

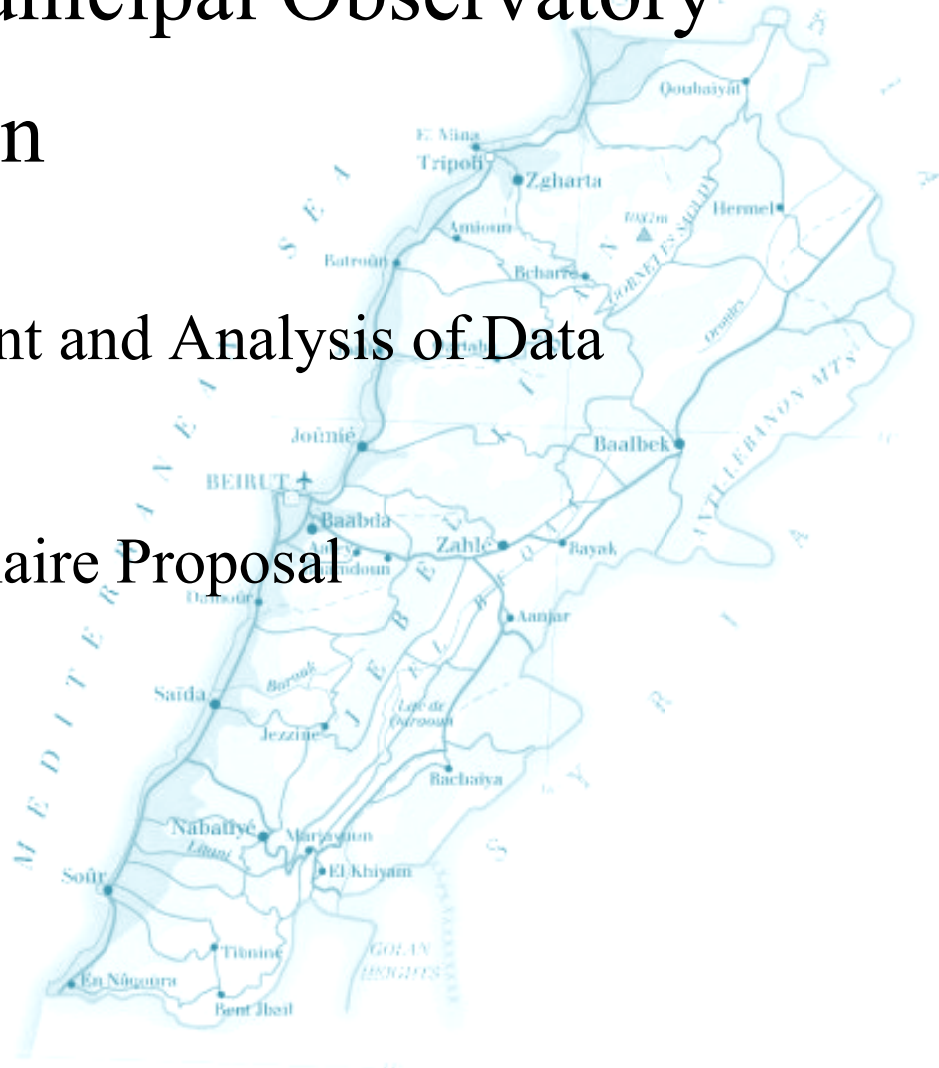
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# The Municipal Observatory Lebanon

## Assessment and Analysis of Data & Questionnaire Proposal

**Final Report**

January 17, 2013



### **About the Muhanna Foundation**

The Muhanna Foundation, created in 1994, is a non-profit organization established in Switzerland and based in Beirut, Lebanon. It is dedicated to the promotion of actuarial education & continuing education for professionals involved in social security, pensions, healthcare, insurance industry & supervision, in actuarially under-developed countries, in general, and in the Arab World in particular.

The Foundation organizes conferences, seminars and workshops in a variety of fields including insurance, investment and governance on a regular basis in the region. The Foundation also runs four separate Diploma Programs; the first in Actuarial Sciences, the second in Social Insurance, the third in Healthcare and the forth in Municipal Administration and Finance. The Foundation acts as well as a forum for discussions with regards to actuarial and demographic issues in the region. In its commitment to actuarial education, the Muhanna Foundation provides Awards and Scholarships in the fields of Actuarial Science and Mathematics to students who are completing actuarial education in several countries, namely: Bahrain, Jordan, Lebanon, Oman, Saudi Arabia, Sudan, Syria & Yemen Furthermore, the Foundation is an examination center for the actuarial students sitting for professional exams of the Society of Actuaries (United States Actuarial System) and the exams of the Institute of Actuaries (United Kingdom Actuarial System).

Finally, in 2006 the Foundation's mission and objectives were modified to further contribute to the education and research areas at large, hence annually publishing studies that can serve as starting points for broader policy discussions. Hence this report is part of this commitment to public good, which serves Lebanon's developmental agenda.

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Municipalities-related analyses in the content of this report are statements of opinion as of the date they are expressed and not statements of fact or recommendations to make any investment decisions.

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## Note by the Muhanna Foundation & Acknowledgments

The analysis presented in this report is based on the data collected from the questionnaire, prepared and distributed by the Municipal Observatory. The overall quality and nature of the collected data were not suitable for statistical analysis which limits the scope of the study and its conclusions. The difficulties encountered with the questionnaire and the data are detailed in the report. Based on this, the Muhanna Foundation developed a new version of the questionnaire (appendix A of this report). This new version is partly based on the current questionnaire and partly new and is customized for statistical and analytical studies. While the proposed questionnaire is significantly shorter and easier to complete (contains around half the number of questions compared to the current questionnaire and presents pre-defined set of answers to all the questions), it represents an analytical logic in the sequence of the questions and asks for more relevant details, and therefore allows for more interesting assessments, conclusions, and recommendations. The Muhanna Foundation will be pleased to publish a new study based on the proposed questionnaire a year from today.

The Muhanna Foundation would like to express its gratitude and appreciation to all parties and persons who contributed information or technical assistance for the preparation of this report. Commencing in early September 2012 and requiring over 400 man-hours of data-cleaning, codification, analysis, and documentation, the report drew upon the efforts and expertise of many individuals and organizations.

We would like to thank the mayors of the 355 municipalities, who provided the data used in the analysis within this report. Also appreciation goes to the 20 Municipal Guides who exactly compiled 255 questionnaires by conducting direct interviews with mayors.

Without the foresight and valuable feedback of Mr. Tarek Osseiran of UN-Habitat, this report would not have seen the light of day. We also appreciate the commitment of Ms. Jeanine Abou Gharib and Ms. Manal Rahal who are the only Municipal Observatory (MO) staff within the General Directorate of Administrations and Local Councils, and who were, and still are, responsible for entering and processing the MO data.

Finally, we would like to thank both teams of Muhanna Actuarial and Muhanna Rating Services for their extensive efforts and expertise. In particular, Mr. Thierry Rahme & Mr. Alaa Arabi, who worked with great skill and dedication on the development of this report, deserve the Foundation's thanks.

Ibrahim Muhanna  
Chairman  
Board of Trustees



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## 1. The questionnaire

### 1.1 Overview Description

The Municipal Observatory (MO) is a tool that aims at evaluating the performance of the Lebanese municipalities through four different aspects:

- Administration & Management;
- Financial Resources;
- Governance; and
- Municipal Development & Services

The questionnaire contains a total of 84 questions distributed across 6 sections; however, it lacks a section for the financial budgets, which helps analyzing the revenues and expenses of the municipalities.

### 1.2 The Quality of Questions

The bigger part of the questions is of qualitative and descriptive nature. The questionnaire does not provide a defined set of possible answers for these questions; without these data definitions, most of the statistical analysis that could have been performed on such a questionnaire cannot be carried out. Therefore, the analysis (section 3) will be limited to the following selected questions:

**Table 1: Selected questions for analysis**

Section in the questionnaire	Selected questions
<b>1: Basic Information</b>	5, 7, 18, 19, 20, and 21
<b>2: Internal Regulations and Management of the Municipality</b>	22, 25, 30, 31, and 35
<b>3: Municipal Revenues</b>	38
<b>4: Good Governance</b>	52, 53, 54, 55, 57, and 63
<b>5: Development and Services Projects</b>	66, 67, 68, and 69

Also, some of the selected questions are broad, i.e. they do not provide enough analytical information for the results to be properly interpreted.

### 1.3 The Questionnaire Process

The questionnaires were completed according to 2 different procedures:

1. Out of the 355 processed questionnaires, 255 were filled as part of the *“Enhancement of the Ministry of Interior and Municipalities for the Development of Services in Support of Local Administration”* Project, implemented by SudgetAid and funded by the Italian Cooperation. The Project aimed to assess the level of involvement of municipalities in the local development process.



Those questionnaires were filled by the “Municipal Guides”, a group of municipal employees established within the context of the UN-Habitat Decentralization Project implemented in partnership with the Ministry of Interior and Municipalities (MoIM). Prior to the field work, 20 Municipal Guides attended a one-day training workshop, where they were introduced to all sections of the questionnaire and then the selected sample of municipalities (300) were distributed among them.

In a 4-weeks period, Municipal Guides conducted interviews with the mayors or representatives of targeted municipalities and later on, they delivered the original filled hard-copy of the questionnaires to Suggest Aid. After completing data entry of the 255 filled questionnaires, data was transferred into the software program of the MO.

2. The second methodology was based on the official communication process applied between municipalities and the MoIM. Signed by the Minister of Interior and Municipalities, a letter with a copy of the questionnaire was sent to all 986 municipalities in Lebanon instructing them to send a filled copy to the Ministry. 100 questionnaires were received by the MoIM during a period of 3 months. Those questionnaires were processed by the MO staff and data was entered to the existing program.

The MO does not have an established database management system to manage the completed questionnaires; rather, they are contained on Adobe Acrobat Reader files. For each municipality, a new set of PDF files has to be created from the original ones. The PDF files are then extracted to an excel file.

## 1.4 Summary and Recommendations

The questionnaire is well-organized into 6 topics but lacks a financial statement section; also, the general aspect of the questions is qualitative / descriptive and is not limited to a set of possible answers, and thus, cannot be used in a statistical analysis. The questionnaire is considered too long for the mayor – assisted by the municipal employees – to complete in an accurate fashion; hence, the overall quality and credibility of the answers is questionable.

As for the adopted process, many questionnaires were not completed properly, and the adopted data management software (Adobe reader) is nor adequate nor efficient.

Based on the above, we advise that the MO adopts a new questionnaire form with fewer questions. A straight-forward questionnaire with mainly quantitative questions or

qualitative questions with a pre-defined set of possible answers. A questionnaire of this form is suggested in the appendix A of this report.

Also, the MO is recommended to establish a better database management system to manage the questionnaires properly.



## 2. The Data

### 2.1 Overview Description

The data was delivered in 2 sets. A first set of 255 municipalities and a second set of 134 municipalities. The 2 sets of data were delivered in different formats as a result of fixing IT-related problems; the data was sent in an excel sheet with over 850 columns.

Originally, each section of the questionnaire was extracted into a different sheet along with a sheet containing all the information. However, only the sheet containing all of the information was correctly extracted while the others contained only part of the relative section.

### 2.2 Data Issues

The received data presents various issues and inconsistencies, among which, we list the following most relevant irregularities:

- On one hand, almost all of the delivered questionnaires contain questions left unanswered by the municipality. On the other hand, part of those questions is reported as a blank cell, the other part as a 0, which creates a confusion between an actual zero and a zero referring to an unanswered question, in particular, for questions where 0 is equivalent to a “no” answer or for quantitative questions.

*e.g. for the question number 30 “How many computers are used in the municipality?” the answer “0” could equally mean that the municipality doesn’t have any computer or the municipality left the question unanswered*

- Double entries for some municipalities; each entry consists of different answers.
- No pre-defined choices for qualitative questions.
- Unreasonable answers.

*e.g. 1,650,000 households in Jeb Jennin*

- Inconsistent inputs.

*e.g. percentages do not add up to 100% in distribution tables.*

- Erroneous inputs, mainly due to IT-related bugs  
*e.g. answers of the form “yes,no”*

- Mismatching between some municipalities and their casa and governorate.  
*e.g. Becharre listed in Mount Lebanon*

Part of these issues is directly attributable to the questionnaire-related problems discussed in the previous section.

## 2.3 Data Treatment

The data issues were discussed and reviewed with the MO. However, part of the issues couldn't be corrected, as the original questionnaire papers were completed in an erroneous fashion.

## 2.4 Summary and Recommendations

The overall quality of the data is poor and contains many issues, of which, a part couldn't be corrected. Hence, the data credibility could be questionable.

The MO is advised to see to improving the quality of data collection by implementing a well-built database management system, as well as, a data entry validation system to reduce human errors.

### 3. Data Analysis

#### 3.1 Data Distributions

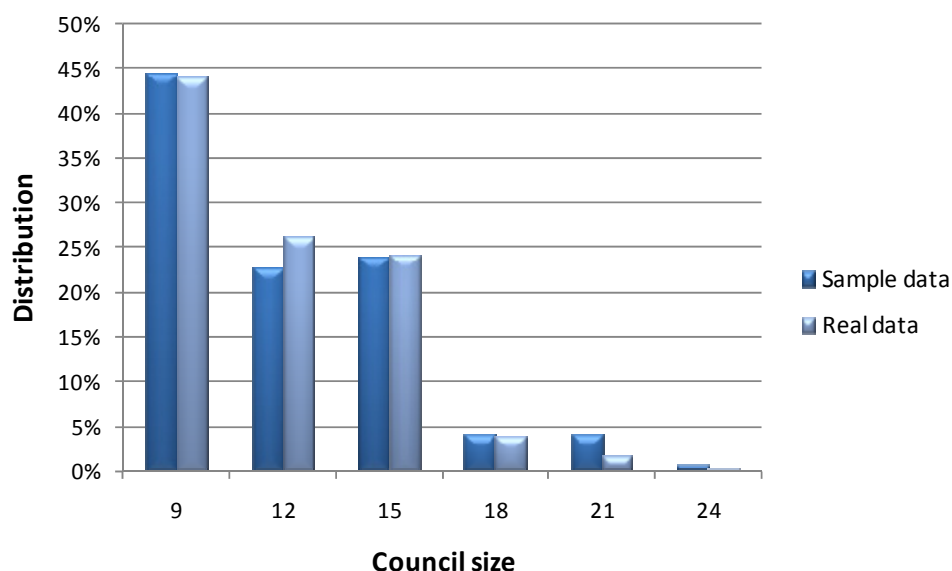
Prior to analyzing the data collected from the questionnaire by the MO, it is necessary to study the reliability of this sample, in other words, to check if the sample data is an adequate representative of the Lebanese municipalities.

The distribution of the sample municipalities by council size and by governorate was compared against the distribution of the municipalities over Lebanon, as shown in the below tables and figures.

**Table 2: Comparison of the distribution - by council size**

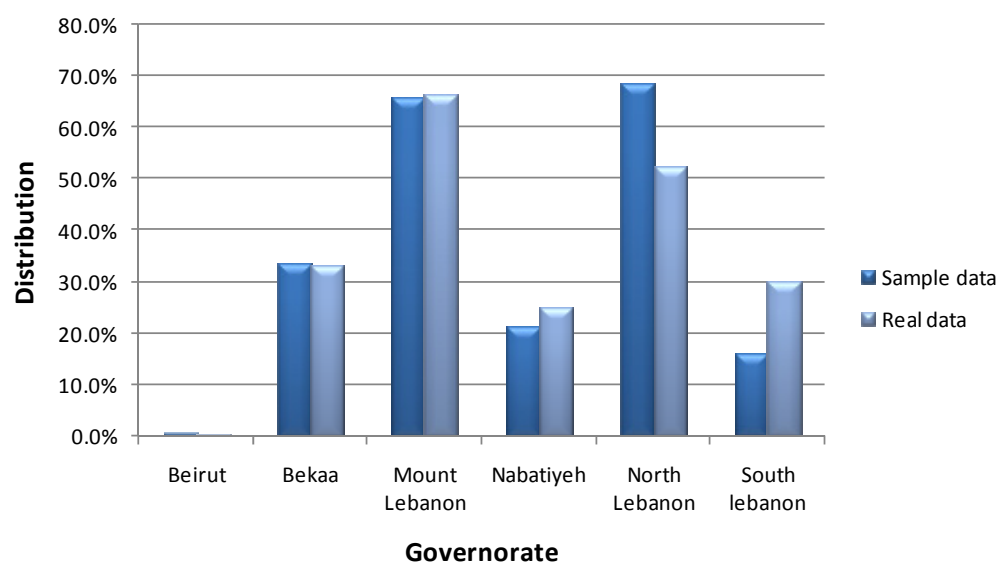
Council Size	Count in the sample	Distribution in the sample	Count in Lebanon	Distribution in Lebanon
<b>9</b>	160	44.4%	432	43.9%
<b>12</b>	82	22.8%	257	26.1%
<b>15</b>	86	23.9%	237	24.1%
<b>18</b>	15	4.2%	39	4.0%
<b>21</b>	15	4.2%	16	1.6%
<b>24</b>	2	0.6%	2	0.2%
<b>Total</b>	<b>360</b>	<b>100%</b>	<b>983</b>	<b>100%</b>

**Figure 1: Comparison of the distribution - by council size**



**Table 3: Comparison of the distribution - by governorate**

Governorate	Count in the sample	Distribution in the sample	Count in Lebanon	Distribution in Lebanon
<b>Beirut</b>	1	0.3%	1	0.1%
<b>Bekaa</b>	59	16.4%	157	16.0%
<b>Mount Lebanon</b>	115	31.9%	315	32.0%
<b>Nabatiyeh</b>	37	10.3%	119	12.1%
<b>North Lebanon</b>	120	33.3%	248	25.2%
<b>South Lebanon</b>	28	7.8%	143	14.5%
<b>Total</b>	<b>360</b>	<b>100%</b>	<b>983</b>	<b>100%</b>

**Figure 2: Comparison of the distribution - by governorate**

The above results show that the sample data distributions by council size and by governorate are in line with the distribution of the real data over Lebanon. The differences are immaterial and represent no bias risk to the analysis.

### 3.2 Migration Between Governorates

In this section, we define residents as the group of people that are currently living in a certain area, and population as the group of people that originate from that area.

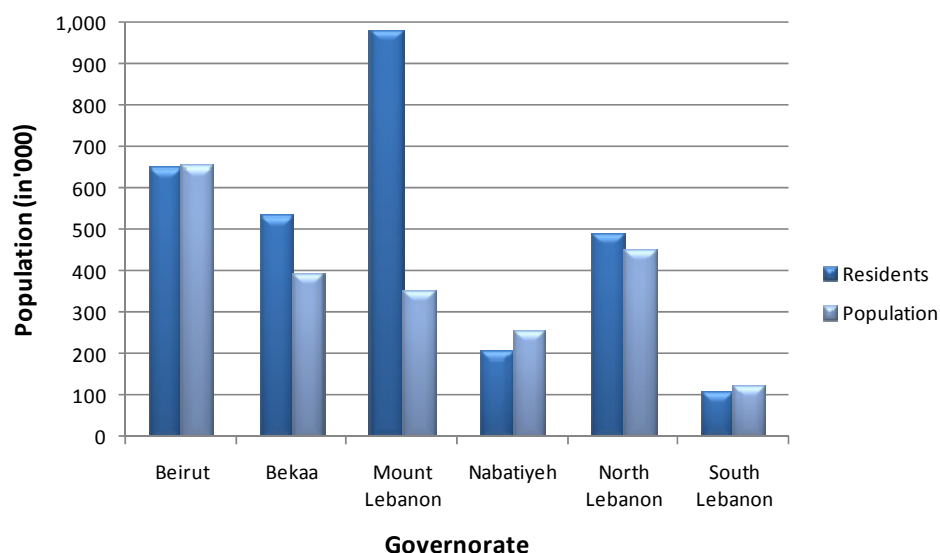
The residents were provided by the MO questionnaire (question number 14), while the population was collected from the Muhanna & Co. database, which consists of official population sizes as released by the ministry of interior.

The below table and graph, show the comparison between the residents and the population size by governorate. The municipalities taken into consideration are those covered by the questionnaire.

**Table 4: Residents and the population size - by governorate (numbers are in '000)**

Governorate	Residents	Population	Difference
Beirut	651	657	-1%
Bekaa	535	394	36%
Mount Lebanon	982	350	181%
Nabatiyeh	206	255	-19%
North Lebanon	491	453	8%
South Lebanon	109	125	-13%
<b>Total</b>	<b>2,974</b>	<b>2,235</b>	<b>33%</b>

**Figure 3: Residents and the population size - by governorate (numbers are in '000)**



Comparing the residents in a governorate against its population size aims at analyzing the migration movement between the governorates. However, the above results show some inconsistencies, especially for the Bekaa governorate where the residents outnumber the population. The erroneous results are due to the poor quality of the available answers to the question number 14, to which some municipalities provided the number of residents, and others provided the population size.

Given the importance of this analysis, the suggested questionnaire by the Muhanna Foundation includes a question for the population size and another for the number of residents taking into account seasonable and non-seasonable residents.

### 3.3 Analysis of the selected questions

In the following section we will analyze the selected questions in section 1.2

a. Question number 5 “What is the council members’ level of education?”

This question is difficult to study with precision due to the format of the provided answers.

Broadly speaking, the observed sample data shows that the level of education among the councils’ members is relatively acceptable, where a large part of the members have finished the school education level and a significant part have obtained a university degree.

However, the councils present a lack of relevant expertise among their members, where only a minor part holds useful degrees for municipality-related work, such as, degrees in law or civil/electrical/agriculture engineering.

b. Question number 7 “Are the municipality’s premises owned, rented, borrowed, or other?”

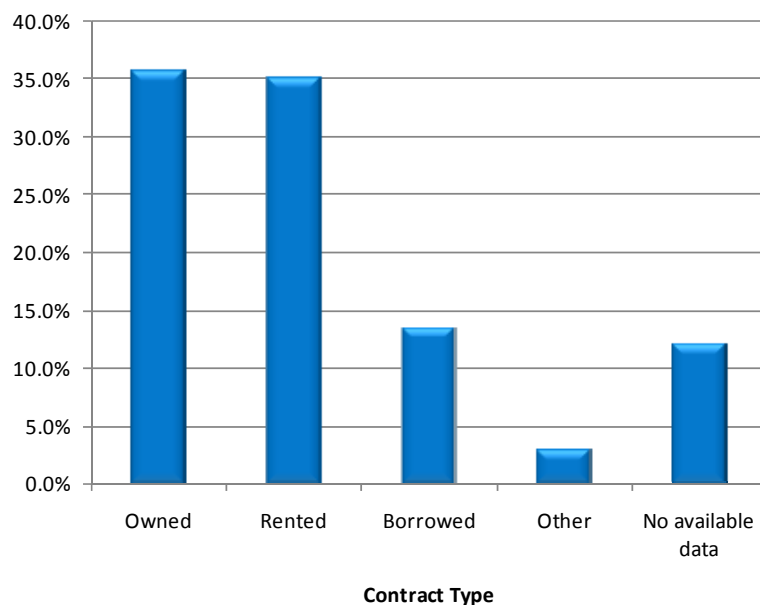
Around 88% of the sample municipalities provided an answer for this question. The highest rate of undelivered answers is in the Bekaa governorate with around 25% of its municipalities, as shown in the below table.

**Table 5: Contract types for the municipalities’ offices - by governorate**

Governorate	Owned	Rented	Borrowed	Other	No Available data
Beirut	100.0%	0.0%	0.0%	0.0%	0.0%
Bekaa	33.9%	23.7%	13.6%	3.4%	25.4%
Mount Lebanon	35.3%	45.7%	7.8%	1.7%	9.5%
Nabatiyeh	59.5%	18.9%	16.2%	2.7%	2.7%
North Lebanon	28.6%	41.2%	12.6%	5.0%	12.6%
South Lebanon	39.3%	14.3%	39.3%	0.0%	7.1%
<b>Total</b>	<b>35.8%</b>	<b>35.3%</b>	<b>13.6%</b>	<b>3.1%</b>	<b>12.2%</b>

The below figure depicts the distribution for the contract types of the municipalities’ premises. Only 36% (or 41% considering only available data) of the premises are owned by the municipalities, while around 49% (or 56% considering only available data) of the premises are either rented or borrowed.



**Figure 4: Contract types for the municipalities' premises**

On the other hand, the table 4 shows a positive correlation between the council size and owning the premises, while this correlation is negative between the council size and renting the premises. In other words, the bigger the council size the larger the portion of municipalities with owned premises and the smaller the portion of municipalities with rented premises. This relation holds for all council sizes except for the size of 24 members. However, this category is limited to 2 municipalities, of which only 1 with available data, and thus cannot be accounted for in the analysis for this question.

The table below shows the distribution of the contract types by council size.

**Table 6: Contract types for the municipalities' premises- by council size**

Council Size	Owned	Rented	Borrowed	Other	No Available data
<b>9</b>	28.1%	43.1%	16.9%	3.1%	8.8%
<b>12</b>	36.6%	35.4%	11.0%	4.9%	12.2%
<b>15</b>	43.0%	26.7%	12.8%	1.2%	16.3%
<b>18</b>	46.7%	26.7%	0.0%	6.7%	20.0%
<b>21</b>	60.0%	13.3%	13.3%	0.0%	13.3%
<b>24</b>	50.0%	0.0%	0.0%	0.0%	50.0%
<b>Total</b>	<b>35.8%</b>	<b>35.3%</b>	<b>13.6%</b>	<b>3.1%</b>	<b>12.2%</b>

*N.b: from hereunder, all percentages and ratios are calculated based on available data. Unavailable data is ignored from the sample.*

c. Question number 18 “what are the main sources of economical revenues for the towns by sector? (Please indicate the percentage for each sector)”

This question aims to inquire about the towns’ principal economical activities that generate revenues. Reliable and well established main sources of economical revenues are a good indicator for a town’s financial strength, such as agricultural sector or industrial sector; while other main sources such as remittances highlight a risk of financial dependency for the municipality.

However, the questionnaire’s sample cannot be thoroughly analyzed on this level because:

- The answers are not limited to categorized/organized choices.
- The sectors’ percentages don’t add up to 100%, thus the data cannot be considered accurate or reliable.

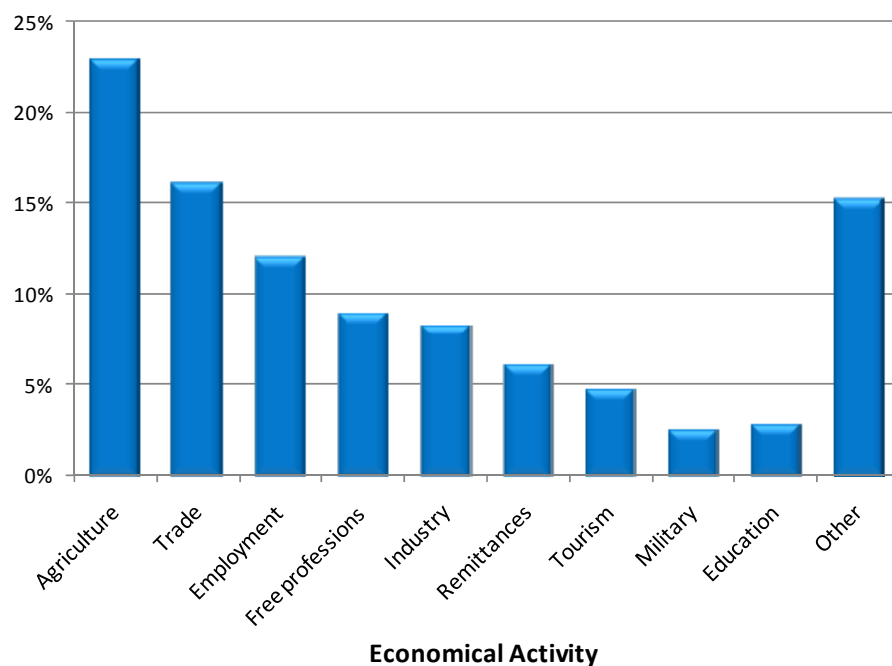
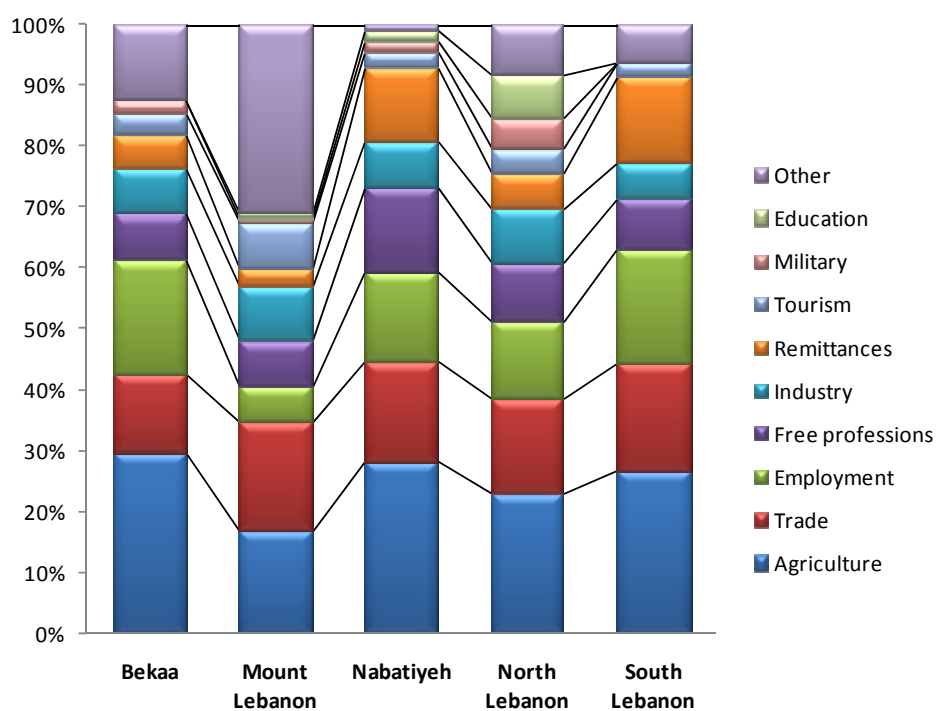
The below tables and graphs represent a rough estimation of the economical activities’ distribution. The percentages do not represent percentages of the total revenues, but the percentages of towns within the governorate that rely on the specified economic activity.

**Table 7: Economical activities – by governorate**

Governorate	Agriculture	Trade	Employment	Free professions	Industry
Beirut	No data				
Bekaa	30%	13%	19%	8%	8%
Mount Lebanon	17%	18%	6%	8%	9%
Nabatiyeh	28%	16%	15%	14%	8%
North Lebanon	23%	15%	13%	10%	9%
South Lebanon	27%	18%	19%	8%	6%
<b>Total</b>	<b>23%</b>	<b>16%</b>	<b>12%</b>	<b>9%</b>	<b>8%</b>

Governorate	Remittances	Tourism	Military	Education	Other
Beirut	No data				
Bekaa	6%	3%	2%	0%	12%
Mount Lebanon	3%	8%	1%	1%	31%
Nabatiyeh	12%	3%	2%	2%	1%
North Lebanon	6%	4%	5%	7%	8%
South Lebanon	14%	2%	0%	0%	6%
<b>Total</b>	<b>6%</b>	<b>5%</b>	<b>3%</b>	<b>3%</b>	<b>15%</b>

**Figure 5: Economical activities****Figure 6: Economical activities composition – by governorate**

The above results show that the most spread economical activity in Lebanon is the agriculture sector with 23%, followed by the trading sector with 16%. The least

spread sources of economical revenue are the education and military sectors with only 3% each.

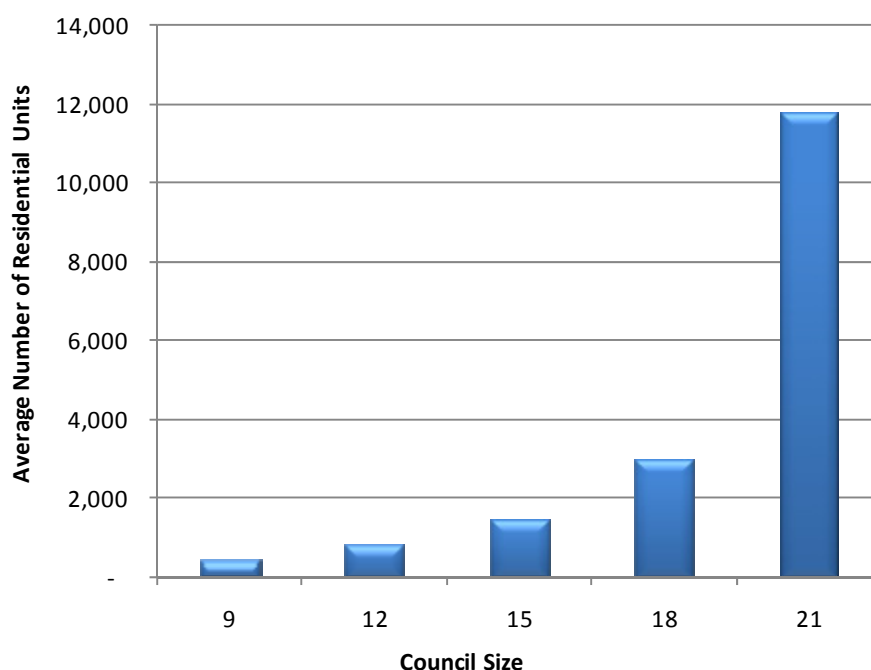
d. Question number 19 “What is the number of residential units in the municipality?”

The average number of residential units by council size is shown in the below table and graph.

**Table 8: Average number and growth of residential units - by council size**

Council Size	Number of residential units					Growth in council size
	Minimum	Maximum	Average	Standard Deviation	Growth	
9	20	4,300	384	573	-	-
12	80	12,000	804	1,506	109%	33%
15	125	9,837	1,445	1,667	80%	25%
18	125	10,500	2,988	3,319	107%	20%
21	2,400	40,000	11,793	10,425	295%	17%
24	No Data					-
<b>Total</b>	<b>20</b>	<b>40,000</b>	<b>1,360</b>	<b>3,461</b>	<b>-</b>	<b>-</b>

**Figure 7: Average number and growth of residential units - by council size**



The above results show that the bigger the council size, the higher the average number of residential units.

However, it is worth noting that the growth in average residential units is more than proportional compared to the growth in council size; in other words, the

average number of residential units for a council size of 18 is significantly more than twice the average number of residential units in a council size of 9. This result suggests that higher council size municipalities tend to have a higher residential units density, hence, a higher residents density. The below table shows the average number of residents per residential unit by council size.

**Table 9: Average number of residents per residential unit - by council size**

<b>Council Size</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Average</b>	<b>Std. Dev.*</b>
<b>9</b>	0.23	80.00	6.87	9.9
<b>12</b>	0.38	24.00	6.36	4.9
<b>15</b>	0.17	57.14	6.44	7.0
<b>18</b>	0.31	50.00	10.26	12.3
<b>21</b>	0.63	10.00	4.25	2.8
<b>24</b>	No data			
<b>Total</b>	<b>0.17</b>	<b>80.00</b>	<b>7.02</b>	<b>8.3</b>

\* Standard Deviation

Computing the number of residents per residential unit aims at evaluating the population densities in the municipalities. However, the above results show some inconsistencies, such as the high averages in the maximum column (these high maximum numbers are not outliers or exceptions) and the high averages in the “average” column. The erroneous results are due to the poor quality of the available answers to the question number 14, to which some municipalities provided the number of residents, and others provided the population size.

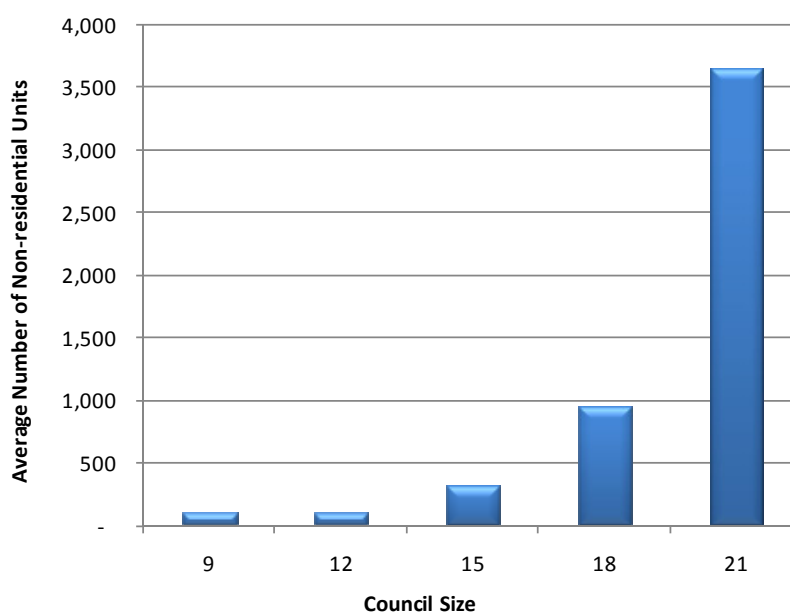
Given the importance of this analysis, the suggested questionnaire by the Muhanna Foundation includes a question for the population size and another for the number of residents taking into account seasonable and non-seasonable residents.

- e. Question number 20 “What is the number of non-residential units in the municipality?”

The average number of non-residential units by council size is shown in the below table and graph.

**Table 10: Average number and growth of non-residential units - by council size**

<b>Council Size</b>	<b>Average number of non-residential units</b>	<b>Growth in council size</b>	<b>Growth in non-residential units</b>
<b>9</b>	105	-	-
<b>12</b>	99	33%	-6%
<b>15</b>	317	25%	220%
<b>18</b>	947	20%	198%
<b>21</b>	3,647	17%	285%
<b>24</b>	No Available Data	-	-
<b>Total</b>	<b>370</b>		

**Figure 8: Average number and growth of non-residential units - by council size**

The above results show that the bigger the council size, the higher the average number of non-residential units, except for the municipalities of council size 12, which represents an opportunity to improve and grow.

However, it is worth noting that the growth in average non-residential units is more than proportional than the growth in council size; in other words, the average number of non-residential units for a council size of 18 is significantly more than twice the average number of non-residential units in a council size of 9. This result suggests that higher council size municipalities tend to have a higher non-residential units density, hence contains a higher density of hospitals, industries, schools, markets, and other non-residential structures.

f. Question number 21 “What is the ratio of the built-up to the municipality’s area?”

The questionnaire’s answers to this question are not reliable and cannot be analyzed because:

- Part of the municipalities provided the built-up area instead of the built-up ratio
- Part of the municipalities provided unreasonable answers (less than 1%)

The suggested questionnaire by the Muhanna Foundation includes a section for the analysis of the built-up area, which will allow a better analysis of this subject.

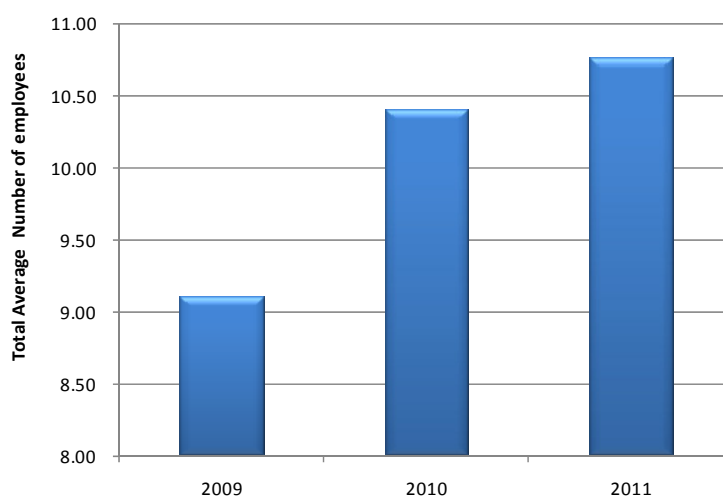
g. Question number 22 “What is the total number of permanent staff, contractors and employees during the past three years?”

The below table shows the average results categorized as “permanent” and “non-permanent” employees, by council size and by year.

**Table 11: Average effective of permanent and non-permanent employees - by council size**

Council Size	9	12	15	18	21	24	Total
<b>Permanent 2009</b>	1.03	2.34	5.35	9.19	63.33	290.00	<b>6.90</b>
<b>Permanent 2010</b>	1.12	2.53	5.56	17.04	74.89	280.00	<b>7.79</b>
<b>Permanent 2011</b>	1.38	2.98	7.69	17.70	30.81	393.33	<b>7.34</b>
<b>Non-permanent 2009</b>	0.81	1.15	2.29	3.63	21.26	-	<b>2.20</b>
<b>Non-permanent 2010</b>	0.97	1.12	2.38	11.04	21.85	-	<b>2.62</b>
<b>Non-permanent 2011</b>	1.40	1.31	4.07	10.74	26.00	-	<b>3.43</b>
<b>Total 2009</b>	<b>1.84</b>	<b>3.50</b>	<b>7.64</b>	<b>12.81</b>	<b>84.59</b>	<b>290.00</b>	<b>9.11</b>
<b>Total 2010</b>	<b>2.08</b>	<b>3.66</b>	<b>7.93</b>	<b>28.07</b>	<b>96.74</b>	<b>280.00</b>	<b>10.41</b>
<b>Total 2011</b>	<b>2.78</b>	<b>4.30</b>	<b>11.76</b>	<b>28.44</b>	<b>56.81</b>	<b>393.33</b>	<b>10.76</b>

**Figure 9: Growth of the total number of employees**



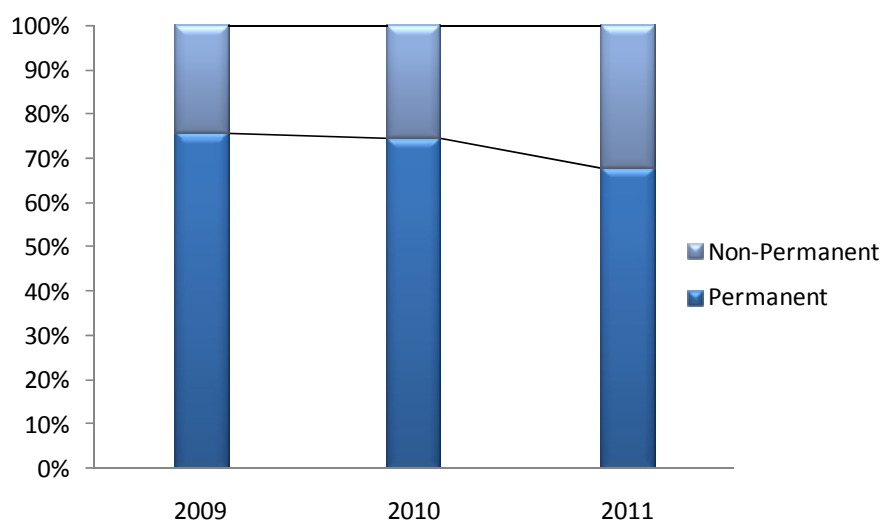
The above show an increasing trend in the average total number of employees, both permanent and non-permanent. The average total number of employees rose from 9.11 employees in 2009 to 10.41 employees in 2010 and 10.76 employees in 2011, a total increase of 18%. This increase in the number of employees could be an indication of an increase in the municipalities' projects and development.

The below table and graph show the composition of the employees by type, permanent and non-permanent.

**Table 12: Permanent and non-permanent employees percentages - by council size**

Council Size	9	12	15	18	21	24	Total
<b>Permanent /total 2009</b>	56%	67%	70%	72%	75%	100%	<b>76%</b>
<b>Permanent /total 2010</b>	54%	69%	70%	61%	77%	100%	<b>75%</b>
<b>Permanent /total 2011</b>	50%	69%	65%	62%	54%	100%	<b>68%</b>
<b>Non-permanent/total 2009</b>	44%	33%	30%	28%	25%	0%	<b>24%</b>
<b>Non-permanent/ total 2010</b>	46%	31%	30%	39%	23%	0%	<b>25%</b>
<b>Non-permanent/ total 2011</b>	50%	31%	35%	38%	46%	0%	<b>32%</b>

**Figure 10: Permanent and non-permanent employees' percentages**



The above table and graph show an overall tendency towards decreasing the portion of permanent employees and increasing the non-permanent employees. In fact, the overall percentage of permanent employees decreased from 76% out of total employees in 2009 to 75% in 2010 and 68% in 2011, a total decrease of 10%. It is worth noting that Beirut and Tripoli, the municipalities of council size 24, don't have any non-permanent employees.



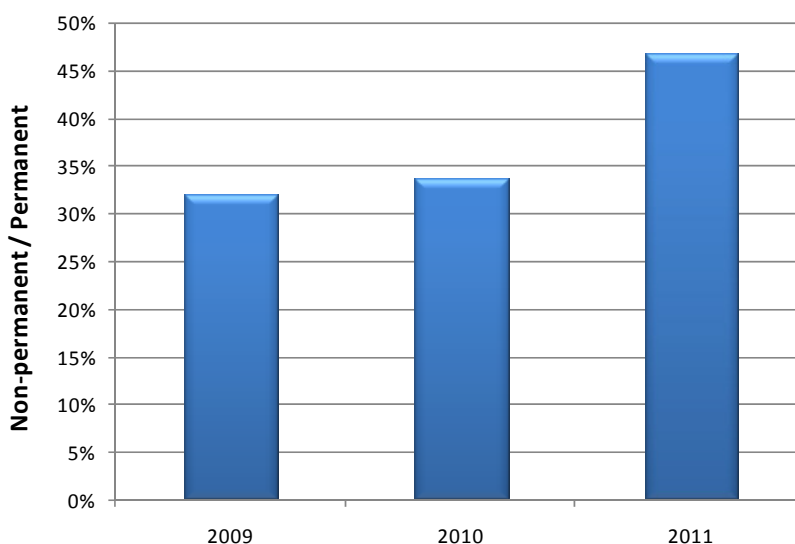
The above numbers of total employees do not reflect the vacancies in the municipalities. Some municipalities have a need to hire additional employees but do not have the necessary financial means or do not have an established recruitment strategy.

The below table and figure, show the portion of non-permanent employees over the permanent employees.

**Table 13: Non-permanent over permanent employees' ratios - by council size**

<b>Council Size</b>	<b>9</b>	<b>12</b>	<b>15</b>	<b>18</b>	<b>21</b>	<b>24</b>	<b>Total</b>
<b>Non-permanent/ permanent 2009</b>	78%	49%	43%	40%	34%	0%	<b>32%</b>
<b>Non-permanent/ permanent 2010</b>	86%	44%	43%	65%	29%	0%	<b>34%</b>
<b>Non-permanent/ permanent 2011</b>	102%	44%	53%	61%	84%	0%	<b>47%</b>

**Figure 11: Non-permanent over permanent employees' ratios**



The results highlight a growing portion of non-permanent employees in the composition of the employees. The non-permanent employees constituted 32% of the number of permanent employees in 2009, this ratio increased to 34% in 2010 and up to 47% in 2011, a total increase of 46%. This change in the composition of type of employees could be an indicator of an increase in field projects developed by the municipalities, for which the need for non-permanent employees is higher than the need for permanent employees.

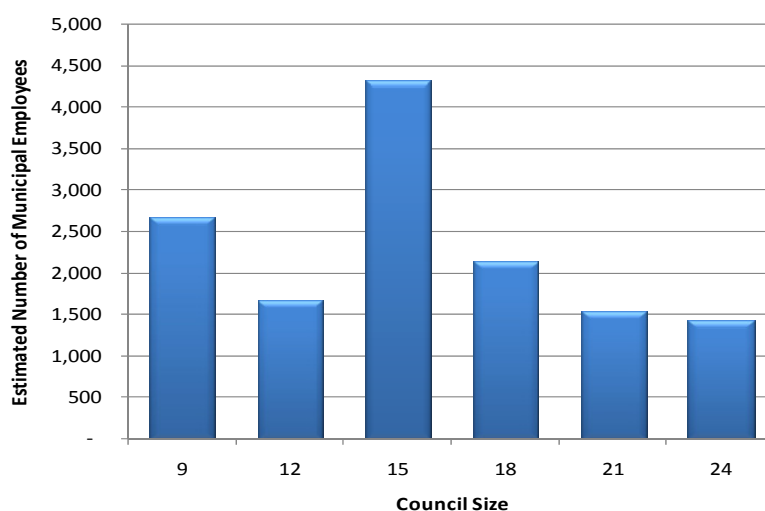
The analysis was carried out to estimate the total number of municipal employees in 2011 by council size, and then evaluate the number of municipal employees in per mil of the population size. Among the interviewed municipalities, only 180 municipalities provided their number of employees for the year 2011. The below

table shows the estimated total numbers for all the municipalities based on the available data.

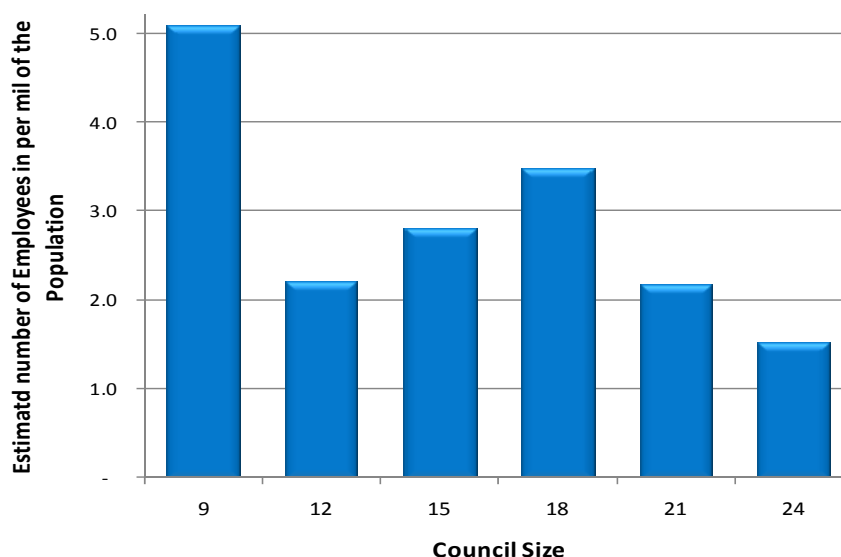
**Table 14: Estimation of municipal employees in per mil of the population size for 2011 – by council size**

<b>Council Size</b>	<b>9</b>	<b>12</b>	<b>15</b>	<b>18</b>	<b>21</b>	<b>24</b>	<b>Total</b>
Municipal employees in available data	401	317	910	384	767	708	3,487
<b>Estimated total number of municipal employees</b>	<b>2,665</b>	<b>1,663</b>	<b>4,313</b>	<b>2,139</b>	<b>1,534</b>	<b>1,416</b>	<b>13,731</b>
Population size ('000)	524	757	1,536	614	709	929	5,071
<b>Estimated number of municipal employees in per million of the population size</b>	<b>5.1</b>	<b>2.2</b>	<b>2.8</b>	<b>3.5</b>	<b>2.2</b>	<b>1.5</b>	<b>2.7</b>

**Figure 12: Estimated number of municipal employees - by council size**



**Figure 13: Estimated number of municipal employees in per mil of the population - by council size**



The estimated total number of municipal employees in Lebanon is 13,731 employees which is equivalent to 2.7 employees for every thousand Lebanese.

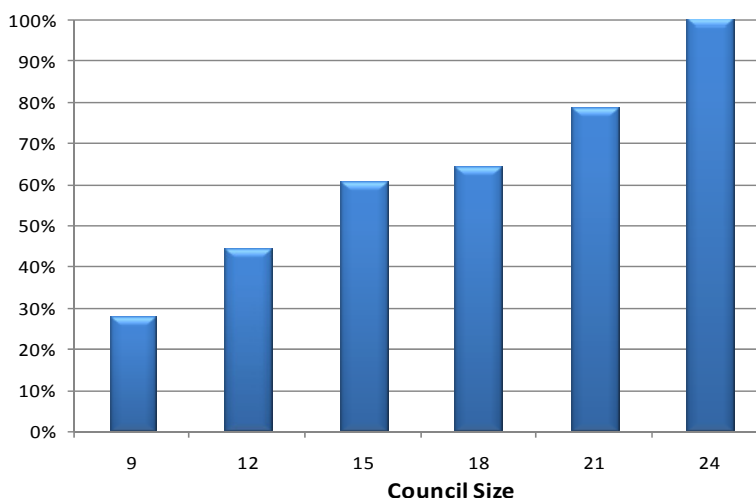
The number of municipal employees in per mil of population size shows little disparity, from the overall ratio of 2.7, between different council sizes, ranging from 1.5 per mil to 3.5 per mil, except for the municipalities of council size 9 for which this ratio rises up to 5.1 per mil, this could be an indication of poor automated processes in these small size municipalities, in which most of the work still has to be done manually, and thus requires additional employees.

h. Question number 25 “Does the municipality have an administrative structure?”

Administrative structures assist the municipalities in creating a professional work environment and organizing their processes and guidelines. It is essential for decision making, achieving objectives, as well as for communication. The below table and graph show the percentage of municipalities with an administrative structure by council size.

**Table 15: Percentage of municipalities with administrative structure - by council size**

Council Size	Municipalities with administrative structure
9	28%
12	44%
15	61%
18	64%
21	79%
24	100%
<b>Total</b>	<b>43%</b>

**Figure 14: Percentage of municipalities with administrative structure - by council size**

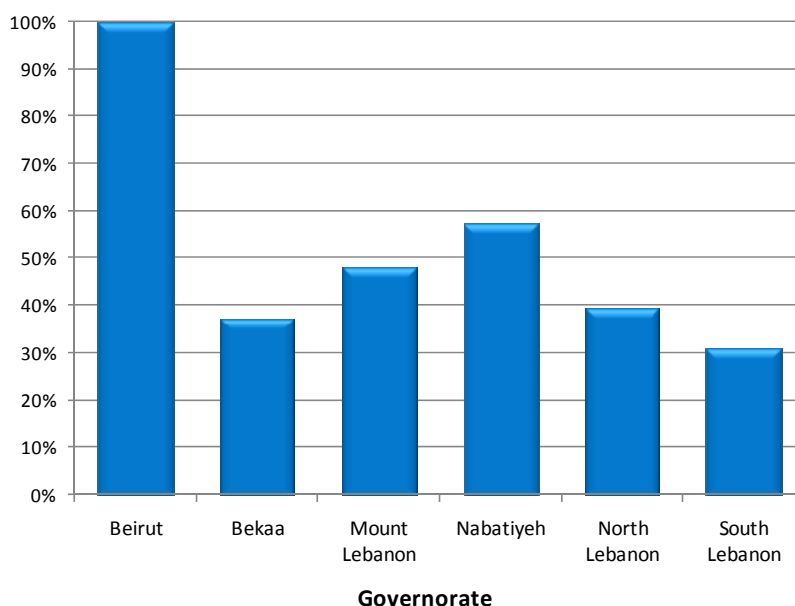
The above results show a positive correlation between the council size and the percentage of municipalities with administrative structure; the bigger the council size, the higher the percentage of municipalities with administrative structure. However, the averages are relatively low with an overall average of municipalities with administrative structure of 43%, which underlines a lack of organization, and thus a lack of efficiency, in the councils of the municipalities.

The higher percentage of municipalities with administrative structure is in the Nabatiyeh governorate with only 57% and the lowest percentage is the South governorate with 31%. The below table and graph show the percentage of municipalities with administrative structure, by governorate.

**Table 16: Percentage of municipalities with administrative structure - by governorate**

Governorate	Municipalities with administrative structure
Beirut	100%
Bekaa	37%
Mount Lebanon	49%
Nabatiyeh	57%
North Lebanon	39%
South Lebanon	31%
Total	43%

**Figure 15: Percentage of municipalities with administrative structure - by governorate**



i. Question 30 “How many computers are used in the municipality?”

The availability of computers reflects a more reliable and safer management of databases, as well as, faster, more accurate, and more efficient processes. The distributions of the number of computers by council size is shown in the below table.

Table 17: Average number of computers - by council size

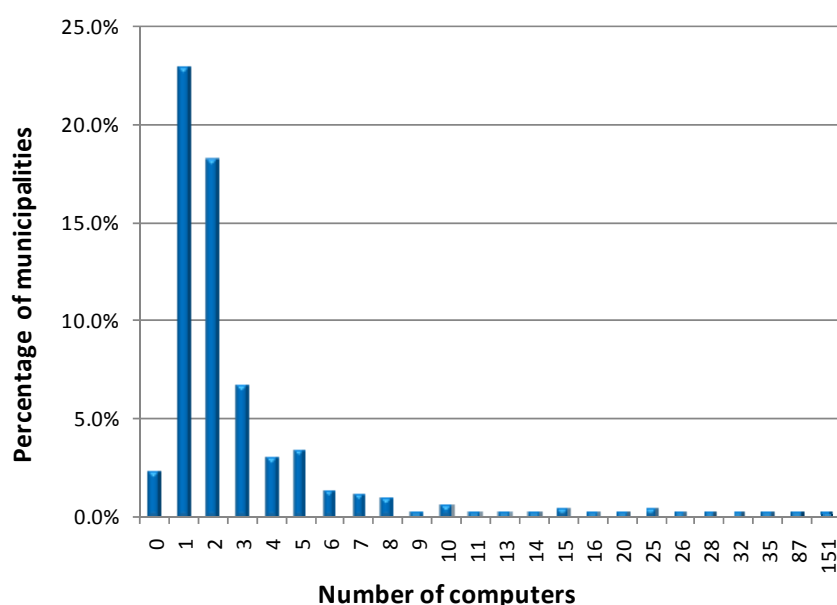
Council Size	Average number of computers	Average number of permanent employees	Number of computers per permanent employee
9	2.2	1.4	1.59
12	2.6	3.0	0.89
15	3.6	7.7	0.47
18	6.5	17.7	0.36
21	12.8	30.8	0.42
24	151.0	393.3	0.38
<b>Total</b>	<b>3.7</b>	<b>7.3</b>	<b>0.51</b>

The above table show a positive correlation between the council size and the average number of computers, with an exceptional/unrealistic average number of computers of 151 for the council size of 24, which is attributed to Beirut (Beirut is the only municipality with a council size of 24 that provided data for this question) .

The overall average number of computers in the municipalities is around 4, considering the entire provided database; this average would decrease to around 2 once the database is truncated for unrealistic values greater than 20 computers. The improvement of this average would positively affect the development of the municipalities. Also, the table shows an overall ratio of computers over permanent employees of 51% which is a relevantly acceptable ratio.

The below graph depicts the distribution of the number of computers.

**Figure 16: Distribution of the number of computers**



The graph is clearly skewed towards the small numbers, in particular, towards the values of 1 computer and 2 computers which represent around 41% of the municipalities. This low effective of computers in the municipalities could be attributed to (among other reasons):

- A lack of human resource expertise.
- A bad management or negligence.
- The unavailability of a budget for computers, softwares, IT professionals...

j. Question 31 “does the municipality have a website?”

The importance of a website lies in being a widely spread and accessible means of communication. A municipality’s website could constitute a fast platform to deliver diverse important information to its residents, such as, upcoming projects, payment schedules, and important notices (closed road, emergencies...). However, this question only investigates the existence of a municipality’s website without monitoring its quality (usefulness of contents, frequency of updates, user friendliness...).

The overall percentage of municipalities that have developed a website is at the low level of 37%. This average is low across all governorates with some disparities, and is positively correlated with the council size. Below are the percentages of municipalities that have developed a website, by council size and by governorate.

**Table 18: Percentage of municipalities that have developed a website - by council size**

<b>Council Size</b>	<b>Availability of a municipality website</b>
<b>9</b>	20%
<b>12</b>	42%
<b>15</b>	45%
<b>18</b>	73%
<b>21</b>	85%
<b>24</b>	100%
<b>Total</b>	<b>37%</b>

**Figure 17: Percentage of municipalities that have developed a website - by council size**

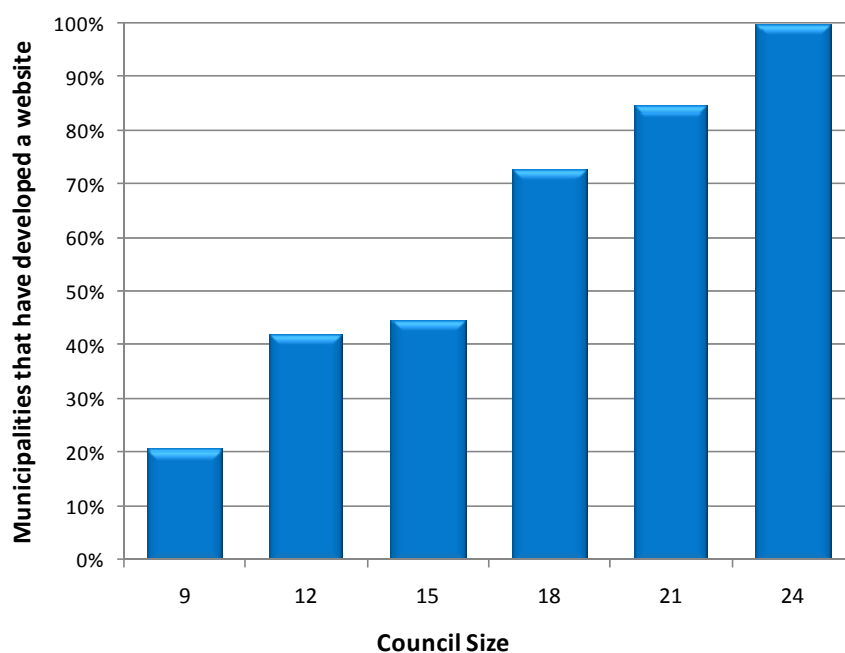
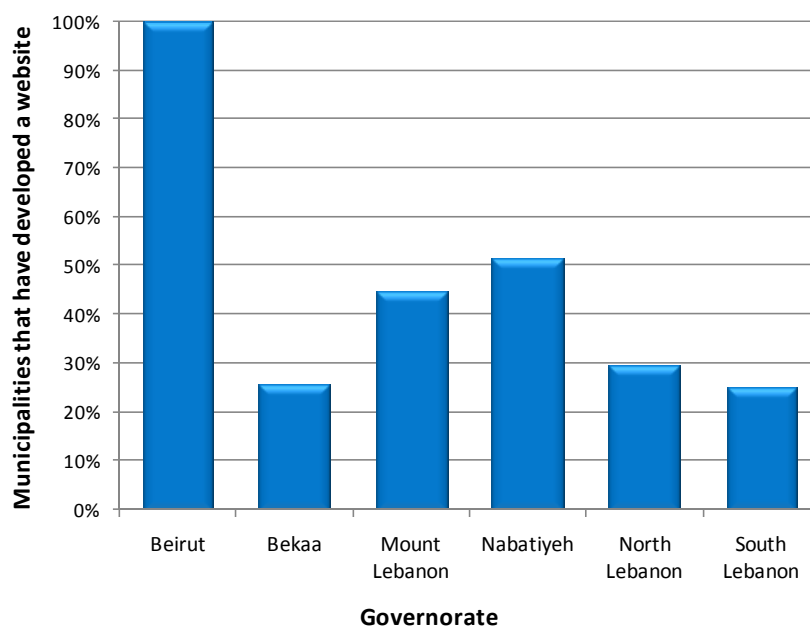


Table 19: Percentage of municipalities that have developed a website - by governorate

Governorate	Availability of a municipality website
Beirut	100%
Bekaa	26%
Mount Lebanon	45%
Nabatiyeh	51%
North Lebanon	30%
South Lebanon	25%
<b>Total</b>	<b>37%</b>

Figure 18: Percentage of municipalities that have developed a website - by governorate





The non availability of a website is a main cause of slow and non-practical circulation of information between the municipalities and their residents.

k. Question 35 “Have the municipality’s employees participated in a training program in the last 3 years?”

Training the employees has an important outcome on the efficiency of the municipality. It has many advantages among which:

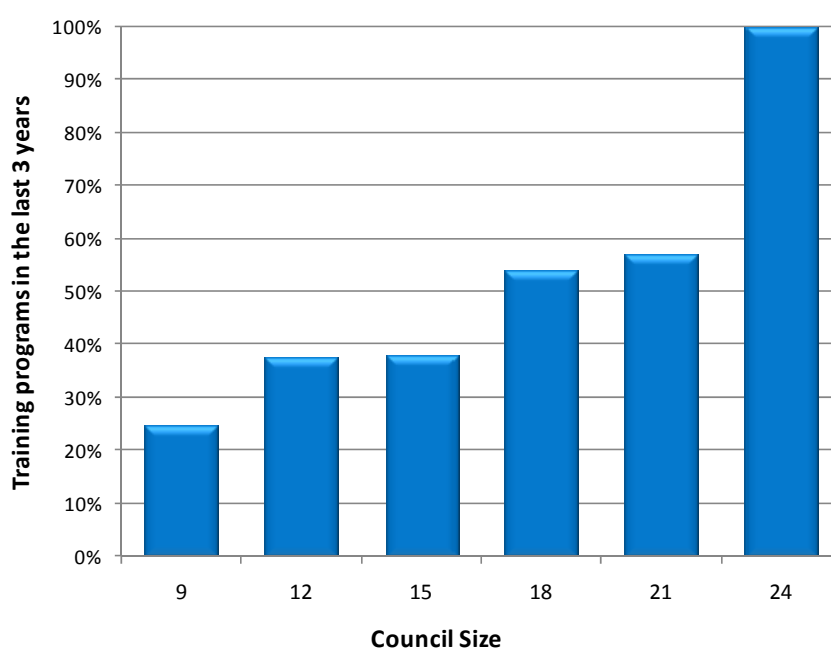
- Less supervision is required.
- Lower risk of work-related injuries.
- Lower need to delegate projects to third parties.
- Increased feeling of belonging and motivation.
- Help incorporate new technologies and innovations

Ideally, the trainings would be carried on a yearly basis; however, the questionnaire inquires about employees’ participation in training programs in the last 3 years, still, the overall percentage is relatively low at 33%.

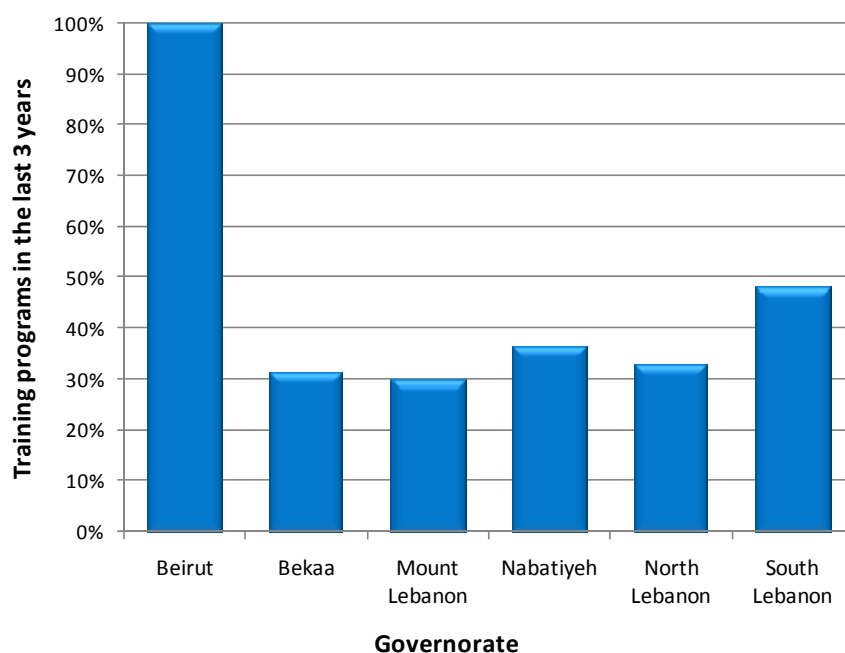
Below are the percentages of employees that have participated in a training program in the last 3 years, by council size and by governorate.

**Table 20: Employees who participated in a training program in the last 3 years - by council size**

<b>Council Size</b>	<b>Percentages of training programs in the last 3 years</b>
<b>9</b>	24%
<b>12</b>	38%
<b>15</b>	38%
<b>18</b>	54%
<b>21</b>	57%
<b>24</b>	100%
<b>Total</b>	<b>33%</b>

**Figure 19: Employees who participated in a training program in the last 3 years - by council size****Table 21: Employees who participated in a training program in the last 3 years - by governorate**

<b>Governorate</b>	<b>Percentages of training programs in the last 3 years</b>
<b>Beirut</b>	100%
<b>Bekaa</b>	31%
<b>Mount Lebanon</b>	30%
<b>Nabatiyeh</b>	36%
<b>North Lebanon</b>	32%
<b>South Lebanon</b>	48%
<b>Total</b>	<b>33%</b>

**Figure 20: Employees who participated in a training program in the last 3 years - by governorate**

Broadly speaking, increasing the rate of participation in training programs would lead to higher projects' standards done by the municipalities in Lebanon, as well as, a better organization and management of municipalities-related work.

#### 1. Question 38 "Types of municipality fees and means of collection"

The following question categorizes the municipality fees into 3 types:

- Rental value of residential units
- Rental value of non-residential units
- Sanitation and pavements' fees

The collections means are as well categorized into 3 ways:

- Fees collected voluntarily
- Fees collected following administrative measures
- Uncollected fees

This question is in particular useful to assess the municipalities' main source of direct revenues, by analyzing their distribution over the 3 types of revenues, as well as, the ability of the municipalities to collect their fees. However, the reported percentages in the Municipal Observatory database do not add up to 100% for many municipalities, making the available answers to this question unreliable.

Based on rough approximations:

- The uncollected fees represent around 34% of the total fees, which demonstrates a lack of efficiency in the collection process.
- The collected fees following administrative measures represent around 11% of the total fees, which is mainly attributed to fees payment evasions discovered by the municipality.

m. Question 52 “Does the municipality publish its annual budget?”

This question constitutes an indicator of transparency; among the objectives of publishing the annual budget is building a trust between the municipality and its residents, as well as, between the municipality and current/potential investors.

Around 52% of the municipalities in Lebanon publish their annual budgets, where the highest rate is at 60% for the municipalities in the North Lebanon governorate, and the lowest rate is of 41% for the municipalities in the South governorate. This indicator does not show any correlation with the municipalities’ council size. The below tables show the percentages of municipalities that publish their annual budget, by council size and by governorate.

**Table 22: Percentage of municipalities that publish their annual budget - by council size**

Council Size	Average that publish their annual budget
9	52%
12	42%
15	57%
18	67%
21	46%
24	100%
<b>Total</b>	<b>52%</b>

**Table 23: Percentage of municipalities that publish their annual budget - by governorate**

Governorate	Average that publish their annual budget
Beirut	100%
Bekaa	53%
Mount Lebanon	46%
Nabatiyeh	50%
North Lebanon	60%
South Lebanon	41%
<b>Total</b>	<b>52%</b>

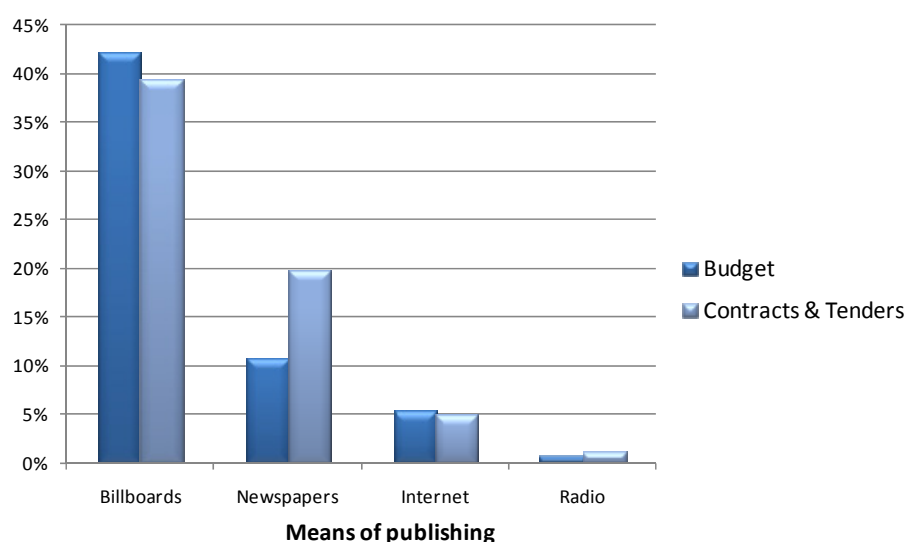
n. Question 53 “What are the means of publishing the budget, and the contracts & the tenders?”

The most common adopted means of publishing are the billboards (42% for budget and 39% for contracts & tenders), and the least used means of publishing is the radio, with 1% for both the budget and the contracts & tenders.

It is worth noting that the internet is the second least means of publishing with only 5% for both the budget and the contracts & the tenders. This can be associated with the low number of computers used in the municipalities (section 3.3.i, question 30) and the low number of municipalities that have developed a website (section 3.3.j, question 31)

The result of this question highlights, once more, the lack of usage of IT-related technology in the municipalities. The graph below shows the percentages of adopted means of publishing.

**Figure 21: Means of publishing**



*\*The above percentages do not sum up to 100% for the budget and the contracts & tenders, due to unavailable data and other uncategorized answers.*

o. Question 54 “Does the council announces its decision to the public?”

This question is another indicator for transparency. Around 52% of the municipalities disclose their council decisions to the public, with little disparity between the different governorates (excluding Beirut) where the lowest rate of disclosure is in the South Lebanon governorate (44%) and the highest rate of disclosure is in the Nabatiyeh governorate (54%). This transparency indicator shows no correlation with the council size of the municipality. The below tables display the

distributions of the percentages of councils that announce their decisions to the public, by council size and by governorate.

**Table 24: Percentage of the councils' decisions disclosure - by council size**

Council Size	Decisions disclosure
9	59%
12	37%
15	51%
18	40%
21	50%
24	100%
<b>Total</b>	<b>51%</b>

**Table 25: Percentage of the councils' decisions disclosure - by governorate**

Governorate	Decisions disclosure
Beirut	100%
Bekaa	45%
Mount Lebanon	51%
Nabatiyeh	56%
North Lebanon	54%
South Lebanon	44%
<b>Total</b>	<b>51%</b>

- p. Question 55 “Are there established ways to receive complaints and objections from the residents?”

This question is an indicator of the level of accountancy. The MO data shows that 81% of the municipalities have established ways to receive complaints and objections. This is a high overall average and it varies between 65% in the Bekaa governorate and 86% in the Mount Lebanon and Nabatiyeh governorates (excluding Beirut). The below tables show the distributions of the percentages of municipalities that have established a way of receiving complaints and objections, by council size and by governorate.

**Table 26: Municipalities with established ways of receiving complaints and objections - by council size**

Council Size	Established ways of receiving complaints and objections
9	77%
12	81%
15	88%
18	93%
21	85%
24	100%
<b>Total</b>	<b>81%</b>

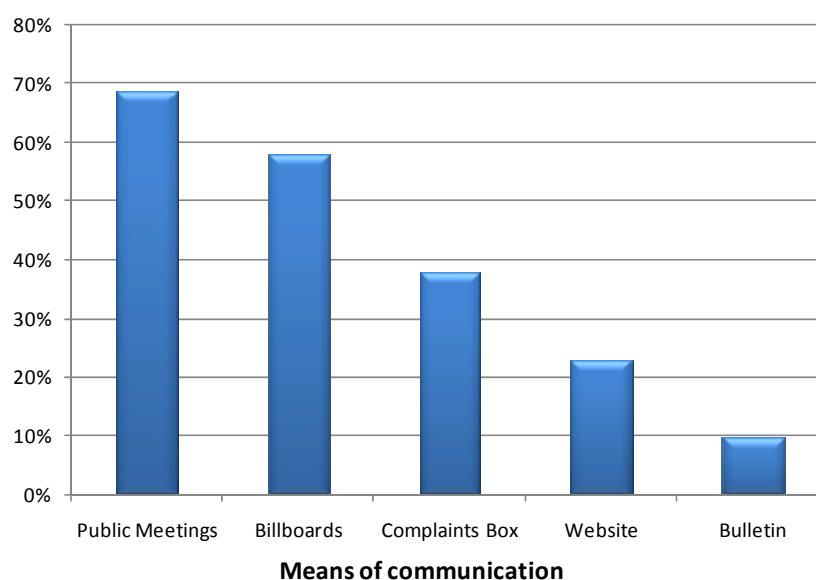


**Table 27: Municipalities with established ways of receiving complaints and objections - by governorate**

Governorate	Established ways of receiving complaints and objections
Beirut	100%
Bekaa	70%
Mount Lebanon	86%
Nabatiyeh	86%
North Lebanon	85%
South Lebanon	65%
<b>Total</b>	<b>81%</b>

q. Question 57 “Means of communication between the municipality and its residents”

The below figure shows the distribution of the means of communication used by the municipalities.

**Figure 22: Means of communication**

The figure shows a highest percentage for the public meetings with 69%, and among the lowest percentages for the website with only 23%.

r. Question 63 “Is the municipality part of a twinning program?”

Being part of a twinning program increases the efficiency of the projects and associates different cultures and point of views. Only 7% of the municipalities are part of a twinning program.

The below tables show the percentages of municipalities that are part of a twinning program, by council size and by governorate.

**Table 28: Municipalities part of a twinning program - by council size**

<b>Council Size</b>	<b>Municipalities part of a twinning program</b>
<b>9</b>	1%
<b>12</b>	7%
<b>15</b>	10%
<b>18</b>	15%
<b>21</b>	38%
<b>24</b>	100%
<b>Total</b>	<b>7%</b>

**Table 29: Municipalities part of a twinning program - by governorate**

<b>Governorate</b>	<b>Municipalities part of a twinning program</b>
<b>Beirut</b>	100%
<b>Bekaa</b>	4%
<b>Mount Lebanon</b>	5%
<b>Nabatiyeh</b>	14%
<b>North Lebanon</b>	6%
<b>South Lebanon</b>	12%
<b>Total</b>	<b>7%</b>

It is worth noting, that 85% of the municipalities that have established a twinning program, are also part of a union of municipalities, which may indicate one of the advantages of belonging to a union is to have easier access to twinning programs.

s. **Question 66 “Concerning the planning of the municipality”**

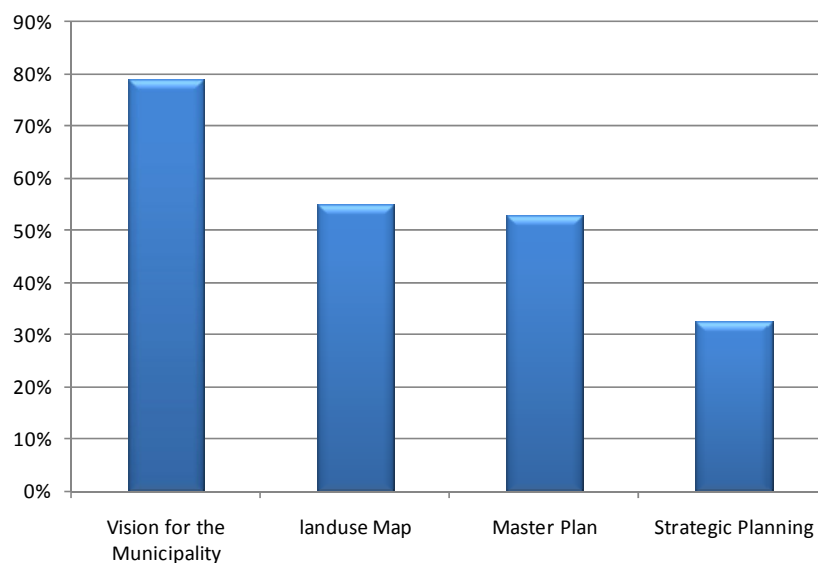
This question evaluates the planning of the municipalities on 4 levels:

- Strategic planning
- Landuse map
- Master plan
- A vision for the municipality

The 4 levels are not well defined in the questionnaire which could lead to confusion. In fact, the results show that, while the majority of 79% have a vision for the municipality, only 32% of the municipalities have established a strategic planning. This result is inconsistent given that, establishing a well-built vision goes hand in hand with developing a strategic plan.

The below graph illustrates the overall result.



**Figure 23: Municipalities' planning**

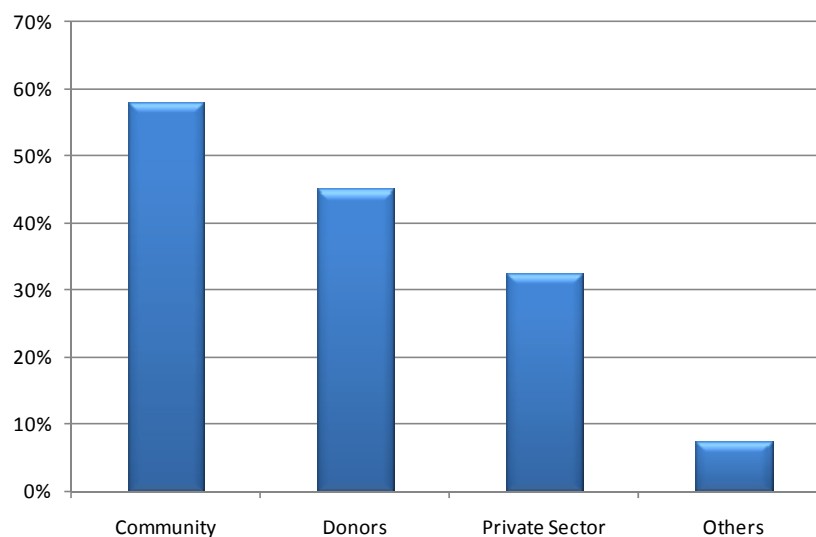
It is worth noting, that the Mount Lebanon governorate scored the highest percentages in all of the 4 levels.

- t. Question 67 “With which organization was the vision of the municipality developed?”

The answer to this question is limited to the following 4 options:

- The vision of the municipality was developed with the participation of the community
- The vision of the municipality was developed with the participation of the private sector
- The vision of the municipality was developed with the participation of the donors
- Others

The below graphs depicts the answers to this question.

**Figure 24: Organizations participating with the development of the municipality's vision**

The results show a good level of cooperation between the municipalities and their communities, where 58% of the municipalities developed their vision in coordination with the community. Also, the results show the ability of the municipalities to attract donations for their projects, where 45% of the municipalities developed their vision with the help of donors.

However, the above graph illustrates a lack of cooperation between the municipalities and the private sector, where 32% of the municipalities developed their vision with the cooperation of the private sector. The private sector is a reliable and important source of funding; its development has a direct impact on the economical and financial stability and growth of the municipality. Hence, the private sector represents an essential element in the vision of a municipality.

u. **Question 68 “Plans of the municipality concerning its properties”**

The below tables show the percentage of municipalities that plan on using their municipal properties and the municipalities that have the intention to obtain additional properties, by council size and by governorate.

Table 30: Percentages by council size

Council Size	Plans on using its municipal properties	Intention to obtain additional properties
9	53%	56%
12	48%	55%
15	66%	65%
18	33%	64%
21	85%	79%
24	100%	100%
<b>Total</b>	<b>56%</b>	<b>59%</b>

Table 31: Percentages by governorate

Governorate	Plans on using its municipal property	Intention to obtain additional properties
Beirut	100%	100%
Bekaa	60%	58%
Mount Lebanon	61%	66%
Nabatiyeh	55%	65%
North Lebanon	56%	55%
South Lebanon	33%	50%
<b>Total</b>	<b>56%</b>	<b>59%</b>

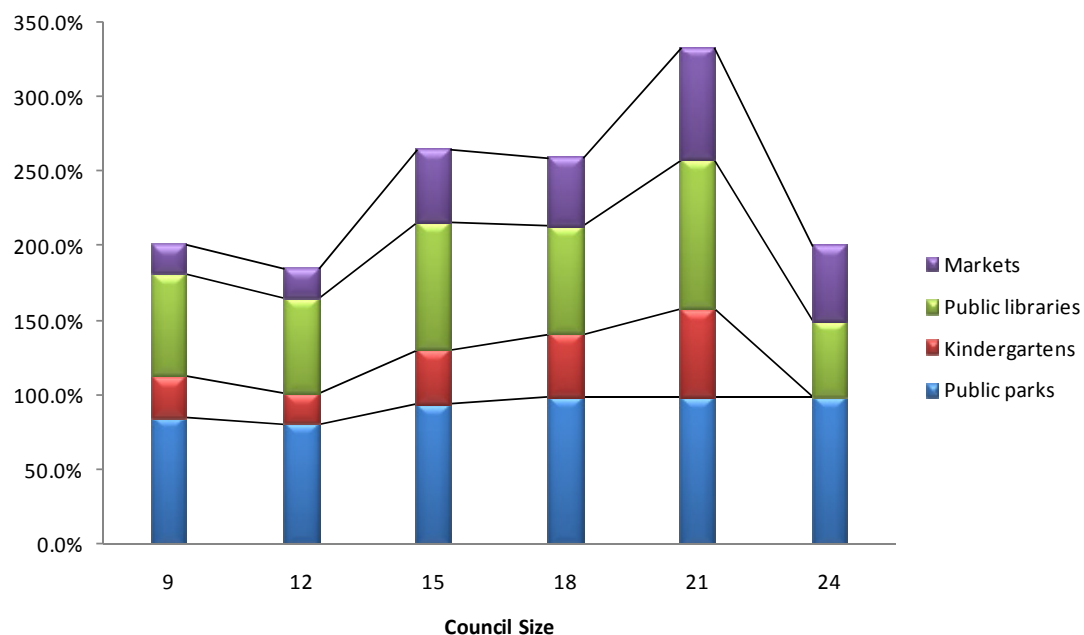
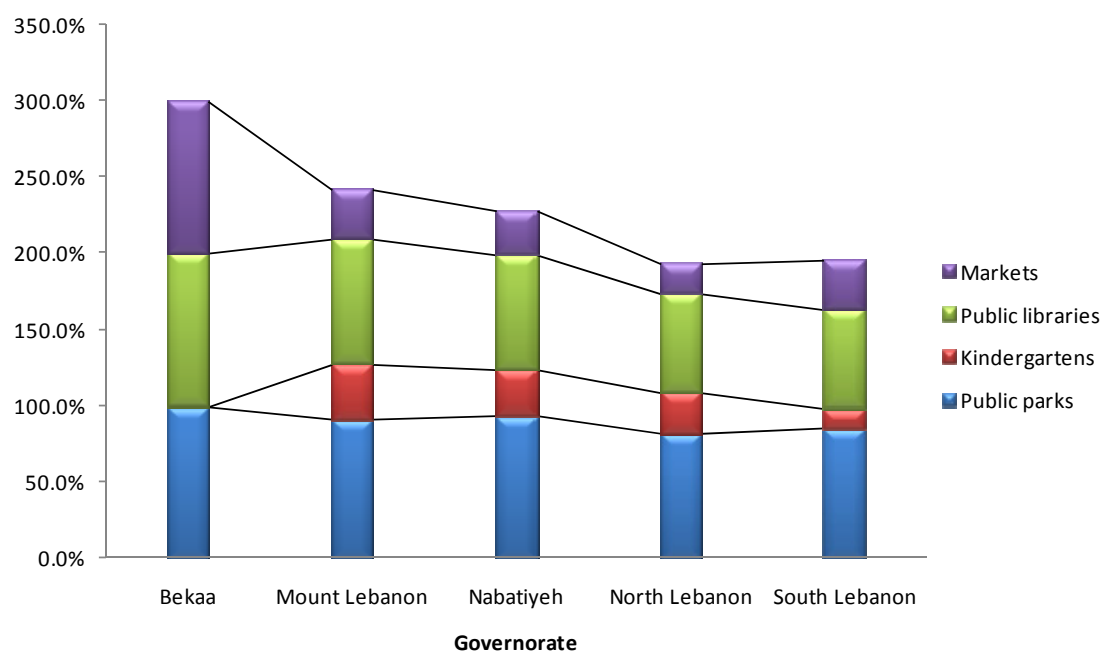
The highest percentages of municipalities that plan on using their municipal properties are located in the Bekaa and the Mount Lebanon governorates with around 60%. The highest percentages of municipalities that have the intention to obtain additional properties are located in the Nabatiyeh and Mount Lebanon governorate with around 66%.

The council size showed no correlation with these variables.

v. Question 69 “Does the municipality plan on establishing public facilities”

This question investigates the future plans of the municipalities concerning the public facilities but without evaluating their current situation and their actual need for public facilities, which could be misleading.

The below graphs show the stacked distributions of plans for public facilities, by council size and by governorate. Disparities between council sizes are more evidently seen than disparities between governorates. Also, it can be noted that plans to establish public parks and public libraries occupy the bigger shares across all governorates.

**Figure 25: Distribution of plans for public facilities - by council size****Figure 26: Distribution of plans for public facilities - by governorate**

## Appendix A – Suggested Questionnaire

This appendix shows the questionnaire that Muhanna Foundation suggests using instead of the current questionnaire, followed by a completed questionnaire with few remarks as a user guide.

### a. The questionnaire

## استمارة معلومات المرصد البلدي - ٢٠١٣

اسم الشخص المشرف على تعبئة الاستمارة: \_\_\_\_\_

صفة الشخص المشرف: \_\_\_\_\_

تاريخ المقابلة: \_\_\_\_\_

تمة تعبئة الاستمارة عن فترة: \_\_\_\_\_

### تعريف البلدية

رقم تسجيل البلدية لدى وزارة المالية: \_\_\_\_\_

اسم البلدية: \_\_\_\_\_

المحافظة: \_\_\_\_\_

القضاء: \_\_\_\_\_

رقم الهاتف: \_\_\_\_\_

البريد الالكتروني: \_\_\_\_\_

## القسم الاول: معلومات أساسية

١. ما هو عدد أعضاء المجلس البلدي:

☐ ٩ ☐ ١٢ ☐ ١٥ ☐ ١٨ ☐ ٢١ ☐ ٢٤

٢. ما هو عدد الاناث من أعضاء المجلس البلدي؟ \_\_\_\_\_

٣. هل البلدية تابعة لاتحاد بلديات؟

☐ نعم ☐ كلا

ان كان الجواب نعم، ما اسم الاتحاد الذي تنتسب اليه البلدية؟ \_\_\_\_\_

٤. بالنسبة للمقيمين، السكان والوحدات السكنية

وحدات سكنية فارغة	بشكل دائم	المجموع	
X			عدد المقيمين في البلدية
X			عدد سكان البلدية بحسب قيد النفوس
			عدد الوحدات السكنية في النطاق البلدي

٥. ما هو عدد الوحدات غير السكنية في النطاق البلدي؟ \_\_\_\_\_

٦. بالنسبة للمساحات

	مساحة البلدية (م <sup>٢</sup> )
	المساحات الزراعية داخل البلدية (م <sup>٢</sup> )
	المساحات المؤهلة للبناء (م <sup>٢</sup> )
<input type="checkbox"/> أقل من ٢٥% <input type="checkbox"/> بين ٢٥% و ٥٠% <input type="checkbox"/> بين ٥٠% و ٧٥% <input type="checkbox"/> أكثر من ٧٥%	اجمالي نسبة مساحة المبنية الى مساحة البلدية المؤهلة للبناء

## القسم الثاني: النظام الداخلي والادارة البلدية

٧. ما هو العدد الاجمالي للموظفين بحسب الجنس؟

سنة تعبئة الاستمارة		سنة تعبئة الاستمارة - ١		سنة تعبئة الاستمارة - ٢		السنة
أنثى	ذكر	أنثى	ذكر	أنثى	ذكر	الجنس
						الدائمين
						المتعاقدين
						الأجراء
						بحسب الملاك

٨. ما هو عدد عناصر شرطة البلدية والجباة، بحسب الجنس؟

الجنس	ذكر	أنثى
عدد عناصر شرطة		
عدد الاجمالي للجباة		

٩. هل لدى البلدية حاجة لاستخدام موظفين جدد؟

☐ نعم ☐ كلا

ان كان الجواب نعم،

ما هو عدد الموظفين؟ \_\_\_\_\_

هل للبلدية المقدرة على توظيف حاجتها من الموظفين؟

☐ نعم

☐ كلا، لاسباب مادية ☐ كلا، لعدم توفر المهارات اللازمة ☐ كلا، لاسباب ناتجة من السلطات المركزية

١٠. هل للبلدية هيكلية ادارية؟

☐ نعم ☐ كلا

١١. هل يشارك موظفو البلدية بدورات تدريبية؟

☐ كلا ☐ نعم، كل سنة أو أقل ☐ نعم، كل أكثر من سنة

ان كان الجواب نعم، ما هو نوع التدريبات؟

☐ تدريبات تقنية ☐ تدريبات ادارية

### القسم الثالث: الواردات البلدية

١٢. ما هي مصادر الدخل الاقتصادية الأساسية للبلدة؟ (الرجاء ملء الفراغ بـ "٠%" للقطاعات التي لا تشكل دخلاً للبلدة)

القطاع	النسبة المئوية التقريبية
الزراعة	
التجارة	
الصناعة	
السياحة، المطاعم والفنادق	
الإيداعات ومساعدات المهاجرين	
الوظائف في القطاع الخاص	
الوظائف في القطاع العام	
الوظائف الحرة	
قطاع آخر	
المجموع	١٠٠%

١٣. بالنسبة للرسوم البلدية المباشرة

الرسوم	القيمة التاجيرية على الوحدات السكنية (%)	القيمة التاجيرية على الوحدات غير السكنية (%)	رسم الصرف الصحي والارصفة (%)
النسبة المئوية التي تم تحصيلها بشكل طوعي			
النسبة المئوية التي تم تحصيلها بعد اتخاذ اجراءات ادارية			
النسبة المئوية التي لم يتم تحصيلها			
المجموع	١٠٠%	١٠٠%	١٠٠%



## ١٤. حسب أنواع المكلفين

الرسوم	القيمة التأجيرية على الوحدات السكنية	القيمة التأجيرية على الوحدات غير السكنية	رسم الصرف الصحي والارصفة
عدد المكلفين			
عدد المصرحين			
عدد المصرحين الذين سددوا في الوقت			

## ١٥. هل لدى البلدية علم بموعد تسديد الدفعات من الصندوق البلدي المستقل؟

☐ نعم ☐ كلا

## ١٦. الرسوم غير المباشرة

مصلحة المياه	مصلحة التلفون	مصلحة الكهرباء	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	البلدية على علم بقيمة المبالغ المخصصة لها؟
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	البلدية على علم بموعد تسديد المبالغ؟
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	هل استلمت البلدية المبالغ المخصصة لها؟

## ١٧. بالنسبة لقطع الحساب

السنة	سنة تعبئة الاستمارة - ١	سنة تعبئة الاستمارة
الرسوم التي تستوفيها البلدية مباشرة من المكلفين		
مجموع الحصة من الصندوق البلدي المستقل		
الرسوم التي تستوفيها الدولة أو المصالح المستقلة أو المؤسسات العامة أو الخاصة وتؤديها مباشرة إلى البلدية المعنية		
مجموع الواردات		
مجموع النفقات الإدارية		
المخصصات والرواتب والأجور		
نفقات الخدمات والمساعدات والصيانة		
نفقات المشاريع الإنشائية		
مجموع النفقات		

## القسم الرابع: الحكم الرشيد

١٨. هل تنشر البلدية الموازنة السنوية وقطع الحساب؟ (الرجاء تزويدنا بنسخة في حال النشر)

نعم	كلا	
<input type="checkbox"/>	<input type="checkbox"/>	الموازنة السنوية
<input type="checkbox"/>	<input type="checkbox"/>	قطع الحساب

١٩. ما هي وسيلة نشر الموازنة؟

☐ انترنت ☐ متاح للعموم ☐ غيره

٢٠. ما هي وسيلة نشر العقود والمناقصات؟ (الرجاء تزويدنا بنسخة)

☐ الجريدة ☐ لوحة الاعلانات ☐ الراديو ☐ انترنت ☐ غيره

٢١. هل تعلن قرارات المجلس البلدي للعموم؟ (الرجاء تزويدنا بنسخة على سبيل المثال)

☐ نعم ☐ كلا

٢٢. هل هناك وسائل معتمدة لاستلام الشكاوى والاعتراضات من الاهالي؟ (الرجاء تزويدنا بنسخة على سبيل المثال)

☐ نعم ☐ كلا

ان كان الجواب نعم، ما هو عدد الشكاوى المتلقى خلال السنة الاخيرة: \_\_\_\_\_

٢٣. هل لدى البلدية برنامج توأمة مع بلدية أخرى؟

☐ نعم ☐ كلا

ان كان الجواب نعم، فبأي بلد تقع البلدية الاخرى؟ \_\_\_\_\_

٢٤. هل للبلدية موقع الكتروني؟

☐ نعم ☐ كلا

ان كان الجواب نعم، ما هي أهم الأوجه الاساسية لاستعمال الموقع؟

☐ نشر جداول الدفع ☐ نشر مشاريع البلدية ☐ نشر الاخبار الطارئة ☐ استقبال الشكاوى

## القسم الخامس: مشاريع التنمية والخدمات

٢٥. هل تم انشاء مكتب تنمية محلية ضمن البلدية؟

☐ نعم ☐ كلا

ان كان الجواب نعم،

ما هو عدد الموظفين في المكتب؟ \_\_\_\_\_

ما هو عدد المشاريع المنجزة من قبل المكتب خلال السنوات الثلاث الاخيرة؟ \_\_\_\_\_

٢٦. هل لدى البلدية:

☐ مخطط استراتيجي

☐ خارطة تصنيف الأراضي

☐ مخطط توجيهي

☐ رؤية للبلدية

☐ خطة لمواجهة الكوارث الطبيعية

٢٧. ان كان للبلدية رؤية، هل تم تطويرها بمشاركة:

☐ المجتمع المحلي (جمعيات، لجان أحياء، تعاونيات، لجان غير رسمية)

☐ القطاع الخاص

☐ الجهات المانحة

☐ غيره

٢٨. بالنسبة للمرافق العامة:

مرافق عامة	العدد الحالي	لدى البلدية خطة لانشاء المزيد
حدائق عامة		<input type="checkbox"/>
مكتبة عامة		<input type="checkbox"/>
حضانة أطفال عامة		<input type="checkbox"/>
أسواق تجارية عامة		<input type="checkbox"/>
غيره		<input type="checkbox"/>

٢٩. هل البلدية مؤهلة في القطاعات التالية:

نعم	ليس بما فيه الكفاية	كلا	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	الطبابة والاستشفاء
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	التربية
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	بنية تحتية وطرق

٣٠. ان كانت البلدية تابعة لاتحاد بلديات، ما هي أنواع المشاريع التي يتم تنفيذها حالياً؟

☐ النفايات الصلبة

☐ موارد مياه الشفة

☐ المياه البتذلة

☐ شبكة الطرقات

☐ المسلخ

☐ السياحة البيئية

☐ غيره

٣١. ان كانت البلدية تابعة لاتحاد بلديات، ما هي أهم العراقيل أمام تنفيذ مشاريع في الاتحاد؟

☐ لم يتم البدء بأي مشروع من قبل الاتحاد

☐ ليس للاتحاد أي موارد مادية للبدء بمشاريع

☐ لم تتم الموافقة على المشاريع من قبل مجلس الاتحاد

☐ غيره

٣٢. ما هي أهم العراقيل أمام تنفيذ مشاريع في البلدية؟

☐ عدم وجود الموارد البشرية المختصة لاقتراح مشاريع انمائية

☐ ليس للبلدية أي موارد مادية للبدء بمشاريع

☐ عدم الاستقرار الأمني

☐ غيره

The below is a completed questionnaire along with few remarks. The information contained in the below sample questionnaire is random and does not reflect the reality of an existing municipality.

**b. Sample questionnaire**

## استمارة معلومات المرصد البلدي - ٢٠١٣

اسم الشخص المشرف على تعبئة الاستمارة: طارق بدوي

صفة الشخص المشرف: رئيس البلدية

تاريخ المقابلة: ٢٠١٣/٥/١

تمّة تعبئة الاستمارة عن فترة: ٢٠١٢

\* في حال تعبئة الاستمارة من قبل عدة أشخاص، يرجى كتابة اسم وصفة الشخص الذي يمكن مراجعته للاستيضاح

### تعريف البلدية

رقم تسجيل البلدية لدى وزارة المالية: ٢٥٠١٦

اسم البلدية: عين دركبل

المحافظة: البقاع

القضاء: بعلبك

رقم الهاتف: ٠٨ / ١٢٣٤٥٦

البريد الإلكتروني: [aindarkebla@Bekaa.com](mailto:aindarkebla@Bekaa.com)



## القسم الاول: معلومات أساسية

١. ما هو عدد أعضاء المجلس البلدي:

٩ ☐ ١٢ ☐ ١٥ ☒ ١٨ ☐ ٢١ ☐ ٢٤ ☐

٢. ما هو عدد الاناث من أعضاء المجلس البلدي؟ ٣

٣. هل البلدية تابعة لاتحاد بلديات؟

☐ نعم ☒ كلا

ان كان الجواب نعم، ما اسم الاتحاد الذي تنتسب اليه البلدية؟ X

٤. بالنسبة للمقيمين، السكان والوحدات السكنية

وحدات سكنية فارغة	بشكل دائم	المجموع	
X	٢٣,٤٦٠	٣٠,٥٢٠	عدد المقيمين في البلدية
X	٢٤,٠٠٠	٣٥,٠٠٠	عدد سكان البلدية بحسب قيد النفوس
٥٠٠	٦,٨٠٠	٨,٢٠٠	عدد الوحدات السكنية في النطاق البلدي

\* خانة "المجموع" تعبر عن العدد الاجمالي، أما خانة "بشكل دائم" فتعبر عن الاعداد التي تبقى خلال السنة كاملة أي بعد خصم الموسمين. خانة "وحدات سكنية فارغة" تعني الوحدات السكنية المهجورة.

٥. ما هو عدد الوحدات غير السكنية في النطاق البلدي؟ ٣,٠٠٠

٦. بالنسبة للمساحات

٧٦٠	مساحة البلدية (م <sup>٢</sup> )
١٠٠	المساحات الزراعية داخل البلدية (م <sup>٢</sup> )
٤٠٠	المساحات المؤهلة للبناء (م <sup>٢</sup> )
<input type="checkbox"/> أقل من ٢٥% <input type="checkbox"/> بين ٢٥% و ٥٠% <input checked="" type="checkbox"/> بين ٥٠% و ٧٥% <input type="checkbox"/> أكثر من ٧٥%	اجمالي نسبة مساحة المبنية الى مساحة البلدية المؤهلة للبناء

\* الرجاء التنبيه الى أنَّ الصف الرابع هو نسبة المساحة المبنية الى مساحة البلدية المؤهلة للبناء وليس الى مساحة البلدية الاجمالية.

## القسم الثاني: النظام الداخلي والادارة البلدية

٧. ما هو العدد الاجمالي للموظفين بحسب الجنس؟

السنة	سنة تعبئة الاستمارة - ٢		سنة تعبئة الاستمارة - ١		سنة تعبئة الاستمارة	
	٢٠١٠		٢٠١١		٢٠١٢	
الجنس	ذكر	أنثى	ذكر	الجنس	ذكر	أنثى
الدائمين	١٠	٢	١١	٢	١٢	٤
المتعاقدين	١٥	٤	١٧	٢	١٩	٤
الأجراء	٢٠	٠	١٥	٣	١٦	٥
بحسب الملاك	٦٠		٦٠		٦٥	

\* الرجاء التنبيه الى تعبئة السنين المناسبة في الصف الاول

٨. ما هو عدد عناصر شرطة البلدية والجباة، بحسب الجنس؟

الجنس	ذكر	أنثى
عدد عناصر شرطة	١٥	٢
عدد الاجمالي للجباة	٢٦	٠

٩. هل لدى البلدية حاجة لاستخدام موظفين جدد؟

☒ نعم ☐ كلا

ان كان الجواب نعم،

ما هو عدد الموظفين؟ ٣

هل للبلدية المقدرة على توظيف حاجتها من الموظفين؟

☐ نعم

☒ كلا، لاسباب مادية ☒ كلا، لعدم توفر المهارات اللازمة ☐ كلا، لاسباب ناتجة من السلطات المركزية

١٠. هل للبلدية هيكلية ادارية؟

☒ نعم ☐ كلا

١١. هل يشارك موظفو البلدية بدورات تدريبية؟

☐ كلا ☐ نعم، كل سنة أو أقل ☒ نعم، كل أكثر من سنة

ان كان الجواب نعم، ما هو نوع التدريبات؟

☒ تدريبات تقنية ☒ تدريبات ادارية

### القسم الثالث: الواردات البلدية

١٢. ما هي مصادر الدخل الاقتصادية الأساسية للبلدة؟ (الرجاء ملء الفراغ بـ "٠%" للقطاعات التي لا تشكل دخلاً للبلدة)

القطاع	النسبة المئوية التقريبية
الزراعة	١٥%
التجارة	٢٠%
الصناعة	٠%
السياحة، المطاعم والفنادق	٢٥%
الایداعات ومساعدات المهاجرين	٣٠%
الوظائف في القطاع الخاص	٥%
الوظائف في القطاع العام	٥%
الوظائف الحرة	٠%
قطاع آخر	٠%
المجموع	١٠٠%

١٣. بالنسبة للرسوم البلدية المباشرة

الرسوم	القيمة التآجيرية على الوحدات السكنية (%)	القيمة التآجيرية على الوحدات غير السكنية (%)	رسم الصرف الصحي والارصفة (%)
النسبة المئوية التي تم تحصيلها بشكل طوعي	٦٥%	٦٥%	٥٠%
النسبة المئوية التي تم تحصيلها بعد اتخاذ اجراءات ادارية	٢٠%	٢٥%	٣٥%
النسبة المئوية التي لم يتم تحصيلها	١٥%	١٠%	١٥%
المجموع	١٠٠%	١٠٠%	١٠٠%



## ١٤. حسب أنواع المكلفين

الرسوم	القيمة التأجيرية على الوحدات السكنية	القيمة التأجيرية على الوحدات غير السكنية	رسم الصرف الصحي والارصفة
عدد المكلفين	٣,٠٠٠	٤٥٠	٢,٥٠٠
عدد المصرحين	٢,٦٠٠	٣٠٠	٢,٠٠٠
عدد المصرحين الذين سددوا في الوقت	٢,٢٠٠	٢٨٠	١,٨٥٠

## ١٥. هل لدى البلدية علم بموعد تسديد الدفعات من الصندوق البلدي المستقل؟

نعم ☒ كلا ☐

## ١٦. الرسوم غير المباشرة

مصلحة المياه	مصلحة التلفون	مصلحة الكهرباء
البلدية على علم بقيمة المبالغ المخصصة لها؟	<input type="checkbox"/>	<input checked="" type="checkbox"/>
البلدية على علم بموعد تسديد المبالغ؟	<input type="checkbox"/>	<input checked="" type="checkbox"/>
هل استلمت البلدية المبالغ المخصصة لها؟	<input type="checkbox"/>	<input type="checkbox"/>

## ١٧. بالنسبة لقطع الحساب

السنة	سنة تعبئة الاستمارة - ١	سنة تعبئة الاستمارة
	٢٠١١	٢٠١٢
الرسوم التي تستوفىها البلدية مباشرة من المكلفين	٣٥,٠٠٠,٠٠٠	٥٥,٠٠٠,٠٠٠
مجموع الحصة من الصندوق البلدي المستقل	١,٣٠٠,٠٠٠,٠٠٠	١,٤٠٠,٠٠٠,٠٠٠
الرسوم التي تستوفىها الدولة أو المصالح المستقلة أو المؤسسات العامة أو الخاصة وتؤديها مباشرة إلى البلدية المعنية	١,٧٥٠,٠٠٠,٠٠٠	١,٨٠٠,٠٠٠,٠٠٠
مجموع الواردات	١,٨٢٠,٠٠٠,٠٠٠	١,٩٤٠,٠٠٠,٠٠٠
النفقات الادارية	٢٨,٠٠٠,٠٠٠	٣٠,٠٠٠,٠٠٠
المخصصات والرواتب والأجور	١٨,٠٠٠,٠٠٠	١٩,٥٠٠,٠٠٠
نفقات الخدمات والمساعدات والصيانة	١٦٠,٠٠٠,٠٠٠	١٥٠,٠٠٠,٠٠٠
نفقات المشاريع الإنشائية	١٢٠,٠٠٠,٠٠٠	١١٨,٠٠٠,٠٠٠
مجموع النفقات	٦٠٠,٠٠٠,٠٠٠	٦٠٥,٠٠٠,٠٠٠

\* الرجاء التنبيه الى تعبئة السنين المناسبة في الصف الاول

## القسم الرابع: الحكم الرشيد

١٨. هل تنشر البلدية الموازنة السنوية وقطع الحساب؟ (الرجاء تزويدنا بنسخة في حال النشر)

نعم	كلا	
<input checked="" type="checkbox"/>	<input type="checkbox"/>	الموازنة السنوية
<input type="checkbox"/>	<input checked="" type="checkbox"/>	قطع الحساب

\* عند اختيار الجواب "نعم" الرجاء ابراز وثائق تثبت أن البلدية تنشر الموازنة أو قطع الحساب

١٩. ما هي وسيلة نشر الموازنة؟

☒ انترنت ☐ متاح للعموم ☐ غيره

٢٠. ما هي وسيلة نشر العقود والمناقصات؟ (الرجاء تزويدنا بنسخة)

☒ الجريدة ☒ لوحة الاعلانات ☐ الراديو ☐ انترنت ☐ غيره

\* الرجاء ابراز وثائق تثبت أن البلدية تنشر العقود والمناقصات بحسب الوسائل التي يتم اختيارها

٢١. هل تعلن قرارات المجلس البلدي للعموم؟ (الرجاء تزويدنا بنسخة على سبيل المثال)

☒ نعم ☐ كلا

٢٢. هل هناك وسائل معتمدة لاستلام الشكاوى والاعتراضات من الاهالي؟ (الرجاء تزويدنا بنسخة على سبيل المثال)

☐ نعم ☒ كلا

ان كان الجواب نعم، ما هو عدد الشكاوى المتلقى خلال السنة الاخيرة: X

٢٣. هل لدى البلدية برنامج توأمة مع بلدية أخرى؟

☒ نعم ☐ كلا

ان كان الجواب نعم، فبأي بلد تقع البلدية الاخرى؟ فرنسا

٢٤. هل للبلدية موقع الكتروني؟

☒ نعم ☐ كلا

ان كان الجواب نعم، ما هي أهم الأوجه الاساسية لاستعمال الموقع؟

☒ نشر جداول الدفع ☒ نشر مشاريع البلدية ☐ نشر الاخبار الطارئة ☐ استقبال الشكاوى

## القسم الخامس: مشاريع التنمية والخدمات

٢٥. هل تم انشاء مكتب تنمية محلية ضمن البلدية؟

☐ نعم ☒ كلا

ان كان الجواب نعم،

ما هو عدد الموظفين في المكتب؟ X

ما هو عدد المشاريع المنجزة من قبل المكتب خلال السنوات الثلاث الاخيرة؟ X

٢٦. هل لدى البلدية:

☒ مخطط استراتيجي

☐ خارطة تصنيف الأراضي

☐ مخطط توجيهي

☒ رؤية للبلدية

☐ خطة لمواجهة الكوارث الطبيعية

٢٧. ان كان للبلدية رؤية، هل تم تطويرها بمشاركة:

☒ المجتمع المحلي (جمعيات، لجان أحياء، تعاونيات، لجان غير رسمية)

☒ القطاع الخاص

☐ الجهات المانحة

☐ غيره

٢٨. بالنسبة للمرافق العامة:

مرافق عامة	العدد الحالي	لدى البلدية خطة لانشاء المزيد
حدائق عامة	١	<input checked="" type="checkbox"/>
مكتبة عامة	٢	<input type="checkbox"/>
حضانة أطفال عامة	٠	<input checked="" type="checkbox"/>
أسواق تجارية عامة	١	<input type="checkbox"/>
غيره	٠	<input type="checkbox"/>

٢٩. هل البلدية مؤهلة في القطاعات التالية:

نعم	ليس بما فيه الكفاية	كلا	
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	الطبابة والاستشفاء
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	التربية
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	بنية تحتية وطرق

٣٠. ان كانت البلدية تابعة لاتحاد بلديات، ما هي أنواع المشاريع التي يتم تنفيذها حالياً؟

- ☐ النفايات الصلبة
- ☐ موارد مياه الشفة
- ☐ المياه البتذلة
- ☐ شبكة الطرقات
- ☐ المسلخ
- ☐ السياحة البيئية
- ☐ غيره

٣١. ان كانت البلدية تابعة لاتحاد بلديات، ما هي أهم العراقيل أمام تنفيذ مشاريع في الاتحاد؟

- ☐ لم يتم البدء بأي مشروع من قبل الاتحاد
- ☐ ليس للاتحاد أي موارد مادية للبدء بمشاريع
- ☐ لم تتم الموافقة على المشاريع من قبل مجلس الاتحاد
- ☐ غيره

\*الاجابة على السؤالين ٣٠ و ٣١ اذا كانت البلدية تابعة لاتحاد بلديات، وعدم الاجابة ان لم تكن البلدية تابعة لاتحاد

٣٢. ما هي أهم العراقيل أمام تنفيذ مشاريع في البلدية؟

- ☒ عدم وجود الموارد البشرية المختصة لاقتراح مشاريع انمائية
- ☒ ليس للبلدية أي موارد مادية للبدء بمشاريع
- ☐ عدم الاستقرار الامني
- ☐ غيره

## Appendix B – The Participating Municipalities

The below table exhibits a list, by governorate, of the municipalities that participated in this study.

**Table 32: List of the municipalities that participated in the study**

المحافظة	البلدية
بيروت	
	بيروت
البقاع	
جبل لبنان	عانا
	القرعون
	عين التينة
	قرحا
	عين عرب
	كوكبا بو عرب
	العين
	قب الياس وادي الدلم
	الهامل
	كفرقوق
	القصر
	خربة قنارفار
	الخيارية
	خربة روحا
	اللبوة
	قليلة والحرفوش
	المنصوره
	قوسايا
	المسعودية
	قصرنبا
	المحيثية
	لبايا
	الرام - الجبانية
	معربون
	الصويري
	مجدل بلهيص
	عميق
	مكسة
	عيتا الفخار
	مقراق
	بعلبك
	نحلة
	باب مارع
	راس بعلبك
	بدنايل
	رمانسا
	بيت لهيا
	سعدنايل
	بوارج
	سرعين التحتا
	شليفا
	دورس
	عرسال
	شمسطار
	فيسبان
	صغبين
	حوش الحريمة
	طلليا
	حوش النبي
	طاريا
	حوش بردى
	وادي فعرة
	حوش الرافقة
	يحمير
	حوش سنيد
	يونين
	جب جنين
	كامد اللوز

المحافظة	البلدية
	اغميد
	عين الجديدة
	عين الرمانة
	عين الريحانة
	عين دارة
	عين السيدة
	عين قني
	عجلتون
	العاقورة
	العيرون
	اليوشرية
	البيهر
	البرجين والمريجات
	الدكوانة
	الفنار
	الحويش
	الجاهلية
	الخريبة
	الكنيسة
	القرية
	المشرف
	المتين ومشيا
	المطلة
	الناعمة
	الناعمة - حارة الناعمة
	الرابية
	الرجمة
	السمقانية
	الشبانية
	الشيح
	الورهانية
	الزلقا عمارة شلهوب
	البربارة
	البوار
	عاليه
	الغابات والرويسات
	المنصف
	عمشيت
	دبرسريان
	دفون
	عيناب
	اهمج
	عنايا كفر بعال
	غريفة
	حارة جندل
	حاصبيا
	حومال
	حراجل
	جدرا
	جبيل
	جديدة الشوف
	الجديدة - هرهريا والقطين
	جعيتا
	الجية
	جوار الجوز
	الكحالة
	كفر فاقود
	كفرنبرخ
	كفر سلوان
	كفردبيان
	قبيع
	قرطاضة
	لحفد
	المعاصر
	مجدل العاقورة
	مار شعيا والمزكة
	مرجبا
	ميفوق
	ميروبا
	مزبود
	مزرعة السيد
	رأس أسطا
	رمحالا
	رويسة النعمان
	رويسة البلوط
	صوفر

المحافظة		البلدية
	عميق	سرجبال
	عاريا	شاناي
	ارصون	شملان
	عثرين	سن الفيل
	بعبداء - اللويزة	تجربة
	بعبدات	وادي الست
	بعقلين	يحنوش
	بعشميه	زوق مكاييل
	بعاصير	بسابا
	بدغان	بشامون
	بتلون	بتاتر
	بطمة	بتخنيه
	بطشيه والمرداشة	بزبدین
	بيت الدين	دلهون
	بكفيا المحيثة	ديك المحدي
	بحمدون	دير دوريت
	بلاط - قرطبون - مستيتا	دير الحرف
	برج حمود	برمانا
النبطية		
	عين قنيا	جديدة مرجعيون
	الفرديس	جبشيت
	الهبارية	كفردونين
	الكفور	كفر حمام
	الخيام	كفرتبنيث
	القصيبة	خربة سلم
	النبطية	مرج الزهور
	انصار	مركبا
	عربصاليم	رامية
	عين الجبل	رب ثلاثين
	بني حيان	صربا
	بيت ياحون	الصوانة
	بنت جبيل	شقرا
	برج الملوك	شبعبا
	دبين	شوكين
	دير الزهراني	يارون
	عبا	زفتا
	عزة	حاريص
	حمانا	

المحافظة		البلدية
الشمال		
	عفصديق	جديدة الجومة
	عين الزيت	جبر ايل
	عين يعقوب	قبعيت
	عينطورين	قلحات
	اجدبرا	قنات
	أكروم	كرم عصفور
	العمائر - رجم عيسى	كرم عصفور - بيت غطاس - مزرعة النهرية
	برباره	قرصيتا
	البثرون	كفريا
	الفرض	كفر عبيدا
	الغزيلة	كفر حاتا
	الحيصا	كفر حزير
	الهرى	كفر حيو
	الحميرة	كفر حي
	القنطرة	كفر قاهل
	الكويخات	كفر صغاب
	القريات	خربة داود
	المجدل	كور
	المسعودية	مجدلا
	المنيه	مار توما
	المحمرة	مركبتا
	الميناء	مشتى حسن
	النفيضة	مجدليا
	النهرية وبستان الحرش	ممنع
	النخلة	متريت
	العيون	مزيارة
	الشيخ محمد	السفيرة
	الشيخ طابا	رحبة
	التليل	سفينة الدريب
	الزواريب	سيسوق
	أميون	سلعاتا
	عندقت	شربلا
	عرقا	شاتين
	آسيا	تل عباس الغربي
	عزقي	تلعباس شرقي
	بحويتا أفقا وبشنتاتا	تلة شطاحة
	برقايل	تنورين



المحافظة		البلدية
	بزعون	طاران
	بشري	طورزا
	بدنايل	طرابلس
	بينو - قبولا	زان
	بقاعصفرين	زغرتا اهدن
	بشمزين	زوق الحصنية
	زوق بحنين وريحانية المنية ومزرعة أرطوسة	دير عمار
	بكفتين	عبرين
	بقرصونة	إده
	بقرزلا	ايلات
	بنشعي	عرجس
	بتعبورة	عيات
	بزيزا	فيح
	ضهر القنبر	فنيديق
	دنبو	حدث الجبه
	دار بشمزين	حدشيت
	داريا بشنين	حقل العزيمة
	دوير عدونية	حردين بيت كساب
	دير بلا	حرار
	ايعال	
الجنوب		
	عازور	قيتولي
	عين بعال	مجدلزون
	العباسية	مزرعة مشرف
	البستان	الرشكانية
	الحلوسية	روم
	الكنيسة	سلعا
	اللوية	شبحين
	المكنونية	طورا
	السكسية	صور
	الشعيتية ومالكه الساحل	وادي جزين
	ارزون	يارين
	باتوليه	بكاسين
	بدياس	دير قانون النهر
	بنواتي	جبال البطم