for this development and produces fragmented municipal councils unable to establish sustainable urban policies. On the other hand, and for electoral purposes, it directly builds relationships with the poor families through social aid offices, clinics and associations, discouraging families of making an effort to get out of this vicious circle.

In this context, and returning to the AFSDS project whose study was completed in 2011, it should be noted that this project is considered as a basket of projects and not a process to be initiated and carried on.

A strategic development plan generate the launch of actions according to a long-term process that can initiate tangible change capable of establishing economic growth and the well-being of inhabitants. A development process needs a governance body able to control and adjust this process when necessary. Certainly, this process also needs a political and economic stability, which is not the case in Lebanon in general and in the cities of Al-Fayhaa in particular. Thus, how is it possible to plan and initiate development in an unstable environment?

Some cities of the South having followed a process of sustainable development have adopted ad hoc interventions following a notion known as urban acupuncture, since the strategic development process is not adapted to their urban and administrative conditions. However, this requires leadership, vision, resources and implementation tools.

6.2-Recommendations

Based on all that was mentioned and on meetings held with local stakeholders, the main challenges that should be taking into account are on the social, governance and environmental levels. Thus, several recommendations should be taken into consideration:

6.2.1-Give a significant role to the Local Development Office

This tool is an important strategic stake. The implementation of all the means necessary to its running as soon as possible is recommended. Parallel to its original role, this office must serve as a regulator of the initiatives undertaken by the various public institutions, and within the framework of cooperation with foreign institutions or local or international organizations. Finally, and as mentioned before, this office will be responsible of the AFSDS project and of the development process it should generate.

6.2.2- Integrate the Study of the S.P. of Bab Tebbaneh-Jabal Mohsen and the ESFD rapid needs assessment for Tebbaneh – Al-Ghouraba to the AFSDS project

These two important studies should be carried out by Al-Fayhaa UOM and integrated to AFSDS. A review of these studies should be done to take into account potential changes in the neighborhood, but also to establish a connection between the studies and the national urban policies. These studies should be integrated within Action 1 of the AFSDS project that covered all the historic area of Tripoli including extra-muros areas that had been developed under late ottoman era and French Mandate.

6.2.3- Elaborate a strategic Plan for El-Qalamoun within the AFSDS

The issues identified in the area of Al-Qalamoun require a thorough study with a diagnosis, a strategic framework and an action plan. Its detachments of the geographical location of the cities of Al-Fayhaa, its small area and special topography urgently require a sustainable development plan. A particular attention should be given to the PACEM project. The action plan should be integrated within the AFSDS action plan. As for the PACEM project, it should be reviewed on the base of the Qalamoun strategic framework to integrate the coast of Qalamoun, taking into account the specificities of this coast and local social and cultural practices.

6.2.4-Merge the Strategic Plan « Tripoli 2020 » with the AFSDS project

This project launched by the MPs of Tripoli contains economic initiatives that must be taken into account. It is recommended to revitalize it by integrating it within the AFSDS in collaboration with the MP initiator of this project. This integration should be done through a new action to be added to the action plan. It will be entitled: “Al-Fayhaa Cities Economic Council”. The council will be composed of representatives of local economic stakeholders, as well as Al-Fayhaa Union of Municipalities and the International Fair. Its mission will be to develop and update the strategic plan “Tripoli 2020” taking into account the related actions of the AFSDS and the future reconstruction of Syria, and to propose concrete actions to be implemented.

6.3-Impact on the AFSDS project

Regional and local events that have been ongoing since the completion of the study of AFSDS modified all the data that existed at the time. The revision of priorities is important in order to meet the needs of poor neighborhoods. This will help to prevent the rise of religious radicalism and the infiltration of terrorism present outside of the Lebanese borders, into the cities of Al-Fayhaa, taking advantage of the difficult social situation. It is

important that this revision be undertaken by the future Local Development Office, taking into consideration, as mentioned before, the future reconstruction of Syria.

Finally, and in light of the above-mentioned challenges and recommendations, it is important to draft a new version of the report of the AFSDS 2020 to incorporate the new elements mentioned, including priorities. This new version should be the basis of negotiations with the Central Government, politicians, and international organizations.

To resume, notes have been added for each action to be reconsidered or redeveloped in the following tables. Priorities are now to implement action 1 under the supervision of the Local development Office, and to create the Al-Fayhaa Cities Economic Council.

| Strategic Lines | Actions | Notes |
|-------------------------------|---|---|
| Territorial management | 1-Develop a strategy to regenerate historic neighborhoods | <i>To be developed, taking into account the Study of the S.P. of Bab Tebbaneh-Jabal Mohsen and the ESFD rapid needs assessment for Tebbaneh – Al-Ghouraba</i> |
| | 2-Create an urban park (an area approximately 10 hectares) and green spaces in the three cities | |
| | 3-Develop the coast of Al-Fayhaa (including construction of an aquarium) | <i>To be developed to take into account Al-Qalamoun coast</i> |
| | 4-Establish integrated public transport lines and parking lots as part of a general solution to the parking problem | <i>To be reconsidered on the base of the RAMUD project objectives.</i> |
| | 5-Unify the three master plans for the cities of Al Fayhaa | |
| | 6-Rearrange the principal axes of Al-Fayhaa Cities | <i>To be reconsidered on the base of the RAMUD project objectives.</i> |
| | 7-Complete the western Highway and the east interchange for the cities of Al Fayhaa | |
| | 8-Survey current urban situation and establish a system of Indicators for the cities of Al Fayhaa | |
| | 9-Project Management Unit | <i>To be developed on the base of the Local Development Office project' objectives.</i> |

| Strategic Lines | Actions | Notes |
|--|---|------------------------|
| Infrastructures and Equipment for Competitiveness | 10-Tripoli Special Economic Zone: Port Site, Techno-pole | <i>Action achieved</i> |
| | 11-Reactivate Industrial Areas of Al Fayhaa Cities | |
| | 12-Rehabilitate the railways station of Tripoli and Reopen the Railway section between Tripoli and Homs | |
| | 13-International Conference for reactivation of the Rashid Karamé International Fair | |

| Strategic Lines | Actions | Notes |
|---------------------------|--|---|
| Social Development | 14-Social housing project | <i>To be developed on the base of the Local Development Office project' objectives.</i> |
| | 15-Organize the handicrafts sector | <i>To be developed on the base of the Local Development Office project' objectives.</i> |
| | 16-Re-organize the existing cultural and Sports facilities for leisure and recreation | <i>To be developed on the base of the Local Development Office project' objectives.</i> |
| | 17-Create an urban Lobby to support the vital projects in the city | |
| | 18-Create an Office of Local Development at the Al-Fayhaa UOM including an Office for Social Work) | <i>Ongoing project</i> |

| Strategic Lines | Actions | Notes |
|-----------------------------|---|--|
| Economic Development | 19-Strategic plans for the existing and potential Economic Clusters | <i>To be replaced with the new proposed action "Al-Fayhaa Cities Economic Council.</i> |
| | 20-Develop Touristic Track & its Services | |
| | 21-Create links with the Diaspora | |

| Strategic Lines | Actions | Notes |
|----------------------|---|-------|
| Cities' image | 22-Create urban events (calendar year) to include the main events in the cities of Al Fayhaa (1. cities of classical Arabic classical music, 2. Gourmet Cities, 3. Crafts Cities) | |
| | 23-Elaborate an administrative structure for the selected museums in Al- Fayhaa | |
| | 24-Reactivate communication structure to promote the image of the city locally, nationally & internationally | |

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3-Field works

-Field visit to Qalamoun on 23 November 2015 with M. Abdallah Abdul Wahab

-Academic works on Qalamoun:

*Launching of a studio at the Department of Urban Planning at the Lebanese University in order to elaborate a strategic plan.

*Field visit on 28 November 2015 with professors of the Department of Urban Planning at the Lebanese University.

Interviews

| Names | Title | Dates |
|-----------------------------------|---|------------|
| Talal Dankar | Mayor of Qalamoun | 23/11/2015 |
| Ashraf Kassar | Municipality of Qalamoun | 28/11/2015 |
| Sami Rida | President of the Cultural Club of Qalamoun | 28/11/2015 |
| Rashid Jamali | Former Mayor of Tripoli Former President of Al-Fayhaa Urban Community | 5/12/2015 |
| Abdallah Abdul Wahab Dima Homs | Former director of the AFUC Director of the AFUC | 12/12/2015 |
| Nader Ghazal | Former Mayor of Tripoli Former President of Al-Fayhaa Urban Community | 12/12/2015 |
| Gaby Khoriaty | Municipality of Al-Mina | 12/12/2015 |
| Amer Rafei | Mayor of Tripoli President of Al-Fayhaa Urban Community | |