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United Nations Development Program  
Local Initiative Facility for Urban Environment

cc : Mr. Ross Mountain, UNDP Resident Representative  
Ms. Marcella Marcimino, PMO/UNOPS

To : Mr. Robertson Work  
Coordinator, LIFE  
MDGD/BPPS

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|------------------|--|
| OFFICE IN BEIRUT |  |
| INT/95/013       |  |
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From : Brigitte Kheir Keirouz  
LIFE National Coordinator  
Lebanon

Subject : Year End LIFE Report-1995  
National Consultations Report  
INT/95/013  
017/BK

Date : 22 December 1995

الجمهورية اللبنانية  
مكتب وزير الدولة لشؤون التنمية الإدارية  
مركز مشاريع ودراسات القطاع العام

Dear Mr. Work,

I wish you Happy Holidays and a very prosperous New Year. Please find attached the Year End LIFE report which is also the Quarterly Report. As you know, LIFE started in Lebanon last August. I am looking forward to seeing you again in January. Please communicate with me regarding any comments you may have on the LIFE operation in Lebanon as well as any suggestions you may have regarding the National Selection Committee.

Best Regards.

Republic of Lebanon  
Office of the Minister of State for Administrative Reform  
Center for Public Sector Projects and Studies  
(C.P.S.P.S.)

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LOCAL INITIATIVE FACILITY  
FOR URBAN ENVIRONMENT  
(LIFE)

REPORT ON  
THE NATIONAL CONSULTATIONS

NOVEMBER 11-12, 1995  
BEIRUT, LEBANON

PREPARED BY : BRIGITTE KHEIR KEIROUZ  
LIFE NATIONAL COORDINATOR

# CONTENTS

1.0 ACKNOWLEDGMENTS

1.1 INTRODUCTION

1.2 SCHEDULE

1.3 OFFICIAL OPENING

2.0 INTRODUCTION OF LIFE

2.1 PAPERS BY GUEST SPEAKERS

2.2 INTERACTIVE SESSION

2.3 SPONTANEOUS SESSION

2.4 RESULTS OF DAY ONE

3.0 NATIONAL SELECTION COMMITTEE

3.1 WORKSHOP EVALUATION

3.3 NEXT STEP

APPENDIX A : LIST OF PARTICIPANTS

APPENDIX B : SAMPLE INVITATIONS

## ACKNOWLEDGMENTS

I am thankful for the help and support of many people who made these Consultations a successful start for LIFE in Lebanon, I am particularly grateful to :

The UNDP field office, especially Mr. Ross Mountain (Resident Representative), Mr. Nadir Hadj-Hammou (Deputy Resident Representative), Ms. Rima Azar, Ms. Randa Abul Hosn and Dr. Lamia Mansour for their cooperation and support.

The Management of Byblos Bank, its Chairman Dr. Francois Bassil, as well as Mrs. Joumana Bassil Chelala and Mrs. Isabelle Naoum of the Marketing Department for their interest in and support of environmental ventures, LIFE programme in particular.

The Lebanese Environment Forum, and Mr. Assaad Serhal, its President, for hosting LIFE in Lebanon.

The group of facilitators who volunteered to conduct the discussions and were present every step of the way to lend their support. My thanks to Dr. Nagib Abou Haidar, Mr. Amin Moukheiber, Mr. Fadi Ryashi, Ms. Alia Hosseini, Ms. Randa Nemer, Mr. Raif Milki, Dr. Nashat Mansour, and a special appreciation for the efforts of Dr. Imad Adly, the National Coordinator of LIFE, Egypt, who went out of his way to help and ended up in the Emergency Room.

The group of volunteers, who, with the help of the LIFE secretary, contributed to a great extent in the smooth running of the workshop. (I deeply thank Bahana, Sawsan, Nada, Nesrine, Hadi and Shadia).

The guest lecturers and the participants for their presence and cooperation.

The Management of Summerland Hotel for their excellent accomodations and services.

## INTRODUCTION

In August 1995, the initiating mission for the LIFE Programme in Lebanon was the first step in launching the Programme in the country. The preparatory committee was formed, also in August, and the National Coordinator started working in September. The PrepCom was formed of the following members whose efforts and dedication resulted in a successful start for LIFE :

Mr. Amin Moukheiber, Dr. Kamal Slim, Ms. Rima Azar, Mrs. Fayza Sibai, Ms. Hala Achour, Dr. Mohammad Khawli, Mrs. Brigitte Keirouz, Mr. Anwar Berberi, Mr. Lawrence Chediac, Mr. Mahmoud Hallab, Mr. Samir Hashem, Mr. Abbas Zahreddine, Mr. Hagop Shirikian, Mr. Peter Van Ruyseveldt , Mr. Hani Abou Fadel and Mr. Burhan Daher.

The PrepCom met four times to prepare for the National Consultations. At the second meeting the NC and Host NGO were announced to be Mrs. Brigitte Keirouz and The Lebanese Environment Forum (LEF) respectively. After the fourth meeting, a subcommittee was formed to assist the NC in finalizing the list of invitees and the schedule of the National Consultations.

It was agreed that the NC would start contacting potential donors who might be interested in funding the Consultations workshop. Mrs. Keirouz contacted Byblos Bank, and succeeded in getting a commitment from the bank to fully sponsor the event.

The next step was approaching the media to announce the program to the Lebanese public. The NC suggested asking the President for his patronage of the National Consultations and the PrepCom agreed as it will bring about high visibility for the programme and more press coverage during the workshop. The President was visited by the NC, and members from the host NGO,

UNDP and Byblos Bank to ask him for his patronage of the National Consultations to which he agreed.

The media - TV as a first step- were contacted and the NC appeared on talk shows in the five major TV Stations to promote LIFE and the National Consultations. Radios were contacted next and the NC gave two interviews on one of the most listened to Radio stations in the country.

The newspapers and magazines were next approached to publish the announcement of the workshop and a description of the LIFE programme activities. They were also contacted to cover the event along with the other media.

The NC and Ms. Rima Azar of UNDP visited the Embassies of donor countries to try and get their support for LIFE. Most embassies contacted expressed interest in the programme and the NC will be communicating with them when the project proposals are submitted for review by the National Selection Committee.

LIFE PROGRAMME  
UNDP

LEBANESE ENVIRONMENT FORUM  
BYBLOS BANK S.A.L.  
A BANK FOR LIFE

SCHEDULE OF LIFE NATIONAL CONSULTATIONS  
UNDER THE HIGH PATRONAGE OF HIS EXCELLENCY

PRESIDENT ELIAS HRAOUI

11-12 NOVEMBER, 1995

SUMMERLAND HOTEL, BEIRUT

Saturday 11 november

|             |   |
|-------------|---|
| 8:30-10:00  | Registration of participants  |
| 10:00-10:30 | <u>Opening Session</u>  |
|             | Lebanese Environment Forum speech<br>Mr. Assaad Serhal, President                     |
|             | Byblos Bank speech<br>Dr. Francois Bassil, Chairman                                   |
|             | UNDP speech<br>Mr. Ross Mountain,<br>UNDP Resident Representative                     |
|             | The Lebanese President's speech<br>Minister Pierre Pharaon<br>Minister of Environment |
| 10:30-11:30 | Break - Cocktail and cutting of LIFE<br>cake by Mr. Pharaon and Mr. Mountain          |
| 11:00-11:15 | Introduction of LIFE  |



Mrs. Brigitte Keirouz, LIFE  
National Coordinator, Lebanon  
Dr. Imad Adly  
LIFE National Coordinator, Egypt

First Session: The Lebanese Case

11:15 -11:40      Chairperson: Dr. Nagib Abou Haidar  
Speakers:  
Mr. Hossein Mzannar  
Ministry of Municipal Affairs  
Mrs. Elène Geara  
Researcher on Municipalities

Second Session: Practical Experiments

11:40-12:05      Chairperson: Ms. Sanaa Sayrawan  
Ministry of Environment

Urban Management Program

Speakers:  
Mr. Mohamad Fawaz  
Hon. Mrs. Nabila Fares

12:05-12:20      Lebanese State of the Environment  
Report by the World Bank/UNDP  
Speakers:  
Ms. Randa Nemer, UNDP  
Ms. Alia Hosseini, UNV

12:20-12:30      Environmental Priorities Workshop  
Speaker:  
Mr. Malek Ghandour, Lebanese  
Environment Forum

12:30-1:30      Introduction of Brainstorming  
Techniques

Forming Four Subgroups

Facilitators: Mr. Amin Mokheiber,  
Dr. Imad Adly, Ms. Alia Hosseini,

Mr.Fadi Ryashi, Ms.Randa Nemer,  
Dr. Nashat Mansour,Mr.Raif Milki,  
Dr. Nagib Abu Haidar

1:30-3:00 Lunch  
3:00-5:00 Group Work  
5:00-5:30 Coffee Break  
5:30-7:00 Group Work and Presentations  
8:00-9:30 Dinner and Entertainment

Sunday 12 November

8:30-9:30 General Discussion of Priorities in  
Urban Environment  
9:30-10:00 Value of funding/areas to be covered  
by LIFE  
10:00-10:30 Coffee Break  
10:30-11:30 Election of National Selection  
Committee (NGOs-Private Sector)  
11:30-12:00 Discussion of Planning and execution  
of projects  
12:00-12:30 Workshop Evaluation  
12:30-1:30 Lunch - Departure

## Official Opening

Four Speakers opened the Consultations. They were introduced by Mr. Assaad Serhal, the president of the host NGO, who spoke about the activities of his and other NGOs working in the field of environmental protection in the country. He also mentioned the founding of the Ministry of Environment a few years ago and the subsequent birth of the Lebanese Environment Forum, an Umbrella organization that now has sixteen member NGOs. He also encouraged dialogue between NGOs, the Government and the Private Sector to foster sustainable development.

The second speaker was Dr, Francois Bassil, Chairman of Byblos Bank, the Sponsor of the National Consultation. Dr. Bassil spoke of the Lebanese Environment in general and the Urban Environment in particular. He expressed his pleasure for the fact that Lebanon was chosen to benefit from the LIFE programme. According to him LIFE is a clear example of the International Community's effort to improve the Urban Environment. For that reason, Byblos Bank did not hesitate to sponsor the National Consultations. He stressed the growing interest of the Bank in environmental issues and the Bank's "A Bank for LIFE" slogan which coincided with the program's name.

As for Mr. Moutain, the UNDP Resident Representative's speech, it focused on the United Nations environmental activities since the Earth Summit in Rio, the resulting Agenda 21, as well as the UNDP projects addressing the environmental issues in Lebanon.

Mr. Mountain described UNDP's role in strengthening the capacity of NGOs as well as coordinating with the Lebanese government. He stressed the need for a collective responsibility that requires the participation of all institutions involved in development activities. Mr. Mountain added that it is through the collaboration and dialogue between governments, NGOs and the International Community that the success of the efforts for the protection of the environment in Lebanon will be possible. He Finally thanked Byblos Bank for their support for this event.

The Final Speaker in the Opening Session was Minister Pierre Pharaon , the Minister of Environment, representing his Excellency Mr. Elias Hraoui, President of the Lebanese Republic.

Mr. Pharaon wished the LIFE programme luck in its Lebanese venture. He also Stressed the role of the Ministry of Environment in various areas of environmental protection.

A ceremonial cake offered by Summerland Hotel was then cut by Mr. Pharaon and Mr. Mountain. The cake had LIFE, UNDP and Byblos Bank written on it.

Cakes, beverages, and refreshments were then offered to the participants and guests.

## Introduction of LIFE

LIFE was introduced by Ms. Brigitte Keirouz, the LIFE National Coordinator. She described the programme, its aims and ways of operation. She thanked the sponsors, the host NGO and the UNDP National Office for their support in organizing the National Consultations.

Dr. Imad Adly, the NC of LIFE - Egypt, described the ongoing LIFE projects in his country and the effect they are having on the communities in which they are operating. Dr. Adly described the three ongoing LIFE projects in Egypt and the local-local dialogue that preceded the projects and is still going on throughout their implementation phase.

He described each project and how the LIFE strategy formulated allowed for the choice of the three projects by the National Selection Committee in his country.

Mrs. Keirouz then showed transparencies of LIFE's Urban environmental issues to be addressed by the projects that are to be submitted. She also showed a listing of the projects already operating under LIFE in the seven pilot countries.

Questions were asked about details of the programme operation by the participants. Both Mrs. Keirouz and Dr. Adly answered the questions and offered the necessary clarifications.

## Papers by Guest Speakers

### First Session: The Lebanese case

In this Session, Speakers were asked to present the status of municipalities in Lebanon, their capacity and their willingness to cooperate with programmes such as LIFE.

The Session was chaired by Dr. Najib Abou Haidar, a former minister and the head of the Hammana Municipality who spoke about his experience in his municipality and introduced the First speaker.

Mr. Hossein Mzannar from the ministry of Municipal and Rural affairs, explained how the ministry operated, the laws of the municipalities and their present condition. Mr. Mzannar reported on the financial and administrative problems of the Lebanese municipalities, as the last municipal elections were held in 1963, which resulted in the death or aging of many members of the executive councils which led to a decrease in municipal tax collection as well as a general deterioration in the services of these councils.

He stated that capacity building of the existing municipal bodies, as well as the necessary training for the employees is a priority at the present time, until National Municipal elections are approved by the government.

He said that the simple tasks (such as garbage collection...) are not being performed efficiently by the municipalities due to their lack of financial means.

He reported the existence of a few municipalities who are very active and proved their efficiency as a result of personal efforts and initiatives by the heads of these municipalities and members in their executive boards.

The next speaker was Mrs. Eléne Geara, a lawyer who published a book on the state of Lebanese Municipalities and highlighted three successful examples .

She stated that 315 out of 692 municipalities have dissolved. As for the rest, most have only a few employees still doing their jobs.

As for the three most active municipalities in the country - Hammana, Rayfoun and Zouk Mikael-, they have an efficient leadership and energetic members, which she hoped will be replicated throughout the country. Strengthening the capacity of municipalities in towns and villages will promote a better living environment by the availability of better services, which will decrease the migration to cities and the rapid urbanization that Lebanon is witnessing (87.2%).

#### Second Session: Practical Experiments

The second Session centered around experiences in the field of Urban Environment.

Chairing the Session was Ms. Sanaa Sayrawan representing the Ministry of Environment, who gave an overview of the activities of the ministry in the area of Urban Environment. She then introduced the first speaker.

Mr. Mohamad Fawaz , the President of the Council for the execution of greater projects in Lebanon, gave a presentation of the activities of the Urban Management Programme (UNDP, Worldbank, HABITAT) in which he was involved as a member of the Programme's National Committee. He described UMP's activities to date and its future projects. In brief, UMP has conducted phase one of a study of solid wastes and the possibility of recycling in Lebanon. The first phase of the study was carried out in the dry season of 1994 and the second phase covering the wet season is being carried out at present.

Mr. Fawaz presented the findings of the study which was performed by UMP and the American University of Beirut (AUB).

Mrs. Nabila Fares, Honorable Mayor of Rabieh, spoke next about her involvement with the LIFE programme and her participation in its advisory workshop which took place in Cairo in May 1995. Mrs. Fares defined the concept of Local-Local dialogue and the importance of community involvement for the success and sustainability of projects in general and in the area of urban environment in particular. She expressed her faith in the Lebanese citizens and their ability to make LIFE a success story by coming up with viable and sustainable projects.

The State of the Environment report, which was a study conducted by METAP with UNDP, the World Bank and the Lebanese Ministry of Environment was presented by Ms. Randa Nemr, National Coordinator of the Capacity 21 project-UNDP. Ms. Nemr described the study and the workshop carried out for the purpose of preparing the National report. She named the major problem areas in the Lebanese environment, and the contents of the report, which was the compilation and sifting through all the available data and studies in the country.

Ms. Alia Hosseini, who was the Deputy Team Leader for the initial phase of the State of the Environment Report, and is now a United Nations volunteer working for the Ministry of Social Affairs and UNIFEM, was the next speaker. Ms. Hosseini described the obstacles that faced the team working on the formulation of the report. The lack of data on water and air quality for example was one of the drawbacks of the study. She also spoke about the intended distribution of the findings on all actors in the country to act as a useful tool in project planning.



Mr. Malek Ghandour, the last speaker, is the secretary of the Lebanese Environment Forum (LEF), the host NGO for LIFE. He reported on the findings of the workshop organized by LEF in 1994 on the environmental priorities in the country. He described LEF's role in uniting the NGOs in Lebanon under one umbrella organization for the purpose of building their capacity and organizing their activities.

## Interactive Session

A briefing session preceded the Interactive Session whereby the participants were given direction on what is expected of them at this stage. The Four topics to be addressed were explained by the NC (Urban Environmental priorities, Areas to be covered by the programme, the amount of funding for each project and the optimum planning and execution methods for LIFE projects).

The interactive Techniques were described by the NC and the participants were divided into Four subgroups. Each group was then handled by two facilitators (due to the large number of people in each >25). The setting was a spacious hall divided into four enclaves. In each area a Bulletin Board and a Flip Chart were provided. Marker pens and cardboard cards were distributed, as well as pins for fixing the cards on the boards. The tables were set in a Board Room style which was a highly interactive setting. Each of the four groups was aided by a secretary and elected a reporter to take notes and present the group's findings to the general assembly.

The Urban environmental priorities of the LIFE programme were given as a guideline to choose from and the participants were given the freedom to choose two extra areas to be addressed by LIFE.

What was very interesting in the four groups' work is that each group somehow chose a different technique and method of discussion and by going around and watching the results formulating on the boards, all four groups were coming up with almost the same set of findings.

The members of each group were diversified and the dialogue was at its utmost in all four enclaves that sometimes they were asked to keep their voices down. Maybe the setting provided by the Hotel was not exemplary for our purposes, but the resulting interaction between a hundred people from different backgrounds was very positive.

Each of the facilitators and his group used a different strategy :

#### GROUP ONE

This group used the addition of votes as the means of arriving at each decision. Each group member defended his choice by explaining to the others why he felt strongly about it. They were highly democratic and very interactive discussing every item after it was agreed upon.

Group one's results :

#### Urban Environmental Priorities

Water Pollution  
Solid and Liquid Waste Management  
Reforestation and Green Space Protection  
Lack of Environmental Education  
Air Pollution  
Lack of environmental Considerations in Urban Planning

#### Areas to be Covered by LIFE

All Lebanese Urban Settlements (cities and towns)

#### Ceiling for LIFE funding

\$10,000 covering 15 projects  
or  
\$20,000 covering 5 projects and one \$50,000 project

#### Project Planning and Implementation

Community should be involved from the start in the project planning

Private sector is to be involved for funding

Workshop for key people in the area to explain the concept of LIFE and to involve them in planning

NC and NSC to stay in close contact with the community where projects are executed for guidance and monitoring

## Group Two

This group used a different technique for reaching decisions. They spent more than one hour in discussions. Each person in turn discussed what his views were on the subject of Urban Environment. They each took turns in expressing their opinions while the two facilitators mediated the discussions. The environment fostered very interesting dialogue among members of this group. Then they agreed on the following decisions :

### Urban Environmental Priorities

Solid Waste Management  
Lack of Environmental Education  
Air Pollution  
Liquid Waste Management  
Water Pollution

### Areas to be covered by LIFE

Beirut and Coastal Cities  
Beirut and Mountainous Cities

### Ceiling for LIFE funding

\$50,000 for three projects

### Project Planning and Implementation

Study of environmental impact for proposed projects  
Involve municipalities in planning  
Inform the local community of the benefit of the project  
Ongoing dialogue among local actors, municipality, NGO, Community  
Involve educational institutions in feasibility studies for proposed projects

## Group Three

The discussion method used by this group was again different. They took the longest time to come up with

their group results(three and a half hours), but the other groups came over to this group's area when their own work was terminated to listen to the lively discussions that were taking place.

Each member was asked to choose two environmental problem existing in urban areas.

Every two people were asked to discuss their choices with each other and come up with one single choice from the four they started with then the second and third by order of priority.

The group results were then added for the whole group with the following results :

#### Urban Environmental Priorities

Solid and Liquid Waste Management  
Lack of Environmental Education  
Water Pollution  
Air Pollution

#### Areas to be covered by LIFE

All Lebanese Urban Areas (cities and towns)

#### Celing for LIFE funding

\$25,000 for six projects

Additional funding sources were identified as :

Private sector - banks, private media establishments,  
Fares Foundation, Hariri Foundation, German Sources.

Embassies of Donor countries

International NGOs

Members of the community

## Project Planning and Implementation

Dialogue among all parties is a must before and during project execution

Project implementation through channeling funds to the administrative body of NGO or CBO in the area

Strongly recommend dialogue and partnership between local and central governments with the NGOs. Collaborate in planning the projects to be proposed to LIFE by forming joint committees.

Further suggestions were given for informing the community at large about LIFE :

TV spots

Round table discussions

Capacity building workshops for NGOs, CBOs and municipalities

Calling on NGOs, CBOs and municipalities in each district to submit joint project proposals

Informing the general public about the existence of LIFE to get support

### Group Four

This group used the cards and used discussion at a later stage. The two facilitators were explaining each of the environmental priorities to the group and asking them to choose the most important issues write each on a separate card and then grade them from 1-5 with five as most important. The cards were then collected and the grades were added for the final outcome to be posted on the board. The discussion was left for this stage where the formulation of the results in their final shape was done. This group came up with the following results :

## Urban Environmental Priorities

Lack of Environmental Education  
Solid and Liquid Waste Management  
Air Pollution  
Water Pollution  
Environmentally Unfriendly Technologies

## Areas to be covered by LIFE

Greater Beirut Area (Beirut and neighbouring areas)

## Ceiling for LIFE funding

\$30,000 for five projects

Additional funding sources were identified as :

Private sector - Insurance companies and banks  
International NGOs

## Project Planning and Implementation

Conceiving the project has to be a joint venture between non-governmental and governmental organizations in the area

Community involvement reached by approaching key members of the community (religious figures, well respected individuals)

Seeking support of political figures in the area by keeping them informed of the project

## SPONTANEOUS SESSION

Group work was supposed to end at 6 p.m. leaving one hour for group presentations. Actually, group three had such a lively discussion that the other members gathered around them to listen as they didn't finish their group work until 7 p.m. which eliminated the possibility of holding the group presentations which were postponed till the next day. Since the workshop started at 8:30 a.m., it was announced that the day's activities were terminated and that everyone could take a break until 8 p.m., time for dinner. Everyone chose not to take a break and they asked to be given extra time for further discussions. It was agreed that an extra half hour will be dedicated for discussion by the whole assembly, as the hotel employees were getting ready for cleaning up and rearranging the chairs for the next day. Discussion was centered on project formulation, execution and evaluation. Problems often encountered when dealing with government agencies was also discussed with government representatives. Some members gave testimonies of the prevalent environmental problems in their own areas.

The mood was very friendly and people were clearly enjoying the interaction that they asked for a time extension. The NC spoke to the Hotel Management and another 30 minutes were given which stretched into an hour and fifteen minutes when the participants were informed that dinner cannot be delayed any longer.

This session finished at 8:45p.m.

Dinner was served at 9p.m. with entertainment by a Live band.



## RESULTS OF DAY ONE

Results of the Interactive session of Day one were presented by the reporters of the four groups on the next day. Each set of findings was posted on a board and following the presentations, a general discussion was mediated by the NC to come up with the guidelines for the formulation of a National Strategy for LIFE in Lebanon.

The Results of the Consultations were finalized in the morning session of Day two.

The National Priorities in the Urban Environment were identified as :

- Solid and Liquid Waste Management
- Environmental Education
- Air Pollution
- Water Pollution

Groups one and two wished to include a recommendation for reforestation and city greening, as well as the protection of forests.

As for funding, the participants agreed to lower the ceiling for project funds to \$25,000 to cover six projects. Additional funding sources were recommended and identified as :

Bilateral Donors, Private sector (Banks, Insurance companies, Private Media, Businessmen), the largest two NGOs in the country (Fares and Hariri Foundations), the central government, International NGOs and members of the community.

The areas of operation for LIFE were chosen to be the Urban Areas of Lebanon as a whole and the rationale leading to that decision was the size of the country and the high level of urbanization.

Dialogue was encouraged as a requirement for any potential project. It was agreed that need assessment is a prerequisite for project formulation. The local community has to be consulted on the need for a particular project and the key people in the community identified for their involvement in project planning and monitoring. The cooperation of both Governmental and Non-governmental agencies was seen to be important for project success and sustainability. The private sector could be motivated by marketing projects in such a way that businesses would attain a certain good image by contributing to their funding.

The private sector is already motivated in Lebanon and there is a certain trend of environmental marketing. Liquor companies, for example are running extensive TV ads and marketing their products with a promise to plant a tree for each whisky bottle sold. This trend, however controversial, could be used to benefit environmental projects, not necessarily by using liquor companies, but making the trend contagious and proposing to different members of the private sectors projects that are attractive enough to motivate them.

## National Selection Committee

Representatives of the private sector and NGOs were elected on Day 2 by the workshop participants. Members of the central and local governments would be appointed by their respective ministers. The NC wished to include CBOs in the NSC but the UNDP representatives advised against it as it would increase the number of committee members which in their opinion would cause absenteeism in meetings.

Some NGO members objected to having only two representatives in the NSC and wished to have more than two. There was also the representatives of the private sector, who were chosen to be from the academia as the Universities were perceived as being members of the private sector. Two private sector members were later added to the NSC.

The NC prepared letters to the Ministers of Environment and Municipal Affairs, as well as the Director of the Council for Development and Reconstruction (CDR), UNDP's counterpart with the Lebanese government, to ask for the appointment of the representatives who had attended the Consultations and whose names were already suggested by the participants.

The National Selection Committee is now formed of the following members :

### NGOs

|                        |                            |
|------------------------|----------------------------|
| Dr. George Abou Jawdeh | Cénacle de L'Environnement |
| Mr. Mounir Bou Ghanem  | Cedar Foundation - Chouf   |

### Academia

|                    |                               |
|--------------------|-------------------------------|
| Dr. May Jurdi      | American University of Beirut |
| Dr. Hamad Toufaili | Arab University               |

### Private Sector

|                     |  |
|---------------------|--|
| Mr. Amin Moukheiber | Beirut Stock Exchange<br>Lebanese Businessmen Assoc. |
| Mr. Anwar Berberi   | Association of Lebanese<br>Industrialists            |

Municipalities (tentative)

Dr. Nagib Abou Haidar      Head of Hammana Municipality  
Mr. Issam Ali Hassan      Municipality of Beirut

Central Government

Dr. Ghassan Siblani      Council for Development and  
                                 Reconstruction (CDR)  
Dr. Naji Kodeih      Ministry of Environment

The first meeting for the NSC was held on 15 December 1995 with the absence of the members from the Academics and the central and local governments (who were still not appointed). The next meeting is scheduled for January 12th 1996 to decide on a mandate, elect a chairman and organize the work of the committee.

A problem that was encountered in the first meeting was the insistence of the representative of the CDR to have the final word on project selection. He stated that the government's vote cannot be equal to that of NGOs or private sector members. He asked to have the right to veto projects if the government he represents does not approve it. The NC then offered to obtain examples of the methods of project selection from other countries in which LIFE was operating and demonstrate how that selection is made by the joint agreement of all committee members. Mrs. Keirouz communicated with Dr. Adly in Egypt to ask for this information.

## Workshop Evaluation

The NC prepared evaluation forms for participants to get their feedback on the workshop content and proceedings. Most of the feedback was positive and the majority of the participants had high hopes for LIFE. Some wished the Interactive session was more open and allowed more freedom of choice. They did not want to be given the set of LIFE priority areas of operation and wished to choose their own priorities. They stated that green areas and forests should have been included in the strategy guideline. Other participants wanted more time allotment for interaction, at least one whole day.

A few participants objected to the inclusion of the central government in the NSC and wanted more representation for NGOs.

Several forms had an objection on the place where the Consultations were held (Summerland Hotel), saying it was too flashy.

All these comments will be taken into consideration when the National Strategy is formulated by the NSC.

### Next Step

A workshop is tentatively planned for 16 January 1996 to demonstrate the technique of proposal writing and presentation for LIFE. Invitees will be NGOs and CBOs who will potentially submit proposals to the LIFE National Selection Committee. This workshop will be sponsored by an NGO (Al Ghaith Foundation).

The workshop's date is still tentative as the NC approached an International NGO "Mercy Corp", to co-organize a National workshop funded by this NGO to teach all NGOs in the country the techniques of proposal writing and submitting a proposal to LIFE. Discussions are still underway to reach a formula for cooperation.

### Potential Donors

In addition to "Mercy Corp", the NC has been contacting other possible donors for the LIFE programme. The "Région Midi Pyrénées" was contacted through Mr. Philippe Poinot of UNDP as they have expressed interest in funding environmental projects in Lebanon. In view of the prevailing situation in France, their response has been delayed. What the NC suggested was that the Région sponsor four projects for LIFE at \$25,000 each. LIFE will assure visibility for these projects in the media and in the local community. The NC suggested that, if the fund is approved, a separate bank account is jointly opened for LIFE and the donor agency to fund four projects approved by both. These projects will be run and monitored by the LIFE NC and NSC.

Another potential donor contacted by the NC is the Pontifical Mission, who may sponsor projects in the Mount Lebanon district, in towns to where the displaced people are returning. Further meetings between the NC and the director of the Pontifical Mission in Lebanon, Mr. Issam Bechara, are scheduled for January 1996 to elaborate the method of collaboration.

The NC has also contacted BYBLOS BANK, the sponsor of the National Consultations, to elaborate a formula for future cooperation. A tentative idea is that the

chairman of the bank, also the president of the Banks' Association, will be approached with a proposal whereby member banks are motivated to pool resources to fund projects in Urban Environment. This proposal is still under review and the NC is working on it with the BYBLOS BANK Marketing Department.

## APPENDIX A : LIST OF PARTICIPANTS

### Private Sector

|                     |   |
|---------------------|---|
| Dr. Francois Bassil | Byblos Bank/ Chairman                     |
| Robert Saliba       | Private Consulting Office                 |
| Walid Semaan        | University professor                      |
| Michel Khouri       | Consulting office                         |
| Isabelle Naoum      | Byblos Bank                               |
| Antoine Matar       | Khatib & Alami                            |
| Hanadi Zakaria      | Arab Resource Center                      |
| Fawaz Hmeidan       | Sukleen / Director                        |
| Diana Abi Said      | Research Assistant/AUB                    |
| Mounir Abi Said     | Research Assistant/AUB                    |
| Amine Mokheiber     | Beirut Stock Exchange                     |
| Hamad El Tofaili    | University professor                      |
| Eléne Atallah Jaara | Canonic Lawyer                            |
| Boghos Ghokasyan    | MECTAT/ MEEA                              |
| May El Jordi        | Professor/AUB                             |
| Antoine El Aoueit   | INDEVCO                                   |
| Mona Kanaan         | AUB Alumni Association                    |
| Soheil Srour        | Dar Al -Handash (Shair & Partners)        |
| Naji Shamiyeh       | Lebanese Center for Policy Studies (LCPS) |
| Joumana Chelala     | Byblos Bank                               |
| Raif Melki          | Professor/AUB                             |
| Judy Makhoul        | University of Balamand                    |



NGOs & CBOs

|                                 |   |
|---------------------------------|---|
| Dania Rifai                     | Makassed Foundation<br>UMP National Coordinator               |
| George Abou Jawdeh              | Cénacle de l'Environnement                                    |
| Ghaleb Radwan                   | Health and Environment<br>Committee, Aley                     |
| Hisham Selman                   | Forest protection and development<br>Organization             |
| Caroline Atamesh                | LEF   |
| Antoine Bekhaazi                | Cénacle de l'Environnement                                    |
| Nashaat Mansour<br>Sawsan Mehdi | Green Forum<br>Mediterranean Environmental<br>Youth Group JEM |
| Nesrine Mehdi                   | SPNL (volunteer workshop organizer)                           |
| Nada Matar                      | SPNL (volunteer workshop organizer)                           |
| Bahana Harakeh                  | SPNL Coordinator  |
| Zahra Sabra                     | AAMEL Foundation  |
| Mounir Ghosn                    | Environment Council- Kobeyyat                                 |
| Mounir Bou Ghanem               | Cedar Foundation-Chouf  |
| Majed Baalbaki                  | Environmental Protection Foundation -<br>Nabatiyeh            |
| Mosbah Kleilat                  | Rakhaa Foundation   |
| Souheila Atallah                | Al Ghaith Foundation  |
| Ali Fakh                        | Health Education Unit Coordinator<br>Nabatiyeh                |
| Hiam Kreidieh                   | Rakhaa Foundation   |
| Nazih Shlala                    | C.E.I.E.  |
| Haidar Amasha                   | Tyr Cultural Club   |
| Gladess Nader                   | S.O.S Environment   |

|                   |  |
|-------------------|--|
| Joseph Khouri     | Rotaract Club  |
| Marcel Abi Nader  | Consumer Protection Agency   |
| Hani Abou Fadel   | Green Forum  |
| Wafic Hatab       | Makassed Organization/Scouts   |
| Mouhab Zeidan     | Makassed Organization/Civil<br>Defense   |
| Moein Fawaz       | National Council for<br>Environmental protection   |
| Najib Badawi      | LEF  |
| Nabil Bou Absi    | Antelias Human Movement  |
| Adnan Melki       | Coordinator/Lebanese Forestation<br>Network  |
| Gabi Bustros      | S.O.S. Environment   |
| Asaad Serhal      | President/LEF  |
| Hassan Zbib       | Environment Protection<br>Organization   |
| Rana El Barazi    | Green Forum  |
| Abbass EL Hoseini | Environmental Development<br>Organization  |
| Hind Atwi         | Lebanese Women's Democratic Forum  |
| Fadi Ryashi       | Foundation for Human Environment   |
| Hiam Mcharrafiyeh | Green Forum  |
| Kamal Mdawar      | Environment and Nature Foundation<br>President/Organization of<br>Woman University Graduates |
| Nadia El Khawand  | Cénacle de l'Environnement   |
| Rima Jeha         | Environment Unit/Lebanese American<br>University   |
| Kamal Slim        | Environmental Protection Foundation  |

|                      |   |
|----------------------|---|
| Maha Hamzi Dinnawi   | Education and Development Organization-Tripoli  |
| Bassam Jamal El Dine | Peace, Environment, and Human Rights Foundation |
| Zeina Fathallah      | Green Line                                      |
| Aref Kdeih           | Environment and Heritage Council                |
| Samah Zeilaa         | Environmental Conservation Committee-Tripoli    |
| Amer Haddad          | Environmental Conservation Committee-Tripoli    |
| Malek Ghandour       | Development Organization-Nabatiyeh              |
| Souheil Nassouh      | LEF   |
| Milad Jarjoui        | President de L'academie de l'Environnement      |
| Mona Mrad            | Conseil des femmes Libanaises                   |
| Bushra Kobeisi       | Beirut Heritage Foundation                      |
| Paul Abi Rashed      | T.E.R.R.E.-Baabda                               |
| Raja Jeha            | Bishmizzine Environmental Committee             |
| Afifi Al Sayyed      | Lebanese Union for Child Welfare                |
| Hala Hilal           | Mount Lebanon Environment Unit                  |
| Khanom Khaddaj       | Lebanese Women Council                          |
| George Saab          | Lebanese Red Cross                              |
| Anhal Kozhayya       | Environnement Sans Frontières                   |

INGOs

|                    |                         |
|--------------------|-------------------------|
| Mona Jabr          | YMCA/Lebanese NGO Forum |
| Jacqueline Raffoul | Pontifical Mission      |
| Monah Jeha         | YMCA                    |

## UNDP

|                                    |  |
|------------------------------------|--|
| Rima Azar                          | Project Assistant                                      |
| Lamia Mansour                      | Sustainable Development Advisor                        |
| Randa Nemer<br>Christian De clercq | Capacity 21 Coordinator<br>Assistant to UNDP Res. Rep. |
| Hoda Moawad                        | TOKTEN Coordinator                                     |
| Imad Adly                          | LIFE National Coordinator/Egypt                        |
| Brigitte Keirouz                   | LIFE National Coordinator/Lebanon                      |
| Shadia Abou Haidar                 | LIFE Secretary   |

## Ministries

|                  |  |
|------------------|--|
| Dima Al Khatib   | CDR (Council for Development<br>and Reconstruction)<br>UN RSRD |
| Hiam Mallat      | Ministry of Environment  |
| Bashir Osmat     | Ministry of the Displaced                                      |
| Ghassan Seblani  | CDR  |
| Hanna Abou Habib | Ministry of Environment  |
| Naji Kodeih      | Ministry of Environment  |
| Sanaa Sayrawan   | Ministry of Environment  |

## Municipalities

|                 |  |
|-----------------|--|
| Hossein Mzannar | Ministry of Municipal and Rural<br>Affairs |
| Faeza Sibai     | Municipality of Tripoli                    |

|                       |                         |
|-----------------------|-------------------------|
| Issam Ali Hasan       | Municipality of Beirut  |
| Dr. Najib Abou Haidar | Municipality of Hammana |

### Officials

|                        |   |
|------------------------|---|
| H.E.Mr. Pierre Pharaon | Minister of Environment                             |
| Mr. Ross Mountain      | UNDP Resident Representative                        |
| Fawzi Maalouf          | National Media and Information Council              |
| Maha El Khouri         | Member of Parliament                                |
| Mohamad Fawaz          | President/Council for Execution of Greater Projects |
| Nabila Fares           | Mayor of Rabiye                                     |

### Press

|                     |                          |
|---------------------|--------------------------|
| Raibal Dayekh       | Future TV                |
| Hassan El Zein      | Manar TV                 |
| Tania Halabi        | ICN TV                   |
| Bashir Raffoul      | MTV                      |
| Ali Ghamloush       | NTV                      |
| Hassan Bouraz       | NTV                      |
| Eli Dahan           | Al Bayan Magazine        |
| Nada Al Arab        | Sawt El Watan Radio      |
| Suzan Bebari        | Al Diyar Newspaper       |
| Fadia Semaan        | Al Shark Radio           |
| Ghanem Zein Al Dine | Al Safir Newspaper       |
| Adnan Bourji        | Al Safir Newspaper       |
| Zeina Serhal        | Télé Liban               |
| Mirna Moalem        | Télé Liban               |
| Rabah Haidar        | Al mal wal Alam magazine |
| Mohamad Ghazaleh    | Hadaek magazine          |
| Liliane Hajj        | CVN TV                   |
| Joelle Maamary      | CVN TV                   |
| Charbel Saab        | CVN TV                   |
| Youssef Shamseddine | Al mal wal Alam Magazine |



20 October 1995  
Republic of Lebanon

Office of the Minister of State for Administrative Reform  
Center for Public Sector Projects and Studies  
(C.P.S.P.S.)

Dear Sir/ Madam,

I have the pleasure to extend this invitation to participate in the National Consultations for the LIFE Programme. LIFE - the Local Initiative Facility for the Urban Environment - is an innovative programme which promotes "local-local" dialogue to improve the urban environment. Launched at the Earth Summit in Rio de Janeiro, LIFE is currently operating in eleven pilot countries around the world. Lebanon has recently been selected to join this programme and has, therefore, become the twelfth country in which LIFE will be operating. LIFE, in brief, is a UNDP programme aimed at improving the urban environment, especially in poor urban areas, through the funding of small-scale projects that would be executed by NGOs and/or municipalities.

The aim of the National Consultations is to define a National Strategy for LIFE in Lebanon, and to specify the urban environmental priorities. Participants will consist of representatives of municipalities, non-governmental organizations (NGOs), community based organizations (CBOs), ministries, the private sector, as well as bilateral and multilateral agencies. A member of the private sector, Byblos Bank, was generous enough to fully sponsor this upcoming event.

The National Consultations for LIFE will take place at the Summerland Hotel on the 11th and 12th of November 1995. We will be honoured if you can designate a member of your establishment to attend and contribute to the debate. The Arabic language will be adopted in the proceedings. Please find attached the programme as well as the registration form which should be filled and returned to the LIFE offices designated on the form.

I sincerely believe that our joint endeavour will greatly contribute to the improvement of the Lebanese urban environment. I look forward to meeting you on November 11 and 12.

Sincerely,

Ross Mountain  
Resident Representative