Good Governance for Enhanced Post-War Reconstruction in Southern Lebanon

UN-ESCWA Expert Group Meeting
27-28 February 2009
Strengthening Good Governance in Conflict Affected Countries
Project Context

- July 2006 war – 33 days
- 1,287 dead (30% were children below 12 years old) and 4,061 were injured
- 900,000 displaced civilians
- Contamination of an area of around 35 million square meters with over 1 million Unexploded Ordinance and cluster munitions
- Around 20,000 houses completely destroyed, out of which more than 12,000 houses in Southern Lebanon
Reconstruction Challenges

- Weak municipal capacities
- Absence of reconstruction regulations
- Lack of proper urban planning rules & regulations – a large
- Majority of villages are not surveyed, which implies that urban planning rules and regulations as well as zoning are also absent
- Inaccurate documentation of housing
Our Strategy: Bridging the gap between recovery and reconstruction responses to durable solutions.

Immediate technical assistance to affected communities and concerned municipalities in order to enhance the reconstruction of destroyed houses.

 Strengthening municipalities and Unions of Municipalities (UoM) in their socio-economic recovery by providing local urban governance and management instruments conducive to improved access to services.
Local Governance Instruments

- Municipal Reconstruction Units
- Municipal Service Delivery
- Municipal Urban Observatory
- Municipal Strategic Development Plans
Municipal Reconstruction Units

Establishing Regional Technical Offices (RTOs) & Local Reconstruction Offices (LROs)

- They are structures established as part of the municipal system in the union of municipalities (RTO) and in each municipality (LRO), and is mainly in charge of dealing with the numerous reconstruction needs.

- They play an instrumental role in actively engaging local stakeholders as well as affected communities in responding to recovery and reconstruction needs.
The diagram illustrates the structure of the steering committee and the regional and local technical offices. The steering committee is at the top, with a downward arrow to the regional technical office. The regional technical office has a downward arrow to the local reconstruction office. The local reconstruction office has a downward arrow to the local municipality.

The regional technical office includes a team of technical experts such as architects, engineers, planners, community development, and GIS experts. The local reconstruction office comprises field volunteers/community representatives.

The diagram also includes text: "Union of Municipalities (3)
Municipality (21)"

The bottom of the diagram has the UN-Habitat logo with the slogan "For a Better Urban Future."
Municipal Service Delivery

Quick Community Recovery Projects

• They are quick interventions that respond to urgent recovery needs.

• Implemented by the municipality, they are identified in a participatory manner involving local stakeholders in the planning and monitoring processes.

• A total of 21 projects were implemented by the 21 municipalities (US$ 10,000 each project)
Municipal Urban Observatory
Producing Better Information for Better Municipal Decision Making

- Three urban observatories are established and housed within three unions of municipalities.

- They include data and indicators presented in an analytical but easily accessible format supported by GIS tools.

- Municipalities have now a full range of digitized maps as well as base maps and locally verified data to guide future planning.
Municipal Strategic Development Plans
Linking Community-Level Planning to Regional-Level Planning

Data collected and analyzed through the observatory

Producing “village profiles” documenting all urban aspects

Developing regional strategic plans

Updating Processes
Steps for Participatory Planning

Getting Started
Typically, 1–6 months. If strategic planning is new, this step could take months.

Situation Assessment
From a 1½-day session to several months, on-going over time.

Visioning
From a 1½-day workshop to several months. More time required if broad public involvement is included.

Monitor and Evaluate
Initial M&E structure could take place in a 1-day workshop to determine who, what, when. A date for a full evaluation should also be set (e.g., 3 years).

Issues and Objectives
Initial objectives can be formulated in a 1-day workshop. Often, however, this takes several meetings over time.

Organisations and Implementation
As identified in the Action Plan.

Strategic Options and Evaluation
Initial identification of options can often be done in a 1-2-day workshop. Study and evaluation, depending on detail, can take 1 day to many months.

Adjust and Modify
As learning improves changes will need to be incorporated.

Action Planning
One or more concrete action step(s) should be detailed in strategic workshop and detailed later in committees.
Municipal Capacity Building
A Cross-Cutting Component

• A locally-adapted training program was developed with emphasis on developing the management capacity of the municipal authority.
• Four Key training areas: competencies for successful municipal management, financial administration, strategic planning and community participation.
Concluding Remarks

• In post-crisis environs, governance should be addressed in an integrated manner to link relief and reconstruction to development.
• The post-conflict recovery/reconstruction phases offer a unique opportunity to re-visit past practices and re-develop necessary plans and policies that affect future development.
• Combining municipal capacity building activities with the local reconstruction process is necessary to improve response to recovery and improved governance needs.
• It is crucial to utilize participatory planning and inclusive decision-making models ensuring the involvement of all actors in all planning and implementation activities.