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LITANI RIVER BASIN MANAGEMENT SUPPORT PROGRAM

ESTABLISHMENT OF A WATER FEDERATION OF MUNICIPALITIES

UPDATE APRIL 2014
This report was produced for review by the United States Agency for International Development (USAID). It was prepared by International Resources Group (IRG) under Contract EPP-I-00-04-00024-00 order no 7.

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ACRONYMS

IRBM	Integrated River Basin Management
IRG	International Resources Group (prime contractor under LRBMS)
IWRM	Integrated Water Resources Management
LRA	Litani River Authority (also ONL Office National du Litani)
LRBMS	Litani River Basin Management Support (USAID-funded project)
MEW	Ministry of Energy and Water
NGO	Non-Governmental Organization
RWE	Regional Water Establishment
USAID	US Agency for International Development

FOREWORD

This report was prepared by LRBMS with input from "Tathmeer, an empowerment Foundation", a Lebanese NGO specialized in empowering individuals, communities, and Municipalities for a sustainable future. The Litani River Basin Management Support (LRBMS) program is a USAID-funded program in Lebanon (Contract EPP-I-00-04-00024-00 Task Order No.7) under the Integrated Water and Coastal Resources Management Indefinite Quantity Contract (IQC) II. International Resources Group (IRG) is the main contractor for the implementation of LRBMS.

EXECUTIVE SUMMARY

PROGRAM BACKGROUND

The LRMBS Program is a four-year program to improve water management in the Litani River Basin in the Bekaa. It is implemented by IRG, in cooperation with LRA, and is funded by USAID. The program began in October 2009 and has four components: building institutional capacity for IRBM, water monitoring, irrigation management, and risk management.

WATER ISSUES IN THE LITANI RIVER BASIN

The Litani River is the largest river in Lebanon and drains the central and south Bekaa Valley. Its water resources have been used for centuries but more intensively harnessed for human needs since the 1960s, notably through the construction of the Qaraoun Dam.

The Litani River Basin is today experiencing extensive pollution, from raw urban wastewater, haphazard garbage dumping, untreated industrial sewage, and agricultural pollution. This situation presents a threat to public health as water pollution propagates to soils, crops, and animals, and an obstacle to the socio-economic development and well-being of riparian communities.

Human use of water has also increased drastically since the 1970s, as confirmed by significant decrease in river summer flows and substantial groundwater depletion, chiefly for irrigation purposes. As population and water demands keep increasing, the question of fairly allocating decreasing water volumes is a difficult decision, especially since the Litani waters are to supply other regions of Lebanon including Beirut and the South.

Beyond quality and quantity issues, water management in Lebanon suffers from:

- A focus on engineering projects/constructions as tangible/visible outcomes, while management reforms are avoided, even if much cheaper and often more efficient;
- A lack of leadership and political will to address critical issues (e.g. low or inexistent water and wastewater tariffs);
- An overall lack of staff and capacity in governmental agencies, compounded by insufficient coordination and low accountability; and
- The usual top-down management which centralizes decision power and stifles initiative.

Solutions do exist to reverse negative trends and establish sustainable water management practices so that all water users can equitably access and benefit from water resources:

- Infrastructure development: much needed, but far from enough to address all water issues;
- Monitoring and enforcement: to control withdrawals, and prevent harmful releases;
- Improving water governance (incomplete laws, unclear institutional roles, staff and capacity shortages, and poor coordination combine to prevent effective water management); and
- Finally and essentially, awareness and stewardship to change the behaviors of water users. **Water users are the issue since they pollute and waste water. How can one hope to solve the water issue without involving them?**

Only a combination of these four approaches can successfully address water issues in the LRB, mitigate their impacts and reverse their causes to ensure sustainable and equitable use of water resources. **This comprehensive approach is called Integrated River Basin Management (IRBM).**

WATER GOVERNANCE FRAMEWORK IN LEBANON

The water governance framework involves all Lebanese laws, institutions, and policies which guide water management. Assessing these is key to understand the current water management situation in Lebanon.

Many laws regulate water management in Lebanon, of which the main one is the recent Law 2000/221 which reorganized the water supply sector. The water legal framework remains however inconsistent and incomplete. In the words of the Word Bank: "The current regulatory instruments are inadequate to promote the sustainable management of water resources. Laws and regulations governing water resource management are not up-to-date to deal with emerging issues such as acquired water rights, (…) pollution control, (…) and groundwater monitoring and regulation."[1]. Understanding that water management is more than just building dams and plants, Lebanese water laws are much insufficient to guide water agencies in performing essential water activities such as monitoring and enforcement, awareness raising, and participation.

Institutional management of water resources in Lebanon is primarily, and by default, the responsibility of the Ministry of Energy and Water (MoEW), even if many other agencies are involved in different ways. Actual water activities by these water entities are often differ from legal mandates, suffer from poor capacities, and are often disorganized, thus resulting in poor performance. The current water institutional setting in Lebanon is very centralized with limited coordination among the main agencies, a serious lack

1 World Bank, Lebanon Water Sector: Public Expenditure Review, 2010

of field staff, and little to no involvement of local administrations such as Municipalities. One example is the lack of coordination in the construction of wastewater networks and treatment plants, which results in inappropriate, idle, or at best poorly operated facilities.

Lastly Lebanese water policies are often inadequate. First strategic planning narrowly focuses on infrastructure development. Second the overall performance of governmental agencies and staff is weak, due to the absence of monitoring and accountability as well as widespread patronage-based hiring and promotion. In its recent Country Water Sector Assistance Strategy[2], the World Bank specifically questioned the feasibility of the NWSS due to the lack of:

- Focus (NWSS is very costly, and unrealistic even with donor funding);
- Implementation capacity (notably staff capacity) to achieve tangible effective results;
- Accountability, to monitor performance of agencies and staff, and improve over time; and
- Participation of water users and local organizations, to ensure proper coordination and higher success of water activities and projects, and raise awareness to change water use practices.

The poor water governance situation is unlikely to evolve without Lebanese citizens getting involved, first individually to act responsibly and change their polluting and wasting water practices and behaviors, second collectively to address local water issues, and third to engage their leaders to improve water laws, institutions and policies. Municipalities are the main local representatives of residents and water users and thus have an important role to play. Supporting this, the ancient yet valid Municipal Act (1977) provides them with responsibilities regarding hygiene/public health and thus water pollutions and infringements. Municipalities are thus permitted if not responsible for taking action on water issues.

WATER USER PARTICIPATION & MUNICIPALITY INVOLVEMENT

Water user participation is about residents and water users being listened to and informed if not involved during planning, design, implementation and operation of water projects/activities. Such participation:

- Involves residents and water users and leads them to understand the consequences of inadequate water practices and to adopt better ones (in terms of water use efficiency and pollution control);
- Turns water decision-making into a transparent/openly negotiated political process among competing interests (not a centralized, disconnected, closed-door, engineering/politicking one);

[2] World Bank, Lebanon Country Water Sector Assistance strategy, 2012

- Improves chances for success as most groups/parties are involved in the decisions, commit to them, get clear roles and responsibilities, and coordinate for implementation; and thus
- Improves overall water management performance.

The main rationale for empowering Municipalities is that experience has shown that there is no substitute for physical proximity and familiarity for local conditions, residents and water users when it comes to both selecting actions and ensuring their effective implementation and monitoring. Unlike Ministries, who are often disconnected from field reality, Municipalities have to explain their decisions, and can be held accountable in the next elections.

Subsidiarity

Effective governance relies on delegation and subsidiarity. It is the idea that central agencies should focus on providing a strategic framework, on setting national priorities and standards, and then assist and supervise regional and local administrations operating within the framework to provide basic services such as water and sanitation, garbage collection and disposal, public transportation, etc, as is done effectively in many countries.

RATIONALE FOR A WATER FEDERATION OF MUNICIPALITIES

In Lebanon, legacies from both Ottoman rule and French Protectorate have lead to strongly centralized decision-making without coordination with local/regional entities, even if this type of governance has worldwide proved ineffective and been abandoned (even in France since 1982 Decentralization Law).

Since municipal elections were reinstated in Lebanon in 1998, they have reinvigorated municipal life, and engaged citizens at the local level. Municipalities however remain constrained administratively and fiscally. Most of the 985 municipalities do not have the administrative capacity to provide any public services.

In the past year, the Litani River Basin Municipalities have, with support from LRA and from LRBMS Program, developed and endorsed a River Basin Management Plan. The question is now to see how Municipalities can advocate for implementation of this Action Plan and for more involvement in water management, and also prepare themselves to the new role.

By coming together, Municipalities can:

- Pool resources, such as staff, capacity, and funds, and achieve economies of scale;
- Coordinate their actions;
- Implement jointly awareness raising and concrete activities; and
- Advocate with more weight for Municipalities' involvement in water planning and management.

OPTIONS FOR A WATER FEDERATION

Three options have been explored to federate Municipalities in the Litani River Basin:

- An informal Coalition, a platform for coordination, but without legal structure;
- A very formal Union of Municipalities, which is allowed by the Municipal Act as a "Super-Municipality" (several of these already exist in the Litani River Basin);
- A formal, but more flexible Non-Governmental Organization.

These three options provide each different advantages and constraints:

	COALITION	FEDERATION	NGO
Time required for establishment	Short	Long	Reasonably short
Official approval needed for establishment	No	Yes (Council of Ministers)	Yes (only Ministry of Interior)
Legal entity	No	Yes	Yes
Binding decisions (for municipalities)	No	Yes	No
Easiness to hold meetings and internal communications	Yes	No	Yes
Autonomous approbation of projects	Yes	No	Yes
Possible involvement of water user representatives and civil society organizations	Yes	No	Yes
Hiring/staffing	No	Yes but lengthy	Yes
Independent subcontracting of private companies/consultants	No	No	Yes
Direct contact with donors, receipt of aids	Yes but through individual Municipalities	Yes	Yes
Grants to municipalities or associations		Yes	Yes
Financial autonomy	Yes	No	Yes
Resolution of conflicts in civil court, not public administration court	No	No	Yes
Independent External Communications	Yes	No	Yes

For effective coordination, action, and advocating, the option NGO is by far the preferable one. It also allows a future opening to business and farmer leaders, as well as other water user representatives.

LRBMS SUPPORT FOR THE FORMATION OF THE LRB WATER FEDERATION

As referenced above, LRBMS was able during the progress of the project to identify and mobilize a number of active municipalities at the Litani Basin that were willing to participate in the enhancement of the water governance process at LRB. LRBMS facilitated a number of meetings between municipalities and other stakeholders at LRB to identify, discuss, and document the challenges at LRB. One important result of these meetings was the development and endorsement by municipalities of the above mentioned Litani River Basin management plan. The other important result was that during the last year of the project, nine LRB Mayors from the villages of Anjar, Baalbeck, Bar Elias, Ferzol, Joub Jenine, Marj, Qaraoun, Saghbine, and Zahle, decided to form the Water Federation of the Litani Municipalities and register it as a NGO. LRBMS drafted a protocol (Annex 4), as well as laws and bylaws (Annexes 7 and 8) to assist the process. As of LRBMS's closure in April 2014, this was ongoing. Mayors submitted a request to the Ministry of Interior and Municipalities and were awaiting feedback and official confirmation/registration.

LRBMS organized in February 2014 a second study tour to France. The Mayors from the LRB Water Federation participated and met with several French River Basin Committees. After discussions, an agreement was agreed upon with RES'EAU 34, a network of 11 River Basin Committees (RBCs) around the town of Montpellier.

This agreement (signed in French) is meant to support improved water management in the LRB through a higher participation of water users, communities and Municipalities in the decision-making processes. The agreement was signed even if the Water Federation does not yet officially exist as per Lebanese Law. The overall goal of this partnership is for the LRB Municipalities to first receive support (notably mentoring) through administrative co-operation and thus build their own institutional capacity, and second for the two entities to jointly research sources of financing for further technical assistance, with hopefully concrete activities in the LRB, and possibly mutual visits or more formal study tours.

ملخص تنفيذي

خلفية البرنامج

ليس من المرتقب أن يبقى وضع ادارة المياه العقيق يسير دون اشراك المواطنين اللبنانيين أولا بشكل فردي للتصرف بشكل مسؤول وتغيير سلوكهم وممارسا تهم بتلويث المياه وهدرها و ثانيا جماعيا لمعالجة مشاكل المياه المحلية و ثالثا لحث زعمائهم على تحسين قوانين المياه و مؤسساتها و سياساتها.

فالبلديات هي الممثلة المحلية الرئيسية للسكان و لمستعملي المياه و بالتالي فان قانون المياه القديم (

التبعية

تعتمد الحكومة الفعلية على التفويض و التبعية. فالإدارات المركزية يجب ان تركز على تأمين اطار استراتيجي و و ضع أولويات و معايير و طنية و بالتالي تساعد و تشرف على الإدارات الأقليمية و المحلية التي تعمل ضمن الإطار لتؤمن الخدمات الأساسية كالمياه و الصرف الصحي و جمع النفايات الصلبة و التخلص منها و النقل العام الخ... ما هو معمول به في العديد من البلدات

الأسباب الموجبة لإنشاء اتحاد بلديات للمياه

فـي لبنان أدى ارث الحكم العثماني و الإنتداب الفرنسي الى مركزية قوية في اتخاذ القرارات دون التنسيق مع الهيئات المحلية / المناطقية بالرغم من ان هذا النوع من الإدارة أثبت عدم فعاليته عالميا وتم التخلي عنه (حتى في فرنسا منذ

نعم	لا	نعم	امكانية الإشراك العام لممثلي مستعملي المياه و المنظمات المدنية غير الحكومية
نعم	نعم إنما يتطلب وقتا طويلا	لا	التوظيف/ و استئجار العاملين فيها
نعم	لا	لا	حرية التلزيم للشركات الخاصة/ للإستشا ريين
نعم	نعم	نعم و لكن كل بلدية على حدة	اتصال مباشر مع الجهات المانحة وقبول المسعدات
نعم	نعم	نعم و لكن كل بلدية على حدة	المنح للبلديات و الجمعيات
نعم	لا	نعم	استقلالية مالية
نعم	لا	لا	حل المششكل في المحاكم المدنية العادية و ليس في المحاكم الإدارية
نعم	لا	نعم	حرية الإتصال الخارجي

إن خيار الجمعية غير الحكومية هو الأفضل من أجل تنسيق الفعلي وسرعة العمل و إتخاذ القرارات وهو يسمح باجراء الأعمال وبانتساب مزارعين رواد و غيرهم من ممثلي مستعملي المياه.

مساهمة

1. INTRODUCTION

1.1. AUTHORIZATION

International Resources Group (IRG) was contracted by USAID/Lebanon (Contract EPP-I-00-04-00024-00 Task Order No. 7) under the Integrated Water and Coastal Resources Management Indefinite Quantity Contract (IQC) II to implement the Litani River Basin Management Support (LRBMS) Program. The period for performance of the contract is September 29, 2009 to September 30, 2013.

1.2. PROGRAM OBJECTIVES

The purpose of the LRBMS Program is to set the ground for improved, more efficient and sustainable basin management at the Litani river basin through provision of technical support to the Litani River Authority and implementation of limited small scale infrastructure activities.

The LRBMS program is part of USAID's increasing support for the water sector in Lebanon. The Litani River Basin suffers the fate of many river basins around the world: increasing demands compete for limited natural resources. Groundwater over-exploitation, deforestation and overgrazing, unplanned urban sprawl, untreated wastewater effluents, and unsustainable agricultural practices contribute to environmental degradation in the form of declining water and soil quality.

Solutions do exist to reverse these trends and establish sustainable management practices. The key to successfully implement such solutions requires applying the principles of Integrated Water Resources Management (IWRM) through a single river basin authority rather than multiple agencies responsible for different aspects of water management as is the case in many countries. Fortunately, the existence of the Litani River Authority (LRA) provides a unique platform to become such an IWRM river basin authority that will mobilize stakeholders in the river basin and address these challenges in an integrated manner.

Successful implementation of LRBMS will prepare the LRA to assume the role of an integrated river basin authority upon the removal of the present legal constraints.

1.3. PROGRAM COMPONENTS

LRBMS works with national and regional institutions and stakeholders to set the ground for improved, more efficient and sustainable basin management at the Litani River basin. The LRBMS technical assistance team provides technical services and related resources to LRA in order to improve their

planning and operational performance and equip them with the necessary resources for improved river basin management.

To achieve the program objectives, LRBMS undertakes activities grouped under the following four components:

1) Building Capacity of LRA towards Integrated River Basin Management
2) Long Term Water Monitoring of the Litani River
3) Integrated Irrigation Management with two sub-components:
    a. Participatory Agriculture Extension, implemented on a Pilot Area, the West Bekaa Irrigation Management Project
    b. Machghara Plain Irrigation Plan
4) Risk Management with two sub-components:
    a. Qaraoun Dam Monitoring System
    b. Litani River Flood Management Model

1.4. PURPOSE AND CONTENTS OF THE REPORT

The present report details the benefits and options for establishing a water federation of Municipalities in the Litani River Basin. Beyond the current introduction, it includes four more chapters:

- Chapter 2 provides some background as to the current water issues in the LRB;
- Chapter 3 details the current water framework in Lebanon;
- Chapter 4 explains the rationale for a water federation; and
- Chapter 5 presents the available options for a federation and LRBMS' recommendation.

2. BACKGROUND

2.1. WATER ISSUES IN THE LITANI RIVER BASIN

2.1.1. QUALITY AND QUANTITY

The Litani River is the largest river in Lebanon and drains the central and south Bekaa Valley. Its water resources have been used for centuries but more intensively harnessed for human needs since the 1960s through the construction of the Qaraoun Dam.

The Litani River Basin is today experiencing extensive pollution. A walk along the river reveals:

- Direct release of raw urban wastewater;
- Extensive and haphazard garbage dumping;
- Uncontrolled discharges of untreated industrial sewage; and
- Lack of riverbed maintenance, infringements and unauthorized diversions.

These activities are often illegal but the lack of enforcement and alternatives leads water users to behave so. The river is now a threat to public health as water pollution propagates to soils, crops, and animals, as well as an obstacle to the socio-economic development and well-being of riparian communities.

A water balance of the upper Litani River Basin shows that human pressure on water resources has increased drastically since the 1970s, as confirmed by:

- Significant decrease in river flows, due to increased surface water withdrawals, through tapping of springs and direct pumping from the river, chiefly for irrigation purposes; and
- Substantial groundwater depletion, due to extensive pumping both for domestic and irrigation needs.

These are evident indicators of unsustainable water allocation practices in the Litani River Basin. As population and water demands keep increasing, the question of fairly allocating decreasing water volumes is an increasingly difficult decision which calls for transparent discussions and planning, especially since the Litani waters are asked to supply other regions of Lebanon including Beirut and the South.

2.1.2. MANAGEMENT

Beyond quality and quantity issues, the management of water resources in the Litani River Basin suffers from:

- A technical and political focus on engineering projects/constructions as tangible/visible outcomes, while management reforms are avoided, even if much cheaper and often more efficient;
- A lack of leadership and political will to address critical issues and take difficult decisions (e.g. water tariffs), especially if these would be unpopular and/or challenge special interests (e.g. private water suppliers);
- An overall lack of staff and capacity in governmental agencies, both at technical and managerial levels, compounded by insufficient coordination and low accountability, with multiple agencies implementing separately water projects and activities but none liable for shortcomings and deficiencies; and
- The usual top-down management which centralizes decision power and stifles initiative.

2.2. SOLUTION IS IWRM-IRBM

Solutions do exist to reverse negative trends and establish sustainable water management practices so that all water users can equitably access and benefit from water resources:

- Infrastructure development (construction of networks and plants) is much needed, but is far from enough; because operation and maintenance is often deficient, while infrastructure cannot address issues such as diffuse agricultural pollution;
- Monitoring and enforcement are also necessary to control withdrawals and releases, and prevent harmful uses such as industrial discharges and groundwater over-extraction;
- Improving water governance is critical in Lebanon since incomplete laws, unclear institutional roles, staff and capacity shortages, and poor coordination combine to prevent effective water management; and
- Finally and essentially, the mitigation and eventual resolution of current and future water challenges require awareness and stewardship, i.e. changes in the behaviors of water users once they understand the consequences of their actions and feel responsible. **Water users are the issue since they pollute and waste water. How can one hope to solve the water issue without involving them?**

Only a combination of these four approaches can successfully address water issues in the Litani River Basin, mitigate their impacts and reverse their causes to ensure sustainable and equitable use of water resources. **This type of combined effort is called Integrated Water Resource Management (IWRM).** When this approach is implemented at the level of a river basin, it is then called **River Basin Management (IRBM).**

IRBM is based on the fact that a water basin is a closed system where all inputs are from precipitations (except for man-made basin transfers), and all outputs are:

- Direct evaporation (which may include some evapotranspiration from forests and prairies)
- Groundwater infiltration (of which some comes back through springs and well pumping);
- Consumptive human uses (evapotranspiration from crops, other evaporation losses from residential and industrial uses); and
- River flow at the outlet (junction with another river or outlet to the sea).

Under this assumption, it is pretty easy, even with limited data, to come up with a water budget showing availability and current uses of water resources, as basic information to discuss sustainable use (so that human uses do not surpass availabilities, as currently occurs in many river basins, notably the LRB).

This approach also promotes water user participation. In many places (notably all over Europe since the 2000 European Water Framework Directive), water planning rests on the development and implementation of a River Basin Management Plan, mostly by a River Basin Committee or Commission involving Municipalities and other decentralized entities. This approach is more effective, better understood and supported by residents and water users (but it took about 10 years in France for Mayors to understand their new leadership responsibility, beyond the simple requestor/beneficiary role).

3. LEGAL & INSTITUTIONAL FRAMEWORK FOR WATER MANAGEMENT IN LEBANON

3.1. WHAT IS WATER MANAGEMENT?

Before examining the legal and institutional framework for water management in Lebanon, it is worth defining what water management entails. The five core functions and sub-functions for effective Water Resource Management are:

1. **Organizing and building capacity in the water sector**
   - 1.1 Creating and modifying an organizational structure
   - 1.2 Assigning roles and responsibilities
   - 1.3 Setting national water policy
   - 1.4 Establishing linkages among sub-sectors, levels, and national sub-regions
   - 1.5 Establishing linkages with neighboring riparian countries
   - 1.6 Building public and political awareness of water sector issues
   - 1.7 Securing and allocating funding for the sector
   - 1.8 Developing and utilizing well-trained water sector professionals
2. **Planning strategically**
   - 2.1 Collecting, managing, storing and utilizing water-relevant data
   - 2.2 Projecting future supply and demand for water
   - 2.3 Designing strategies for matching expected long-term water supply and demand and dealing with shortfalls (including drought mitigation strategies)
   - 2.4 Developing planning and management tools to support decision making
3. **Allocating water**
   - 3.1 Awarding and recording water rights and corollary responsibilities
   - 3.2 Establishing water and water rights transfer mechanisms
   - 3.3 Adjudicating disputes
4. **Developing and managing water resources**
   - 4.1 Constructing public infrastructure and authorizing private infrastructure development
   - 4.2 Forecasting seasonal supply and demand and matching the two
   - 4.3 Operating and maintaining public infrastructure according to established plans and strategic priorities
   - 4.4 Applying incentives and sanctions to achieve long and short term supply/demand matching (including water pricing)
   - 4.5 Forecasting and managing floods and flood impacts

5. **Regulating water resources and services**
   - 5.1 Issuing and monitoring operating concessions to water service providers
   - 5.2 Enforcing withdrawal limits associated with water rights
   - 5.3 Regulating water quality in waterways, water bodies, and aquifers (including enforcement)
   - 5.4 Protecting aquatic ecosystems
   - 5.5 Monitoring and enforcing water service standards

3.2. LEGAL WATER FRAMEWORK

3.2.1. MAIN RELEVANT WATER LAWS AND BYLAWS

The main relevant Laws and Bylaws for water management in the LRB are, in chronological order:

- 1870-76 Ottoman civil code (Medjelleh), inspired by the Napoleonic Code, the Sharia and other texts and customs; some of its provisions are still valid today:
  - All water resources belong to the public domain, the main riverbeds also (while small or intermittent streams can be private);
  - Thirst quenching principle allows humans and animals (in small numbers) to drink from any waterway, even private;
  - Irrigation Principle allows anyone (within reason) to irrigate from public rivers and lakes;
  - Water use rights may be sold along with land ownership.
- French Mandate decrees:
  - 1932/16 and 1935/2280 Decrees on principles of Public Health, which defines protection areas for drinking water sources, and methods for collection of wastewater and solid waste.
  - 1933/2761 Decree on discharge of wastewater and sewage, which forbids raw discharge into streams or into the sea, unless specifically authorized by the government.
- 1954/? Law establishing the Litani River Authority ("Office National du Litani"), which was slightly updated in 1955 and 1996.
- 1966/20 Law establishing the Ministry of Energy and Water, but which was updated by Law 2000/221.
- 1970/14438 Decree on regulating water exploration and usage, the drilling of wells and their operation would require Ministerial authorization.
- 1970/14522 Decree allocating water resources from the Litani River to all needs in southern half of Lebanon (including Beirut); this decree is clearly outdated considering that the current water needs now exceed available resources, but still applies.

- 1977/118 Municipal Act (Decree-Law) defining the nature, operation, and responsibilities of Municipalities; these are supposed to be legal entity both financially and administratively autonomous; they collect local taxes/fees, manage municipal funds, and deal with public interest issues such as:
    - Collecting and disposing of garbage, building and operating dumping sites;
    - Build the wastewater collection network and connect it to treatment plants;
    - Planning, improving, and maintaining the street network;
    - Establishing and maintaining public buildings/places such as gardens/parks, sports facilities, playground, toilets, museums, hospitals, dispensaries, shelters, libraries, etc.;
    - Establish and manage public schools, nurseries, and technical schools; cultural and artistic institutions;
    - Organize and manage local means of public transportation.
    - Fine violations to all laws and resolutions regarding public safety and health.
- 2000/221 Law reorganizing the water sector It notably updated and clarified the regulatory authority of the MoEW and merged the 21 pre-existing water authorities into four Regional Water Establishments (North, South, Bekaa and Beirut-Mount Lebanon). But this Law did not clarify the respective roles of RWEs and Municipalities and the coordination between them. An opinion (2004/40) from the Ministry of Justice confirmed that the RWES were responsible for water supply and wastewater management.

Worth mentioning is also a draft Water Code drafted in 2005 with French support; this Code promotes an integrated approach to water resource management, providing for a "global approach" to water issues, promoting the "user pays" and "polluter pays" principles; and defining River Basin Plans, thus promoting decentralized/regional water planning. This draft Water Code would specifically:

- Provide GoL with the authority to oversee and regulate water quality (underground and surface), sanitation, potable water provision, drought and flood management, as well as water uses for all needs, and to protect aquatic ecosystems;
- Create a National Water Council, consisting of representatives of all of relevant ministries, municipalities, and other professional and user groups, to act as national policy and planning institution for water resource management in Lebanon;
- Require MoEW to develop and implement a National Water Plan as well as River Basin Plans which define qualitative and quantitative needs by sector, allocate resources and delineate protected areas.

This draft Water Code is to be complemented by specific decrees to address:

- Water rights and water use fees (for withdrawals and releases);
- Provision of water delivery services by the private sector;
- Implementation of River Basin Plans;
- Mechanisms for crisis management (for example in case of drought); etc.

3.2.2. CURRENT SITUATION

Law 221 represents a significant progress by mandating "a clear separation between policy-making and service provision through the establishment of financially and administrative autonomous Regional Water Authorities[3]". The merging into four RWEs does allow significant "economies of scale" for potable water supply and wastewater management. **But the reform process remains incomplete:**

- **Focus remains on water development**, i.e. the construction and operation of water infrastructure ("projects") to increase supply, **with limited attention to water management**, starting with the monitoring of water availability, quality and uses, and the regulation of both withdrawals and releases;
- **As emphasized by the World Bank: "The current regulatory instruments are inadequate to promote the sustainable management of water resources**. Laws and regulations governing water resource management are not up-to-date"[4]; significant water management functions remain unclearly assigned and inadequately regulated by old Ottoman and French codes, notably regarding acquired water rights and enforcement mechanisms for water withdrawals and releases (e.g. well drilling, spring protection, pollution control, etc.);
- **Essential mechanisms such as water user participation and inter-agency/inter-sectoral coordination are not legally defined**.

The draft Water Code attempts to address the institutional gaps of Law 221, notably by:

- Establishing a (cross-sectoral) National Water Council (NWC);
- Requiring the preparation of a (6-year) National Water Master Plan;
- Promoting the "user pays" and "polluter pays" principles; and

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[3] World Bank, 2010: Republic of Lebanon - Water Sector: Public Expenditure Review

[2] World Bank, 2010: Republic of Lebanon - Water Sector: Public Expenditure Review

- Defining River Basin Plans, and thus promoting decentralized/regional water planning.

But this draft Water Code falls short as it does not assign clear responsibilities: who will develop and implement River Basin Plans, how will local actors (municipalities, water committees, NGOs, other water user entities) be involved. The World Bank comments thus: "the preparation of sectoral development plans cannot be left to the sole responsibility of the line ministry as Lebanon shifts toward a delegated model of service provision. The Water Code does not specify the roles that the CDR and the RWEs would play in the preparation and vetting of the six-year development plan for the sector." [2]

3.2.3. CONCLUSION

The water legal framework remains in Lebanon a patchwork of more or less ancient texts. Some recent but incomplete efforts to clarify and modernize it have not been sustained nor enforced. In the words of the Word Bank: "The current regulatory instruments are inadequate to promote the sustainable management of water resources. Laws and regulations governing water resource management are not up-to-date to deal with emerging issues such as acquired water rights, (…) pollution control, (…) and groundwater monitoring and regulation."[5]. Understanding that water management is more than just building dams and plants, Lebanese water laws are much insufficient to guide water agencies in performing essential water activities such as monitoring and enforcement, awareness raising, and participation.

As it stands, most water supply and wastewater operating responsibilities rest with the Regional Water Establishment, without cancelling the role of Municipalities in terms of public health and hygiene. In the Litani River Basin, given the weakness of the Bekaa Water Establishment (lack of staff, capacity, equipment, and funding), some Municipalities have taken over water supply and wastewater operations. Other Municipalities complain and wait with limited hope.

3.3. INSTITUTIONAL WATER FRAMEWORK

3.3.1. WATER ADMINISTRATIONS IN LEBANON

Management of water resources in Lebanon within the Litani River Basin is primarily, and by default, the responsibility of the Ministry of Energy and Water (MoEW), but several other agencies are involved:

5 World Bank, Lebanon Water Sector: Public Expenditure Review, 2010

Ministry of Energy & Water (MoEW) is mandated to:

- Monitor water resources and uses;
- Develop standards;
- Develop and implement a national Water Master Plan;
- Build and operate water structures;
- Protect water resources from wastage and pollution;
- Provide authorizations for water use (and releases?)
- Supervise Regional Water Establishments;
- Inform and raise awareness among citizens and water users.

Regional Water Establishments (**RWE**, four of them) have the following responsibilities:

- Study, implement, and operate projects for drinking and irrigation water distribution, (except for irrigation water in the South and South Beqaa that remains under LRA);
- Control the quality of the drinking and irrigation distributed water;
- Propose tariffs for drinking and irrigation water services; and
- Collect and treat domestic wastewaters (Law 377 of Dec 2001).

Litani River Authority (LRA): was established in 1954 as project implementation agency to:

- Construct irrigation, drainage, and potable water projects on the Litani River (and operate them);
- Create a transmission network linking the major generating facilities in the country; and
- Create a nation-wide electrical distribution network.

Other responsibilities were added to the LRA's mandate over the years:

- In 1962 to develop and implement a regional water basin for the Litani River Basin from the Damascus highway till the south border;
- In 1963 to plan, design and build small dams and conduct all flow monitoring activities (both of these responsibilities are nation-wide).
- In 1996 to study new irrigation schemes in the Litani River Basin and operate all irrigation projects, both large and small, in South Lebanon.

Local Water & Irrigation Committees: More than 200 were developed across the nation following the unrest of the 1980s, with about 40 in the Litani River Basin. Half were meant to manage irrigation networks, some potable water supply and a few both irrigation and potable water networks.

Ministry of Environment (MoE): mandated to protect the environment with limited capacity and legal authority (mostly setting quality standards for wastewater releases).

Ministry of Finance (MoF): approves annual budgets of LRA and municipalities, as well as fees for water services.

Ministry of Agriculture (MoA): provides extension services and training in irrigation techniques to farmers, notably through the Lebanese Agricultural Research Institute (LARI).

Ministry of Public Health: sets quality standards for potable water.

Council for Development & Reconstruction (CDR): established in 1977 to fast-track investment intended to repair the civil war destructions; responsible for planning, funding, and supervising the construction of large infrastructure.

Local Governments: Mohafazats (governorates), Cazas (districts), and Municipalities (and Unions of Municipalities) have legal responsibilities, notably regarding public health and pollution control, but limited staff, capacity, and funds to actually exercise these. Their financial resources are limited and under close control by Ministry of Interior.

3.3.2. DE FACTO ROLES

Actual functions often differ from legal mandates, actual capacity, and efficacy. For example:

- LRA nationally operates gauging stations because of its capacity to do so, but is not supposed to work outside of the Litani River Basin;
- MEW is in charge of riverbed maintenance and preventing infringements, but has no field staff or capacity to do so; nevertheless it refuses to delegate the responsibility (for example to LRA, who has done maintenance works on the Litani River);
- Regional Water Establishments are far from having the financial/administrative autonomy they should have as per Law 221.

As can be seen in the table below, the Ministry of Energy and Water is the key player for each of the five water functions, with the Council of Ministers having also an exaggerated (and much delaying) role in functions 1 and 3:

Water Functions	Organizations												
	Parliament	Council of Min.	MoEW	MoFin	MoEnv	MoAgric	MoPHealth	MoInt & Munic.	Municipalities	RWEs	LRA	CDR	Farmers & wat users
1. Organizing and building capacity in the water sector	+	+++	+++	+	-	-	-	-	-	+	+	-	-
2. Planning strategically	-	+	+++	-	-	+	-	+	-	+	+	+	-
3. Allocating water	+	+++	+++	-	-	+	-	+	-	+	+	-	-
4. Developing and managing water resources	-	+	++	+	-	+	-	+	-	+	++	++	-
5. Regulating water resources and services	+	+	++	-	+	+	+	+	-	+	+	-	-

Water Functions and Relevant Organizations

A more optimal distribution of roles, as often practiced in developed countries, would be to delegate significant roles under functions 2, 3, 4 and 5 to regional and local entities, such as Regional Water Establishments, LRA, Municipalities and water users organizations (farmers, businesses, others…).

3.3.3. INSTITUTIONAL ISSUES

The sector reform initiated with Law 221 represents a significant institutional improvement. The merging of the pre-existing 21 water authorities into four RWEs allows economies of scale and better oversight by the MEW. However the reform effort needs to be pursued as Law 221 does not address the fragmentation of responsibilities in the water sector. The World Bank recently identified four main institutional weaknesses:

(i) "a growing disconnect between legal and de facto sector responsibilities;
(ii) Lack of integration of policy-making with investment planning functions, accompanied by limited inter-agency coordination;
(iii) Inadequacy of regulatory instruments to exercise effective central oversight over the water sector; and
(iv) Limited management and financial autonomy devoted effectively to Regional Water Authorities."[6]

Otherwise said, the main institutional weaknesses, gaps and overlaps include:

- **Unclear responsibilities among water agencies**, with the three key roles of policy-maker, regulator and resource manager being by default assigned to the MoEW;
- **Lack of coordination** between sector strategy (set by MoEW) and actual project planning and execution (de facto by CDR), with very limited involvement of RWEs and LRA. The World Bank talks about "very weak interagency coordination"[7] and emphasizes that: "The lack of coordination is a major concern for the sustainability of investments, given that the RWEs (and LRA) are responsible for the operation and maintenance of the assets."
- **Excessive centralization of decision power** which is notably reflected in the lack of financial autonomy of many agencies (RWEs, LRA and municipalities) whose annual budgets have to be reviewed and approved (if not imposed) by the central ministries;
- **Overall lack of capacity**, as demonstrated through:
    - **Deficient operation and maintenance of wastewater treatment plants**. The World Bank also observes that: "As a result of the lack of coordination and a lack of capacity to manage WWTPs, a number have been built but are not yet operational."[4]

[6] World Bank, 2010: Republic of Lebanon - Water Sector: Public Expenditure Review

[7] World Bank, 2010: Republic of Lebanon - Water Sector: Public Expenditure Review

- **Absence of effective monitoring and enforcement mechanisms**, regarding surface and groundwater withdrawals (many being unauthorized and unmonitored), or pollution control (again with many domestic and industrial releases being unmonitored while MoEW, MoEnv and municipalities all have legal responsibilities);
- **Limited provision of extension services** to farmers (although essential to reduce over-watering and over-use of chemical fertilizers and pesticides).

3.3.4. CONCLUSION

Institutional management of water resources in Lebanon is primarily, and by default, the responsibility of the Ministry of Energy and Water (MoEW), even if many other agencies are involved in different ways. Actual water activities by these water entities are often differ from legal mandates, suffer from poor capacities, and are often disorganized, thus resulting in poor performance. The current water institutional setting in Lebanon is very centralized with limited coordination among the main agencies, a serious lack of field staff, and little to no involvement of local administrations such as Municipalities. One example is the lack of coordination in the construction of wastewater networks and treatment plants, which results in inappropriate, idle, or at best poorly operated facilities.

Simply said the current institutional setting in Lebanon remains very centralized with limited coordination among the main agencies, while local actors such as municipalities or water user groups have little to no say in water management.

3.4. WATER POLICIES

Lastly Lebanese water policies are often inadequate. First strategic planning narrowly focuses on infrastructure development. Second overall performance of governmental agencies and staff is weak, due to lack of supervision and regulation. In its recent Country Water Sector Assistance Strategy[8], the World Bank specifically questioned the feasibility of the NWSS due to the lack of:

- Focus (NWSS is very costly, and unrealistic even with donor assistance);
- Implementation capacity (notably staff) to actually achieve results even if funding is available;
- Accountability, to monitor performance of agencies and staff, and improve over time; and

[8] World Bank, Lebanon Country Water Sector Assistance strategy, 2012

- Participation of water users and local organizations, to ensure proper coordination and higher success of water activities and projects, and raise awareness to change water use practices.

The poor water governance situation is unlikely to evolve without Lebanese citizens getting involved, first individually to act responsibly and change their polluting and wasting water practices and behaviors, second collectively to address local water issues, and third to engage their leaders to improve water laws, institutions and policies. Municipalities are the main local representatives of residents and water users and thus have an important role to play.

4. RATIONALE FOR A WATER FEDERATION OF MUNICIPALITIES

4.1. RATIONALE FOR INVOLVING MUNICIPALITIES

4.1.1. BENEFITS FROM WATER USER PARTICIPATION

Participation is not about looking for consensus (rarely achievable) or residents/citizens directly voting or deciding on water projects and activities. It is about residents and water users being:

- Listened to so that their actual needs and concerns are properly understood;
- Informed at planning stage about the issue being addressed;
- Consulted when different/alternative solutions are considered and compared;
- Presented with the final decision/project and its justification;
- Updated during project implementation.

It is about managers taking decisions in a transparent and accountable manner:

- Accountability forces decision makers to consider people concerns and not simply base decisions on special interests (lobbies), personal preferences, political agendas, or opportunities for personal wealth.
- Transparency allows citizens to understand how decisions are taken, why and by whom, and exercise their voting rights accordingly.

Participation in water management:

- Involves residents and water users and leads them to understand the consequences of inadequate water practices and to adopt better ones (in terms of water use efficiency and pollution control);
- Turns water decision-making into a transparent/openly negotiated political process among competing interests (not a centralized, disconnected, closed-door, engineering/politicking one);
- Improves chances for success as most groups/parties are involved in the decisions, commit to them, get clear roles and responsibilities, and coordinate for implementation;

- Increases coordination among central agencies, local authorities, and representatives from residents and water users (notably by clarifying roles and responsibilities); and thus
- Improves overall water management performance.

4.1.2. WHY MUNICIPALITIES?

Effective governance relies on delegation and subsidiarity, the idea that central agencies should focus on long-term strategies and plans, on setting national priorities and standards, that is providing a framework for regional and local administrations to operate and then assist and supervise them, while lower entities would operate and manage the provision of basic services such as water and sanitation, garbage disposal, public transportation, etc.

Indeed, in many countries around the world, Municipalities are responsible for providing a large share of public services and they have the right to levy taxes to finance such operations. Their main responsibilities relate to:

- Childcare and preschools, primary (and sometimes secondary) education
- Social services, care for the elderly and disabled
- Water supply and sewerage
- Infrastructure, traffic, public transport
- Rescue services and emergency preparedness.

And also sometimes other services relating to culture and leisure, housing, commerce, etc.
The main rationale for empowering Municipalities is their proximity to the ground and to residents and water users:

1. They know (even without technical data), where most polluters are;
2. They better understand the issues, needs and concerns of residents/water users;
3. They can explain the rationale for national and regional decisions;
4. They can be quite effective in terms of raising awareness as to inappropriate water behaviors, and in terms of enforcing better water practices;
5. They can lead local water activities (river cleanups, water celebrations) to engage residents and develop stewardship for their waterways.

When small-scale decisions are taken locally by Municipalities, there is better transparency (as residents can easily ask and understand the rationale for any decision, even if they disagree with it) and for accountability (if a majority of residents disagree with most Municipal decisions, they have elections to change the Mayor and his team).

4.2. WHY A WATER FEDERATION?

In the Lebanese context, a water federation of Municipalities would allow these to:

- Pool resources, such as staff, capacity, and funds;
- Coordinate their actions;
- Achieve economies of scale;
- Implement awareness and concrete activities; and
- Advocate with more weight for Municipalities' involvement in water planning and management.

In Lebanon, legacies from both Ottoman rule and French Protectorate lead to believe in a strongly centralized decision-making without much coordination with local or regional entities, even if this type of governance has worldwide proved ineffective and been abandoned (even in France since the 1982 Decentralization Law).

4.3. SITUATION IN LEBANON

4.3.1. MUNICIPALITIES IN LEBANON

In Lebanon, the legacy from both Ottoman rule and French Protectorate is to believe in a strongly centralized government, where most decision-making and services are handled by central administrations without much coordination with local or regional entities. This type of government has worldwide proved ineffective and there is indeed today no developed country operating under such a model (even France went through an extensive and still ongoing decentralization effort since the 1982 Decentralization Law).

Mayors and Municipal Boards are in Lebanon elected for a six-year mandate and are the only local executive officials (at the regional/Mohafaza level, governors are appointed not elected). Their reelection depends to some extent on their performance in addressing their constituents' issues and concerns (to some extent only as Lebanese citizens still vote along sectarian traditions and thus more on names and affiliations than on actual performance).

Since municipal elections were reinstated in 1998, they have reinvigorated municipal life, engaged citizens at the local level, and provided an impetus for decentralization in the country. According to the 1977 Municipal Act, municipalities are entrusted with a broad range of tasks, basically any work/action having a public character or utility within the area of the municipality.

Municipalities however remain constrained administratively and fiscally. Most of the 985 municipalities, do not have the administrative capacity to provide most of the designated services. Almost 400 municipalities do not have one single employee and another 400 have very weak municipal administration.

4.3.2. RECENT DEVELOPMENTS

In the past year, the Litani River Basin Municipalities have, with support from the Litani River Authority (LRA) and from the Litani River Basin Management Support (LRBMS) Program, developed and endorsed a River Basin Management Plan with two volumes:

- Volume 1 is an assessment of the current situation
- Volume 2 is a focused five-year Action Plan which:
  - Presents a deliberate choice of priority activities;
  - Requires all parties, starting with governmental agencies, to commit to actions they will implement and be accountable by regularly reporting progress; and
  - Is to be implemented along with representatives of water users and residents, starting with Municipalities, so that these become actors and no longer be passive beneficiaries.

At this point, while waiting from feedback from central agencies, the question is to see how Municipalities can increase the advocacy pressure for their involvement in water management, and also prepare themselves to that end.

5. OPTIONS FOR A WATER FEDERATION

5.1. OPTIONS

Three options have been explored to federate Municipalities in the Litani River Basin:

- An informal Coalition, much like an informal group for coordination, and without legal structure;
- A very formal Union of Municipalities, which is allowed by the Municipal Act as a "Super-Municipality" (several of these already exist in the Litani River Basin);
- A formal, but more flexible Non-Governmental Organization.

5.1.1. INFORMAL OPTION: A COALITION

A coalition would be an informal gathering of Municipalities to discuss water issues in the LRB, possibly address them, and/or advocate for their resolution. Establishment of this coalition would not be constrained by any conditions or legal procedures, a simple letter to the Minister of Interior and Municipalities would suffice (see draft in Annex TBD).

The coalition would be a platform for Municipalities to meet, discus water issues, explore solutions, and informally agree on specific actions. However there not be any commitment as to actual implementation, which would be left to individual Municipalities, since the coalition would not be able to issue binding decisions, hire staff, and manage funds.

5.1.2. VERY FORMAL OPTION: A UNION

The establishment of a Union of Municipalities to perform actions of mutual interest is detailed under chapter 7 of the Municipal Act:

- Article No 114: "a Union of Municipalities is formed by several municipalities; it is considered as a legal entity and is financially independent";
- Article No 115: "A union shall be established based on a decree adopted by the Government upon the request of the Ministry of Interior, either from its initiative, or upon the request of the municipalities".

- Articles 122 and 126 list the possible mandates of a Union:
    - Monitoring and reporting violations on issues such as public health (notably sewage, wastes and slaughterhouses), construction (building and roads); and
    - Planning and implementing projects to collectively address these issues
- Article 128 states that all resolutions passed by the Union Council are legally mandatory to the member Municipalities, if needed to be enforced by the Regional Governor (Mohafez); Unions can be permanent or temporary.

While a Union of Municipalities can be a powerful entity and a super-Municipality as it would operate along similar regulations and procedures, it faces similar constraints as Municipalities:

- Oversight by several authorities: Ministry of Interior and Municipalities, Court of Account, Civil Service Board, General Directorate of Urbanism at the Ministry of Public Works, and Ministry of Finance;
- Incapacity to collect much taxes and fees, thus heavily relying on the Independent Municipal Fund, collected on their behalf but allocated irregularly and after much procedural hassle;
- Lack of administrative autonomy (hiring staff usually takes three years;
- Weak administrative capabilities (more than half of the 985 Municipalities are too small to afford staff); and
- Sectarian conflicts, which turn any local/small issue into a power struggle between opposing parties.

As of today, there are effectively 48 unions, of which 36 were established in the last 10 years. These unions involve two thirds of Municipalities (about 660 municipalities). Some of these unions have pooled their resources in order to fund regional development projects. Others have become recipients for donors' money.

Seven Unions currently exist in the LRB: Lake Qaraoun (Joub Jenine, Qaraoun, Saghbeen, Aitanit, Mashghara, etc.), the Valley (Marj, Mansura, Kamed el Loz, Ghazze), Zahle (Ferzol, Abla, etc.), Baalbeck (Baalbeck, Iaat, Duris, etc.), West Baalbeck (West Baalbeck, Temnin el Tahta, Bednayel, Hezzine, etc.), East Zahle (Kousaya, Terbol, Central Bekaa (Qabb Elias, etc.).

Establishing a Union of Municipalities requires addressing a request to the Minister of Interior and Municipalities to be submitted to the GoL (Council of Ministers) who will approve through a decree based on the Municipalities Act. A draft request is attached (Annex TBD)

5.1.3. FORMAL BUT FLEXIBLE OPTION: A NGO

The idea of establishing a NGO governed by the Lebanese Law of Associations and consisting of LRB Mayors and Municipality Board members is innovative and can serve at the same time as a more flexible/practical alternative to the Union of Municipalities. It is notably easier to establish since it only requires approval from the Minister of Interior and is a normal and routine process.

Moreover the NGO option opens the door for future involvement of other water user representatives such as business leaders, principals of farmer group, and managers of tourism or environmental associations who have water interests, thus creating a water committee that would reflect the civil society in its diversity.

With the creation of a NGO, meetings, decision-making, fast implementation and oversight become easier. Furthermore, the private sector will have better flexibility to be engaged with the public sector.

Associations can draw more funds and investments from Donors who do not finance governments but rather private projects. These huge capabilities can then be used to achieve the set goals.

As mentioned, the establishment of a NGO has countless practical benefits. A document detailing such benefits is drafted and attached- Appendix 6- to highlight the importance of such organizations. And the most prominent of these benefits is the easy process required for its establishment and for taking and implementing decisions, the obtainment of internal and external funding for its projects, its easy interaction and dealing with the civil society and the experts, avoiding the high cost of managing and approving projects and maintenance works, the easy recruitment for temporary projects, and the formulation of reports and statistics.

A draft of the NGO's Law of Association is proposed in Appendix 7. It is the document that contains the name of the organization, its location, its goals and its financial resources. The document also clarifies the prerogatives of both the Board in charge of managing the organization's affairs and consisting of a chairman, a secretary, a treasurer, an accountant and a representative before the Government, and the General Assembly convening all members. Moreover, this document states the requirements to adhere to this organization, the ways of amending the Articles of Association and the dissolution terms.

A bylaws draft was also proposed in Appendix 8, it is the document which states the powers of the General Assembly, the ways to organize the meetings and the quorum required for holding these meetings. It also states the prerogatives of the Board, the ways to elect the president, the vice president,

the secretary, the treasurer and the accountant, and defines the prerogatives and responsibilities of each one of them. Moreover, the draft previews the possibility of creating committees to carry out specific tasks, the terms of termination of membership, the situations in which a member shall be considered as resigned, the adherence and annual membership fees, as well as the terms and procedures of convening, voting and issuing resolutions.

5.2. COMPARISON AND RECOMMENDATION

	COALITION	FEDERATION	NGO
Time required for establishment	Short	Long	Reasonably short
Official approval needed for establishment	No	Yes (Council of Ministers)	Yes (only Ministry of Interior)
Legal entity	No	Yes	Yes
Binding decisions (for municipalities)	No	Yes	No
Easiness to hold meetings and internal communications	Yes	No	Yes
Autonomous approbation of projects	Yes	No	Yes
Possible involvement of water user representatives and civil society organizations	Yes	No	Yes
Hiring/staffing	No	Yes but lengthy	Yes
Independent subcontracting of private companies/consultants	No	No	Yes
Direct contact with donors, receipt of aids	Yes but through individual Municipalities	Yes	Yes
Grants to municipalities or associations		Yes	Yes
Financial autonomy	Yes	No	Yes
Resolution of conflicts in civil court, not public administration court	No	No	Yes
Independent External Communications	Yes	No	Yes

For reasons of autonomy, effective coordination, action, and advocacy, the NGO option is by far the preferable one.

6. LRBMS SUPPORT FOR THE FORMATION OF THE LRB WATER FEDERATION

LRBMS was able during the progress of the project to identify and mobilize a number of active municipalities at the Ltiani Basin that were willing to participate in the enhancement of the water governance process at LRB. LRBMS facilitated a number of meetings between municipalities and other stakeholders at LRB to identify to identify, discuss, and document the challenges at the Litani. One important result of these meetings was the development and endorsement by municipalities of the Litani River Basin management plan. The other important result the formation of the LRB Water Federation inclusive of the following nine municipalities: Anjar, Baalbeck, Bar Elias, Ferzol, Joub Jenine, Marj, Qaraoun, Saghbine, and Zahle

6.1. ESTABLISHMENT OF WATER FEDERATION

The nine mayors from the Litani River Basin held several meetings to discuss the three options (coalition, federation, NGO) and decided to register the Water Federation of the Litani Municipalities as a NGO. LRBMS drafted a protocol (Annex 4), as well as laws and bylaws (Annexes 7 and 8) to assist the Mayors in the process.

LRBMS also drafted a letter (Annex 2) for the Water Federation to be registered with the Ministry of Interior and Municipalities as a Non Governmental Organization (NGO). As of LRBMS's closure in April 2014, this process was ongoing, Mayors submitted a request and were awaiting feedback and official confirmation/registration from the Ministry.

6.2. PARTNERSHIP WITH RES'EAU 34

LRBMS organized in February 2014 a second study tour to France. The Mayors from the LRB Water Federation participated and met with several French River Basin Committees. After discussions, an agreement was agreed upon with RES'EAU 34, a network of 11 RBCs around the town of Montpellier.

The objectives of RES'EAU 34 are to:

- Promote sustainable management of water resources and ecosystems;

- Provide a platform for debate and discussions;
- Advocate for the concerns, needs, and priorities of the member RBCs with the River Basin Agency of Rhône-Méditerranée-Corse; and
- Influence water policies at regional and national levels.

This agreement (signed in French) is meant to support improved water management in the LRB through a higher participation of water users, communities and Municipalities in the decision-making processes. More specifically, the agreement is meant to support the LRB Municipalities in:

- Raising awareness among water users (residents, farmers, industries) about water pollutions and wastages;
- Promoting LRA as a decentralized water management agency;
- Advocating for the establishment of a Litani River Basin Committee;
- Defining a realistic and focused River Basin Management Plan; and
- Implementing local participatory water activities.

The agreement was signed even if the Water Federation does not yet officially exist as per Lebanese Law. The overall goal of this partnership is for the LRB Municipalities to first receive support (notably mentoring) through administrative co-operation and thus build their own institutional capacity, and second for the two entities to jointly research sources of financing for further technical assistance, with hopefully concrete activities in the LRB, and possibly mutual visits or more formal study tours.

7. ANNEXES

ANNEX 1: Related Laws considered in the course of this study

ANNEX 2: Letter by the LRB Municipalities informing the Ministry of Interior & Municipalities about the establishment of a Federation of LRB Municipalities

ANNEX 3: Reasons for the Establishment of an Official Federation of LRB Municipalities

ANNEX 4: Protocol of the Federation of LRB Municipalities

ANNEX 5: List of Federations (Unions) established in the LRB

ANNEX 6: The Importance of Establishing a NGO of LRB Municipalities

ANNEX 7: LRB Municipalities NGO's Laws

ANNEX 8: LRB Municipalities NGO's Bylaws

ANNEX 1: RELATED LAWS CONSIDERED IN THE COURSE OF THIS STUDY:

There are a number of Lebanese laws related to water, river water and more specifically to the Litani river water and to the wastewater that pollutes potable water and to the discharge of pollutants from industries and agriculture.

These laws are tabulated hereafter and were given due consideration in the course of this study.

SUBJECT	Legal Clause	LAW
The Ministry of Water & Energy assumes, in the water sector, the monitoring, surveillance, census and study of the water resources as well as the assessment of the water needs and the fields of usage in all regions	2 paragraph 1	Law 221 published on 29th May, 2000 Regulation of Water Sector
the monitoring of the quality of surface and underground water and setting its standards	2 paragraph 2	
the drafting of the general plan of allocation and distribution of water resources for drinking and irrigation on the national scale and developing a draft master plan for water and sanitation to be constantly updated	2 paragraph 3	
the design, study and implementation of major hydraulic structures such as dams, mountain lakes and tunnels and the evaluation of river streams and water networks	2 paragraph 4	
the monitoring of the amount of groundwater extractions	2 paragraph 5	
the protection of the water resources from waste and pollution by elaborating laws and taking the necessary measures and procedures to prevent contamination and reinstate the water to its normal quality	2 paragraph 6	
granting permits and licenses to drill for water and to use public water and public riverine lands	2 paragraph 7	
conducting aquatic, geologic and hydraulic studies and researches, to collect technical data in the field of water and to develop technical maps to be updates regularly	2 paragraph 8	
the control and guardianship of public institutions and other bodies working in the field of water	2 paragraph 9	
the enhancement of the performance of public institutions for water and sanitation, and the monitoring of their performance	2 paragraph 10	
setting the standards to be adopted in the studies and the conditions and regulations of investment for surface water, groundwater, wastewater and water quality regulating systems and monitoring them	2 paragraph 11	
the finalization of the transactions of the acquisitions attributable to the	2 paragraph 12	

Ministry and to the public institutions for water and sanitation		
securing public relations with the citizens notifying them of the water issues that concern them and how to properly use the existing resources	2 paragraph 14	
The Beqaa Water Establishment is to be established with its headquarters located in the city of Zahle. The South Lebanon Water Establishment is to be established with its headquarters located in the city of Saida and it benefits from having a legal entity; the map attached to this law defines its scope of investment	3	
Each of the establishments mentioned above shall study, implement, invest, maintain and renew water projects that handle the distribution of drinking and irrigation water. They shall also collect and treat wastewater and discharge of it according to the general guideline for water and sanitation or according to prior approval from the ministry on the use of public water resources, wastewater treatment plants or new wastewater discharges	4 paragraph A	
proposing tariffs for drinking water services, irrigation and wastewater discharge	4 paragraph B	
monitoring the quality of the drinking and irrigation water as well as the quality of wastewater at dumps and exits of water treatment plants	4 paragraph C	
A committee for the evaluation of public institutions for water shall be established at the Ministry of Water & Energy. It shall be formed based on a decree by the Council of Ministers upon the request of both the Minister of Finance and the Minister of Water & Energy	6	
The Litani River National Authority remains established under the Law issued on 14/8/1954 through the administration and investment of irrigation water within its jurisdiction (South Beqaa and South Lebanon); the Authority shall be subject to paragraph 4 of Article VI of this Act	7	
A special authority was established called "Litani River National Authority" with the following objective: to implement the Litani River project for irrigation, drought, drinking water and electricity within a larger Master Plan for Lebanese water	1 paragraph 1	Law promulgated on 14th August, 1954 Establishment of Litani River National Authority

to invest technically and financially in various sections of the project. To plan, survey, mange and invest the region's irrigation water within its jurisdiction as detailed in the map attached to this decree	1 paragraph 4	
The Authority shall be considered as a public institution and shall have a legal entity and administrative and financial independence	2	
The Managing Board shall implement projects regardless of its expenses by subcontracts or consenting agreements or direct holding in truth. The Managing Board has the right to delegate the implementation and partial or full financing of projects to a company or to an institution according to a number of conditions to be approved by the government	8	
A separate fund was created to finance the implementation of the Litani River Project and the establishment of a network, transformation stations and distribution lines. This fund is supplemented by advances from the treasury, by internal or external loans which can be provided by international institutions and ensured by the State and by part of the profit of State property sales	12	
If it is proved that the building owners did not take the necessary health measures, especially concerning sewage materials that contains discharges from faulty toilets, the administration has then the right to perform all action calls necessary from building and demolition to renovation and change, all at the expense of the owners	1	Decree 6600 published on 7th May, 1930 Sanitary Infrastructure
The mayor shall send, based on the session's minutes, an ultimatum to the landlord compelling him to complete the work within a designated period. The mayor shall take into account the importance of these works and the conditions stipulated during the session while setting the deadline. There shall be no extension of the deadline regardless of what happens	3	
If the deadline stipulated in the previous Article has passed and the landlord still didn't finish the required works, the mayor is to start the works immediately under the supervision of an engineer who shall detail the operations to the Minister of Interior through the mayor to collect the expenses' value	4	
Waste and wastewater are to be discharged in sewers made of durable materials that are non-leaking and non-spoilable; the walls should be smooth and connected together with waterproof joints	1	Decree 2761 published on 19th December, 1933 Instructions related to discharge of wastewater and sewage
The collection of wastewater and sewage and discharging of them directly or indirectly within the vicinity of potable water is prohibited whether it is in the ground, in natural or artificial caves, in wells or in cisterns unless the required measures have been taken in order to prevent the contamination of underground running water and any health damages	5	

Shall not be dumped, poured or spilled in streams or in the sea, directly or indirectly, any material that may be detrimental to the maintenance of the water or to its course, integrity or to its use for services, animal drinking, agriculture, industry, or for breeding and preserving fish	6	
All methods of sewage construction must include the following: 1. different sets of canals: general canals, subsidiary canals and canals that connect houses to the subsidiary canals. 2. equipment to disinfect the accumulated material 3. a method of discharging disinfected water	9	
The discharge of industrial wastewater into the sewer without any license from the administration, set up by and consent from the Health Directorate is prohibited. This water may need to be disinfected prior to its discharge	11	
Pouring disinfected water in provenance of the sewers into water currents or lakes, or using it for agriculture is prohibited unless licensed by the Directorate of Health and Agriculture. This water shall in no case be left stagnant	12	
First: To generalize water projects and implement or supervise its implementation and investment Second: To apply the laws and regulations relating to the conservation and use public water. Third: To exercise administrative guardianship over ... the bodies working in the field of water ...	1	Law 20 published in 1966 Establishment of the Ministry of Water & Energy
The Neighborhood Adjustment department at the General Directorate for Water and Electricity processing is composed of two departments: 1. The department for the disposal of wastewater… M2: The department for the disposal of wastewater's mandate: To establish the rules and standards for connectors, bundles and connections. To study the geological nature. To revise and implement sewerage, treatment plants and discharges. To express their opinion concerning sewage projects implemented by municipalities	1	Decree 5343/1994 Definition of the staff and mandate for the Neighborhood Adjustment department at the Ministry of Water & Energy
The wastewater treatment plants are public installations. It is prohibited to discharge any kind of industrial, agricultural, commercial or natural waste in the drainage network without prior authorization. It is thus incumbent on subscribers of the sanitation system to pay specific fees, which implies setting tariffs that are not yet part of public culture. The project is mainly limited to the processing of wastewater by the Ministry of Water & Energy. It involves monitoring the quality of wastewater in discharge areas and at the exits of treatment plants and also creating a committee to evaluate the performance of the public institutions for water and sanitation		Lebanon Water Bill (aims at regulating, developing and managing the use and preservation of water resources from exhaustion & pollution; presented by the Ministry of Water & Energy to the Council of Ministers who formed on 28th November, 2012 a committee including the Ministry of Water & Energy, the Ministry of Finance, the Ministry of Justice and the Ministry of Environment who have put their comments; not approved yet)

To establish public health offices which are responsible of the enforcement of the relevant laws and regulations concerning hygiene	1	Legislative Decree no. 16 published on 30th June, 1932 Principles of Public Health
The decrees that concern the health system specify the directives that ensure proper public hygiene, that supply the population with potable water and that discharge of industrial water, wastewater and solid wastes	6	
Each well or spring used for public drinking must have an appropriate protection area surrounding its borders in accordance with the last paragraph of Article II of Resolution No. 320 issued by the High Commissioner which stipulates the delimitation of the protection zone. And each building, well, pit or any other works that could defile potable water shall be banned from being constructed in the prohibited area. Concerning the compensation, the landowners are entitled to an amount that shall be determined according to the laws and regulations of expropriation for public interest. As for animal drinking points, they shall be built at a distance that the Director of Public Health & Relief finds appropriate for the maintenance of wells and springs	18	
Wastewater and solid wastes shall be collected by one of the following methods: 1. Classification 2. Excavations with treatment systems 3. Controlled excavations to be emptied and disposed of in timed deadlines 4. Absorbent excavations called "the lost cave"	19	
If individuals fail to fulfill the obligations imposed by the mayor, he or the municipality shall conduct the works at the expense of the offenders	21	
To register requests for licenses by decrees or vouchers of prior knowledge, to drill wells, isolate and be able to perform isolation works on them as well as using them by sending them from any of the offices affiliated to (LibanPost). The requests shall be recorded in the official registry and shall be examined immediately if all requested documents are provided	1	decision no. 118
To determine the required documents for excavation and drilling requests, most important of which is: A report from one of the firms that provide oversight and auditing services approved by the ministry; the report shall detail the exact location of the requested well to be excavated and its distance from other public springs or wells on a radius of 2000m and whether or not those springs or wells were totally or partially drained with a precise description that reflects the reality of these public springs and wells. The report is valid on the condition that the firm stipulates in the same document that it is committed to undertake excavation works on the location, that is in the case the owner is granted the license to start excavations by decree or a voucher of prior knowledge, as soon as the drillings are done as notified by the owner or after being commissioned by the Ministry	2 paragraph 7	

The request is then referred to the Authority for Geology & Groundwater to be examined and to develop a technical report about it. The request is as well referred to the public institution for water located within the property's cadastre and also to Expropriation Authority	2 article 2	
In the case the drillings went 150 meters deep and no water source has yet been found, the owner must immediately stop all drillings under the penalty of assuming all responsibilities; he shall also request the issuing of a license by decree	2 article 2 paragraph c	
The ministry has the right to conduct at any time investigations in order to check and confirm the authenticity of the documents for exploitation and legal implementation in the field	2 article 3	
The administration shall comply to what follows: 1. To stop all drillings in the prohibited areas as specified in the relevant laws, regulations and decisions 2. To prohibit drillings in a 350 meter radius from any public well or any permanent or seasonal outflowing spring	2 article 4	
5. If it is technically proven, based on a geological study prepared by the administration, that the drillings have any negative impact on public water sources or on the legitimate or acquired rights of individuals on springs in terms of quality or quantities discharged, the voucher of prior knowledge shall be canceled and withdrawn regardless of its nature or its issued date, the cancellation of any decree shall be also proposed and the well shall be dismantled at the expense of the owner	2 article 4 paragraph 8	
	3	
4. A document signed by the applicant at the notary within his constituency in which he pledges not to carry out any additional drillings, to deepen the existing well and to only be restricted to repairing the pump and/or cleaning the bottom of the well and/or changing its wrapping (sleeve) if existent; that is on the condition that, these works shall be conducted under the supervision of one of the approved monitoring firms under the penalty of assuming all responsibilities in case of breaching what is mentioned above which includes dismantling the well at the expense of the owner	3 paragraph 4	
Provides the required documents for the exploitation of the well	4	
Once the initial approval is issued, the counter and specific cover of the well head shall bear the seal of the administration as well as the seal of the approved oversight and auditing firm	4 paragraph 4	
The license or voucher for exploitation shall be issued for a duration period of maximum 4 years	4 paragraph 5	
To regularize the situation of unlicensed wells and declare them and also inform the General Directorate of Water Resources and Electricity within a year in order to generate a file regarding the situation	5 paragraph 1	
The declaration must include a file containing all information regarding the	5 paragraph 2	

location of the well, its depth, the date of the drillings, the amount of daily discharges for pumping and the exploitation start date		
The administration shall consider the file and decide whether to approve it or not	5 paragraph 3	
If the year goes by without the well being declared, all those who have drilled wells without a license obtained by a decree or a voucher or without declaring it during the given deadline shall assume all legal responsibilities whether penal, financial or other	5 paragraph 4	
Shall be prohibited in the municipality of Beqaa, for a period that does not exceed 2 years, all new installations that have to do with excavations to search for ground water or outflowing springs, with drillings of non-outflowing wells regardless of its depth or the amount of water it discharges, with insulation works on wells existing prior to the publication of this law and with drillings of new wells to supply for estates that were irrigated from wells that are dried up	1	Law no. 3 published on 14th January, 1963 banning water exploration in private properties in the Beqaa for a period of 2 years
Water excavations and its usage are subject to the provisions of the relevant laws and of this decree	1	Decree no. 14438 published on 2nd May, 1970 regulating water exploration and usage
It is not permitted to conduct excavations prospecting for groundwater or outflowing springs, to regulate them or to drill wells before being granted a license to do so	2	
The application for the license shall be submitted to the Ministry of Water Resources and Electricity – General Directorate for the processing of water and electricity	3	
The license is granted by decree based on the suggestion of the Minister of Water Resources and Electricity for a period of one year during which the sum of the annual fee shall be fixed	6	
Drilling non-outflowing wells on private property is exempt from licensing on the condition that its depth shall not exceed 150 meters; however, it is subject to prior notification	7	
The water exploration license shall detail the sites, type and details of the works to be conducted, the methods used for the exploration of water and its disposal and the instructions, guidelines, samples and tests that the owner of the license must present to the administration. It shall detail as well the conditions according to which the works are to be monitored, all of which are based on the decree that granted the license	10	
The exploitation license shall be given for a period that varies from 1 to 4 years	12	
All of those who conduct exploration works for water or use water in violation with the provisions of this decree shall be punished	18	

Notification requests for exploring and obtaining licenses for well usage, isolation and renovation are to be recorded in the official registry of the General Directorate for Water Resources and Electricity by the concerned individual in person or via "Liban Post" mailing company	1	decision no. 94
A certificate, from the Water Establishment servicing the estate's jurisdiction, proving the non existence of any public wells within a distance of 1000 meters of the excavation site, shall be attached to the required documents	2 paragraph 6	
A pledge of the installation of a counter directly after the drillings, registered at the notary, shall also be attached to the required documents	2 paragraph 7	
Shall be punished by imprisonment for up to one year and fined up to five hundred thousand Lebanese pounds anyone that shall commit the following acts without permission: 1. Conducting exploration works for groundwater or outflowing water or drilling non- outflowing wells that do not exceed a depth of 150 meters were built on private property without notification, 2. Conducting excavations at a distance from the banks of waterways and its crossings or from irrigation/drying /discharge canals that is inferior to the depth of the excavations and in all cases inferior to 3 meters	745	Penal Code
Shall also be punished whoever conducts any infringements of any kind on the banks or springs, permanent or seasonal streams, swamps, ponds and lakes, on the borders of irrigation/drying/discharging canals, on water crossings or on authorized installations created for public benefit	745 paragraph 5	
Shall also be punished whoever conducts permanent or temporary works that would affect the amount of public water and its course	745 paragraph 7	
Shall be punished by imprisonment for a period of 2 years and fined the amount of five hundred thousand Lebanese Pounds whoever : 1. spills in public water that is granted by privilege or not or pours or throws any liquid or substance that are harmful to the health or to public convenience or that prevents proper usage of the water, 2. uses animal fertilizers or puts solid wastes in the land falling within the range set by the authority for the protection of the spring that the public benefits from, 3. Performs any act that would pollute springs or water used by others	748	
The specifications to be adopted in relation to water are detailed in Appendix No. 1 that states the required quality of potable water for aquatic life, in Appendix No. 2 that details the specifications of water that is safe for swimming: ponds, rivers, lakes and seas, as well as in Appendix No. 3 that states the specifications of the urban wastewater	1	decision no. 52/1
The specifications that must be adopted with liquid waste pollutants generated by disaggregated institutions, wastewater treatment plants and	2	decision no. 1/8 published on 30th January, 2001

hospitals to environmental rates and limit values are detailed in the following annexes: Annex No. 4: "Environmental limit values for liquid waste discharged to surface waters" Annex No. 5: "Environmental limit values for liquid waste when discharged in the sewerage network"		specifications & norms related to air pollutants and liquid wastes generated by classified institutions &wastewater treatment plants
Definition of wastewater, household wastewater, household wastewater treatment plants, small size wastewater treatment plants and stages of approved treatment as described below for the purpose of this decision	2	decision no. 3/1 published on 6th August, 2005 environmental qualifications for licenses establishing and/or exploitation of small size wastewater treatment plants
General environmental conditions to be adopted in household waste treatment plants of small scale	4	

ANNEX 2 - LETTER BY THE LRB MUNICIPLALITIES INFORMING THE MINISTRY OF INTERIOR & MUNICIPALITIES ABOUT THE ESTABLISHMENT OF A FEDERATION OF MUNICIPALITIES

Your Excellency Minister of Interior and Municipalities

We, the following co-signers:

1. Municipality of … represented by its mayor … phone number: …
2. Municipality of … represented by its mayor … phone number: …
3. Municipality of … represented by its mayor … phone number: …
4. Municipality of … represented by its mayor … phone number: …
5. Municipality of … represented by its mayor … phone number: …

Given that:

- These municipalities are all located in the Litani river basin;
- They have previously cooperated in many initiatives concerning this region; and
- Due to the many meetings that they have held to address the problem of the Litani river pollution and to suggest projects to mitigate and stop the ongoing pollution of its waters in order to use the river's capacity in the best way possible;
- The municipalities mentioned above are bound together by the Litani river due geographical and environmental factors which makes their cooperation beneficiary to all;

Therefore:

The mayors mentioned above agreed to form the "Coalition of Municipalities of the Litani River Basin". Its main goals are the following:

a) Advocacy in favor of the Litani River, to mitigate and stop the ongoing pollution of its waters.
b) To induce positive change and cooperation with the decision makers at central level in the relevant ministries and official institutions in order to attain the Coalition's goals.
c) To support the implementation of the action plan, part of the LRBMS program outcomes, which LRB municipalities and the Litani River Authority have agreed and signed.

d) To contribute to monitoring the implementation of the action plan.

Hoping that you give due attention to the above in view of proper coordination and cooperation in the interest of all.

Beqaa … / … / 2013

Mayor of … Mayor of … Mayor of …

ANNEX 3: THE REASONS FOR THE ESTABLISHMENT OF AN OFFICIAL FEDERATION OF LRB MUNICIPALITIES:

- The Federation of Municipalities that gathers a number of municipalities around a specific theme or in the same geographical area is a platform for these municipalities to meet and join efforts to achieve common goals and exchange ideas and experiences as well. This is achieved through periodical meetings that are documented in an official manner through MoMs and which are held at the Federation headquarters where the Federation archives are kept.

- The Federation has a president and an executive board and can hire employees on a permanent or temporary basis for the implementation of specific projects as need be which is a practical and cost effective approach for project implementation and follow-up.

- The Federation of Municipalities has a legal entity and autonomy which distinguishes it from the status of NGOs. It is considered a public entity part of the governmental institutions and consequently attracts the Donors and all other entities that are interested and looking forward to deal with an official trustworthy entity subject to clearly defined laws that govern all agreements and transactions.

- The Federation of Municipalities has an official budget that is prepared and submitted on a yearly basis at the beginning of each calendar year. Funds are spent following official financial regulations which guarantees transparency as it is subject to administrative inspection for its entire works especially when it comes to financial transactions and external grants and funding.

- The Ministry of Interior & Municipalities is bound to distribute the funds available at the Independent Municipal Trust Fund where all taxes collected in favor of municipalities are deposited, partially to the federations of municipalities depending on the size of the federation based on population count which can contribute to fund more projects and fulfill more goals.

- The Federation of Municipalities can sign agreements and carry out twinning with external counterparts and partners and can accept external grants and funds and other types of aid in cash and in kind as well as technical that will help achieve the set plans and objectives, even though this is subject to administrative approval following a defined procedure.

- The Federation of Municipalities plays a critical role in small villages that are not organized yet as municipalities and that fall under its jurisdiction as it can mobilize its Mukhtars and local communities and NGOs to help them implement vital projects which fall beyond their capability and resources by involving them in the plans and work of the federation.

ANNEX 4: PROTOCOL OF THE FEDERATION OF LRB MUNICIPALITIES:

We, the following co-signers:

1. Municipality of … represented by its mayor … phone number: …
2. Municipality of … represented by its mayor … phone number: …
3. Municipality of … represented by its mayor … phone number: …
4. Municipality of … represented by its mayor … phone number: …
5. Municipality of … represented by its mayor … phone number: …

Given that:

- These municipalities are in the area surrounding the Litani river basin;
- They have previously cooperated in many issues concerning the area; and
- Due to the many meetings they held in order to find a legal and administrative method to address the problem of the Litani's river pollution and to suggest projects to litigate and stop the ongoing pollution of its waters in order to use the river's capacity the best way possible.

According to:

- Article 47 of the law on municipalities which states that all actions of public interest are within the jurisdiction of the Municipal Council.
- Article 62 of the 3rd paragraph of the same law that stipulates on the possibility of the establishment of a federation of municipalities that performs actions of public interest; this decision has to be subject to the ratification of the Minister of Interior and Municipalities.
- Article 49 that stipulates also that the Municipal Council assumes the direction of all health affairs and water management.
- Article 74 that stipulates that the Head of the executive authority must take over the management of municipal funds and their management, and also, all that concerns public health, cleaning, water management, environment protection, pollution prevention and sewage.
- Article 126 that gives the Federation Council the power to decide on the projects of general interest that would benefit all participant municipalities whether these projects were current or prospective ones.
- Article 129 that defined that the Federation Council follows the same rules and regulations adopted by municipal councils.

and given:

- The possibility to form a new federation comprising a number of municipalities that performs joint actions of public interest on the Litani River Bassin; and
- The fact that the municipalities cited above bound together by the Litani River due geographical and environmental factors which makes their cooperation beneficiary to all;

Therefore:

The mayors of the cited municipalities … (number) have decided with full consent to ensure what follows:

1) The introduction referred to above shall be considered as an integral part of this cooperation agreement between the municipalities.

2) To form a new Federation of the cited municipalities that shall be called the "Federation of Municipalities of the Litani River Bassin"; its main objectives shall be :

a) To advocate in favor of the Litani River, and to litigate and stop the ongoing pollution of its waters.

b) To induce positive change and cooperation with the decision makers on the central level present in the relevant ministries and official institutions in order to attain the Federation's goals.

c) To review and amend the action plans and suggestions made by some municipalities and the Litani River Authority concerning the issue as a prelude to the signing of the documents by all surrounding municipalities and the calling for its implementation.

d) To assist and monitor the implementation of the action plan.

3) The municipalities shall share the various costs of work proportionally to the number of registered inhabitants in each municipality. Each municipality shall pay its share to the Federation at the start of the year according to what follows :

Number of registered inhabitants in the municipality

Total registered inhabitants in all the municipalities

also form a working team directly involved with the Federation and bound by its instructions and directions; this team shall be stationed in a place determined by the Federation.

6) This protocol has been organized on … copies, each municipality has their own copy and one copy shall be kept at the Ministry of Interior and Municipalities. The protocol shall come into force after ratification by the Minister of Interior and Municipalities.

Beqaa … / … / 2013

Mayor of … Mayor of … Mayor of …

Mayor of … Mayor of …

ANNEX 5: LIST OF UNIONS ESTABLISHED IN THE BEQAA REGION INCLUDING LRB MUNICIPALITIES:

There are a number of already existing Unions in the Litani River Basin which include LRB Municipalities as follows:

1- **Union of the Municipalities of the Lake - Caza of West Beqaa - established by decree no. 2191 dated 12th July,1979**
   The Union jurisdiction includes the following municipalities: Jeb Jennine, Qaraoun, Kherbet Qanafar, Saghbeen, Baaloul, Lala, Ain Zebdeh, Aitanit, Bab Mareh, Mashghara, Kefraya, Sohmor, Yohmor, Lebbaya, Maydoun and Ain El Tineh.
   The Union's headquarter is located at the Caza headquarter.

2- **Union of the Municipalities of the Valley - Caza of West Beqaa - established by decree no. 4268 dated 21st October, 1987**
   The Union jurisdiction includes the following municipalities: unified Sultan Yakoub, Ghazza, Khyara, Hawsh Harimah, Marj, Swayry, Manara, Kamed El-Loz, Mansura, Aana, Ammiq and Rawda.
   The Union's headquarter is located in Ghazza.

3- **Union of the Municipalities of the Caza of Zahleh – Caza of Zahleh – Mohafaza of Beqaa - established by decree no. 15694 dated 9th November, 2005**
   The Union jurisdiction includes the following municipalities: Shtura, Taalbaya, Saednayel, Hzarta, Ferzol, Ablah and Niha.
   The Union's headquarter is located in Zahleh.

4- **Union of the Municipalities of Baalbak – Caza of Baalbak - Mohafaza of Baalbak - Hermel - established by decree no. 15695 dated 9th November, 2005**
   The Union jurisdiction includes the following municipalities: Baalbak, Yunin, Iaat, Hawsh Tel Safiya, Maqneh, Duris and Nahleh.
   The Union's headquarter is located in Baalbak.

5- **Union of the Municipalities of West Baalbak – Caza of Baalbak - Mohafaza of Baalbak - Hermel - established by decree no. 15929 dated 13th December, 2005**
   The Union jurisdiction includes the following municipalities: Shmistar, West Baalbak, Hawsh Sneid, Qsarnaba, Temnin Tahta, Temnin Fawqa, Bednayel, Hawsh Raafqa, Jebaa, Hadath Baalbak, Taraya and Hezzine.
   The Union's headquarter is located in Shmistar.

6- **Union of the Municipalities of Hermel – Mohafaza of Baalbak - Hermel - established by decree no. 15938 dated 15th December, 2005**
The Union jurisdiction includes the following municipalities: Hermel, Al Qasr & Fisan, Al Shwagheer Al Fawqa & Al Tahta, Al Kwakh & Fisan.
The Union's headquarter is located in Hermel.

7- **Union of the Municipalities of Central Beqaa – Caza of Zahleh – Mohafaza of Beqaa - established by decree no. 16197 dated 25th January, 2006**
The Union jurisdiction includes the following municipalities: Bwerij, Makseh, Mrayjat & Qob Elias and Wadi El Delm.
The Union's headquarter is located in Makseh.

8- **Union of the Municipalities of East Baalbak – Caza of Baalbak - Mohafaz of Baalbak - Hermel - established by decree no. 17581 dated 30th August, 2006**
The Union jurisdiction includes the following municipalities: Sareen Fawqa, Sareen Tahta, Khodr, Khraybeh, Nabi Sheet, Jenta & Maarabun.
The Union's headquarter is located in Nabi Sheet.

9- **Union of the Municipalities of the Shallal – Mohafaza of Baalbak - Hermel - established by decree no. 17599 dated 4th September, 2006**
The Union jurisdiction includes the following municipalities: Buday, Al-Allaq, Flawi and Saiidah.
The Union's headquarter is located in Buday.

10- **Union of the Municipalities of the East of Zahleh – Caza of Zahleh – Mohafaza of Beqaa - established by decree no. 1895 dated 6th May, 2009**

The Union jurisdiction includes the following municipalities: Riit, Deir Al Ghazal, Kousaya, Masa, Kfarzid, Terbol Ain Kfarzid, Hay El Fikani, Ali Nahri & Riyaq and Hawsh Hula.
The Union's headquarter is located in Kousaya.

11- **Union of the Municipalities of North Baalbak – Caza of Baalbak - Mohafaz of Baalbak - Hermel - established by decree no. 6789 dated 3rd November, 2011**
The Union jurisdiction includes the following municipalities: Tawfiqiya, Nabi Othman, Jabbula, Al Ain, Zabbud, Halabta, Harbata, Qoleyla & Harfush, Nabha Al Damdum, Al Ram & Jubaniya and Wadi Faara.
The Union's headquarter is located in Al Ain.

12- **Union of the Municipalities of Qalaat Al Istiqlal – Caza of Rashaya – Mohafaza of Beqaa - established by decree no. 8084 dated 11th May, 2012**
The Union jurisdiction includes, as per clause 1 of the decree, the following municipalities: Mhaydtheh, Helweh, Al Bireh, Kfardnis, Mdawkha, Al Rafid, Bakka, Khirbrt Ruha, Deir El Ashayer, Ain Arab and Aita Al Fakhar.
The Union's headquarter is located in "Khirbrt Ruha".

13- **Union of the Municipalities of Jabal al Sheikh – Caza of Rashaya – Mohafaza of Beqaa - established by decree no. 8140 dated 18th May, 2012**

The Union jurisdiction includes the following municipalities: Aqbeh, Dahr El Ahmar, Kfarquq, Kawkaba, Beit Lahya, Majdal Balhis, Bikfaya, Ain Ata, Al Hawsh, Eeha, Tannura, Rashaya and Ain Harsha.

The Union's headquarter is located in "Rashaya".

ANNEX 6: THE IMPORTANCE OF ESTABLISHING A NGO OF LRB MUNICIPALITIES:

The NGO of LRB Municipalities can:

- Easily receive funds and disburse payments following the decision of its Board and General Assembly without having to refer back to central authorities;
- Study and design drawings/maps of any project without the need for a previous approval and with the possibility of amending and implementing these studies and design without any obstacle;
- Easily receive donations and land plots from Awqaf or private donor;
- Easily conclude all types of agreements with great flexibility;
- Overcome all obstacles that may result from inconsistencies between the procedures of concerned ministries' and other governmental bodies and the lack of clarity or overlap in mandates and responsibilities that usually lead to conflictual stands, especially when it comes to the disbursement of funds which has led in many cases in the freezing of donations as is mostly the case between CDR and central ministries with overlapping mandates;
- Avoid the problems that may arise after the projects implementation and completion in defining the party that will be responsible for the maintenance and operations;
- Financial accountancy procedures are simpler;
- Easily transfer and grant any project after its completion to a municipality or group of municipalities with no preset conditions;
- Avoid the cost of heavy bureaucracy at ministries and their high costs for maintenance and operations which are higher than international rates;
- Adopt latest international environmental standards especially in the water sanitation sectors like Bamboo plantations for wastewater treatment which is environment friendly and cost effective with low maintenance cost;
- Subcontract specialized private sector companies to carry out the maintenance based on transparent contracts that can be signed without getting stuck in the heavy bureaucracy of public administrations; litigious issues as well can be referred to the civil legal system avoiding the lengthy and exhausting public procedures;
- Easily recruit and employ the skilled human resources needed on competency basis compared to the lengthy and complicated public recruitment procedures; the NGO is thus able to attract local people who are emotionally related to their community and who are motivated to serve it whereas public recruitment does not take into consideration this dimension; the NGO is also free to increase or decrease its employees as need be and transfer these resources from one project to another contrary to the public sector practice which is very complicated and lengthy requiring many procedures and steps;
- Prepare and make public all reports, statistics and figures as soon as this is approved by its board whereas this is subject to review, study and scrutiny at public bodies before it is approved; it is to be noted that the public bodies culture is against publishing figures contrary to NGO practice;

- Easily subcontract local and international experts whereas this is subject to a complicated procedure in the public sector governed by regulations and conditions that are difficult to fulfill; while these services can be obtained in a benevolent or at low cost by NGOs, it is subject to a much higher experts fees' scale in the public sector;
- Easily share and exchange information and experience among its members which saves a lot of valuable resources and benefit all;
- Deal with private sector companies who have the expertise in water and sewage treatment management as is the case in many countries worldwide.

ANNEX 7: LRB MUNICIPALITIES NGO'S LAWS:

LAWS

ARTICLE 1: ESTABLISHMENT

The Organization was established in the Republic of Lebanon and is a non-political, non-sectarian, non-for profit NGO.

ARTICLE 2: HEADQUARTERS

The NGO's headquarters are located at the following address:

(the headquarters of one of the members)

ARTICLE 3: OBJECTIVES

The Organization's objectives are the following:

a. Advocacy in favor of the Litani River, to mitigate and stop the ongoing pollution of its waters.
b. To induce positive change and cooperation with the decision makers at central level at the relevant ministries and official institutions in order to attain the Coalition's goals.
c. To support the implementation of the action plan, part of the LRBMS program outcomes, which key LRB municipalities and the Litani River Authority have agreed and signed.
d. To contribute to monitoring the implementation of the action plan.

ARTICLE 4: RESOURCES

The financial resources of the Organization are the following:

1- Adherence fees
2- Yearly membership fees
3- Donations, gifts and contributions
4- Revenue from activities

The Organization's financial resources shall be spent exclusively in order to achieve its goals.

ARTICLE 5: ORGANIZATION STRUCTURE

The Organization shall be constituted of two bodies: the Managing Board and the General Assembly. The Managing Board represents the Organization and administrates it according to its stated Laws, By-Laws and the Laws in force.

ARTICLE 6:

The Organization's By-Laws can include the possibility of creating internal committees and specific bodies. It shall also designate the committees' duties and recruiting procedures.

ARTICLE 7: MEMBERSHIP

The Organization's membership is available to any person representing a legal entity who fulfills the following requirements:

1. To be a representative of any Litani River Basin's municipality.
2. To be a representative of any legal entity established since a period of at least 2 years in the Republic of Lebanon and duly registered at the relevant ministry which goals are to provide environmental services concerning water, sanitation and pollution reduction.
3. To accept the Organization's Constitution and to work in favor of attaining its goals.
4. To accept to abide by the principles of integrity and honor when participating in promotional activities that involves the development of the Litani River or any matter concerning the Organization.
5. To be a representative of the legal entity or the municipality based on a signed document; the Organization shall be in possession of a copy of the document. The representative has to be at least 21 years old and in possession of all his civil rights and not convicted of any felony or misdemeanor.

ARTICLE 8:

1. There are 3 types of memberships:
    - **Full Member**: applies to Founding Members or adherent Members fulfilling all the membership's requirements mentioned above in ARTICLE 7. A Full Member has the right to vote during Ordinary and Extraordinary General Assembly meetings, to be nominated to the Managing Board and to participate in its different committees.
    - **Pending Member**: applies to adherent Members of the Organization who don't necessarily fulfill the requirements cited in ARTICLE 7 of the Organization's Laws. A Pending Member has the right to attend Ordinary and Extraordinary General Assembly meetings without being able to vote during these sessions. Once fulfilling all the requirements cited in ARTICLE 7 of the Organization's Laws, the member in questions attains Full Membership based on the Managing Board's approval.
    - **Friend of the Organization**: this membership is granted by the Managing Board to the bodies and institutions that support the Organization's objectives. A Friend of the Organization has the right to attend the General Assembly's meetings without having the right to vote, to be nominated to the Managing Board or to participate in any of its committees.

2. Those wishing to join the Organization and fulfilling the requirements mentioned above shall submit a request to the Managing Board declaring their interest to adhere to the Organization.

The request shall be accompanied by copies of the relevant documents in order to be officially registered in accordance with the legislation in force.

3. The Managing Board shall consider the request during a meeting held for this instance; a decision shall be taken during this meeting following the regular majority.

ARTICLE 9: GENERAL ASSEMBLY

The General Assembly shall be constituted of all the Organization's active members; its duties and prerogatives are detailed in the By-Laws.

ARTICLE 10: MANAGING BOARD

1. The Managing Board shall be constituted by 3 (or 5) members of the General Assembly.
2. The Managing Board's members shall be elected by secret voting and regular majority. It is required to complete the quorum of the Elections session with the presence of more than half of the members of the General Assembly that have paid their subscription fees at least 3 months before the Elections session set date.
3. The term of the Managing Board is of 3 years. The Election session of the Managing Board by the General Assembly is run by a commission of 3 members appointed by the Managing Board at the beginning of the session.

ARTICLE 11:

The Managing Board, after its election, shall be presided by the eldest of the members. A President, a Vice President, a General Secretary, a Treasurer and an Accountant shall be elected, a Representative of the Organization to the Government shall also be designated. A member of the Managing Board may be assigned 2 posts at most except having both the right to take decisions and to dispose the funds. The duties of the Managing Board and each of its members are detailed in the Organization's By-Laws.

ARTICLE 12:

1. The Founding Members shall perform the Management Board's tasks for a year following the official registration of the Organization.
2. The Founding Body shall call for the election of a new Managing Board within a year of the official registration of the Organization in the Official Gazette under penalty that its license shall be cancelled.

ARTICLE 13:

The General Assembly has the right to call for the election of a new Managing Board before the end of the current Managing Board's term if a third of the General Assembly's members invited all the

Assembly's members for a session dedicated to this matter and is approved by two thirds of the present members.

ARTICLE 14: AMENDMENT OF THE CONSITUTION

The General Assembly may amend the Organization's Constitution upon the proposal of the Managing Board or 20% of the full members of the General Assembly that are allowed to vote. The Amendment shall go through if 25% of the present full members agree to it.

ARTICLE 15: DISSOLUTION OF THE ORGANISATION

In addition to these cases of dissolution stipulated in the Associations Law, the Organization may be dissolved upon a request forwarded by half of the General Assembly's full members and after the approval of at least three quarters of the present full members.

ARTICLE 16:

All the Organization's assets shall go to the Litani River Authority in case it was dissolved.

Founding Member	**Founding Member**	**Founding Member**
Founding Member	**Founding Member**	**Founding Member**

ANNEX 8: LRB MUNICIPALITIES NGO'S BYLAWS

BYLAWS

ARTICLE 1: GENERAL ASSEMBLY

Each full member of the Organization shall constitute the General Assembly.

ARTICLE 2:

The General Assembly has the following prerogatives:

1. To elect all members of the General Assembly by secret vote.
2. To receive the report submitted by the Managing Board, to discuss completed and upcoming projects and to express their opinion about them.
3. To submit suggestions and recommendations to the Managing Board.
4. To review and ratify the Organization's budget and peremptory account of the past year.
5. To amend the Organization's Constitution.
6. To appoint accountancy auditors.
7. To discuss and report any subject relevant to the Organization's objectives.
8. To dissolve the Organization.
9. To determine orientations and general annual objectives.

ARTICLE 3: GENERAL ASSEMBLY'S MEETINGS

The General Assembly shall be convened for its ordinary meeting at least once a year. It can also be convened to extraordinary meetings upon the request of the President, the Managing Board or 25% of the full members of the General Assembly that are allowed to vote.

ARTICLE 4:

The General Assembly's ordinary and extraordinary meetings shall be presided by the President of the Managing Board or in case of his absence by the Vice-President. The meeting's invitations shall be sent by the authorized administrative in charge of the invitations at least 15 days before the meeting's set date. The meeting shall be held at a specific time and at the main headquarters of the Organization or any other specified location as detailed in the invitation. If the purpose of this meeting is to elect the Managing Board's members, then the invitations shall be sent out at least a month prior to the set date.

ARTICLE 5:

1. The personal presence of at least half the full members shall constitute a quorum to any ordinary meeting of the General Assembly. If a quorum is not attained within an hour of the time set for the start of the meeting, the meeting shall then be postponed to another date within 15 days of the initial meeting. The members who did not attend the initial meeting shall then be notified again of the 2nd meeting. The quorum of this 2nd meeting shall be constituted of all the present members.

2. The personal presence of at least three quarters of the full members shall constitute a quorum to any extraordinary meeting of the General Assembly. If a quorum is not attained within an hour of the time set for the start of the meeting, the meeting shall then be postponed to another date within 15 days of the initial meeting. The members who did not attend the initial meeting shall then be notified again of the 2nd meeting. The quorum of this 2nd meeting shall be constituted of at least half the full members.

ARTICLE 6:

The General Assembly's minutes shall be kept by the General Secretary and recorded at a special register kept in the Organization's main headquarters.

ARTICLE 7: MANAGING BOARD

All the Organization's affairs shall be administered by the Managing Board that can exercise all the Organization's prerogatives that weren't conferred to the General Assembly's in the Constitution. The Managing Board can, without being limited to the following prerogatives:

1. Administer the Organization's funds and financial affairs and conclude an agreement and commitment in the name of the Organization.
2. Organize activities in order to achieve the orientations and annual objectives and also organize and supervise the Organization's daily activities and take action regarding its ordinary work.
3. Report and discuss any issue that falls within the Organization's authority on the condition that the issue is raised by one of the members of the Managing Board according to the regulations.
4. Study adherence applications and accept members or refuse them.
5. Prepare the forecasted annual budget and the effective budget and present them to the General Assembly for ratification.
6. Prepare an annual report on the Organization's general condition and activity.
7. Appoint legal consultants that can attend the Managing Board's meetings without having the right to vote.
8. Appoint committees and determine their duration and prerogatives.
9. Invite any person to any of the Managing Board's meetings.
10. Work on solving any disputes that may occur between members through dialogue and convergence of views.

ARTICLE 8:

The Managing Board shall be constituted of 5 members of the Organization's full members. The Managing Board's members shall be convened, directly after their election, to elect the following administrators of the Organization:

1. President
2. Vice-President
3. General Secretary
4. Treasurer
5. Accountant

ARTICLE 9:

The members of the Managing Board shall be elected by the General Assembly full members by secret vote and standard majority. The quorum for such a meeting shall be constituted of half the full members that have settled their yearly memberships 3 months prior to the set voting date. The 5 members with the highest votes shall be declared winners.

ARTICLE 10:

The Managing Board shall publish the list with the eligible voters' names in the Organization's headquarters at least one month prior to the Election Day. Objections shall be accepted up to 1 week from the elections; the list then becomes final.

ARTICLE 11:

Nominations shall be presented to the Managing Board who shall consider the availability of the required conditions. The list of the eligible candidates shall be published in the Organization's headquarters 10 days prior to the elections. Objections shall be accepted up to a week prior to the elections date; the nominees' list then becomes final.

ARTICLE 12:

The term of the members of the Managing Board is of 3 years.

ARTICLE 13:

If 2 seats or more of the Managing Board are vacated, elections are run if there is more than 6 months left to the Managing Board's term. If half the seats of the Managing Board are vacated the Board is then

considered dissolved. The General Assembly shall then be convened to run elections for a new Management Board within a period of 1 month.

ARTICLE 14: PREROGATIVES

The President of the Managing Board shall have the following prerogatives:

1. Preside the Organization and both its bodies and also preside all the Organization's meetings.
2. Convene ordinary and extraordinary meetings for both the General Assembly and the Managing Board.
3. Preside all of the General Assembly and the Managing Board's meetings and supervise the implementation of the regulations of these bodies and the activities of all committees.
4. Sign all checks, payment orders, remittances and financial correspondences together with the Treasurer, all regular correspondences are to be signed together with the General Secretary.
5. Represent the Organization before government authorities and third parties and/or appoint others to represent the Organization in specific matters.

ARTICLE 15:

The Vice-President shall replace the President during his absence or inability to carry out his duties.

ARTICLE 16:

The General Secretary shall have the following prerogatives:

1. Organize and keep all meeting minutes and resolutions for each of the General Assembly and Managing Board.
2. Address invitations and notify decisions to the concerned stakeholders.
3. Replace the Treasurer during his absence or inability to carry out his duties.
4. Receive all incoming correspondences and present them to the President. To be also responsible of sending the response.

ARTICLE 17:

The Treasurer shall have the following prerogatives:

1. Be responsible of collecting all adherence and yearly membership fees in return of receipts.
2. Collect all funds, remittances and bonds and deposit them in the Organization's bank account.
3. Sign with the President all checks, payment orders, remittances and bonds and deposit them in the Organization's bank account.
4. Be an Ex-Officio member of the Financial Committee.
5. Provide a financial guarantee or to ensure real estate or banking upon the request of the Managing Board if it deems it necessary, and then return to the board to determine its value.

ARTICLE 18:

The Accountant shall have the following priorities:

1. Be responsible of preparing the closure of accounts for the past year and the budget plan for the upcoming year and present them to the Managing Board.
2. Supervise the regulation of all financial matters.
3. Be responsible of all the Organization's assets.
4. Be an Ex-Officio member of the Financial Committee.

ARTICLE 19: MANAGING BOARD'S MEETINGS

The Managing Board shall convene at least once every 3 weeks for its ordinary meetings. The Managing Board has also the right to be convened to extraordinary meetings when deemed necessary. The meetings shall be held upon the request of the President or, during his absence, the Vice-President who shall send out invites at least a week prior to the set date, unless the members waive their right to be convened.

ARTICLE 20:

The personal presence of half of the members shall be required to form the necessary quorum to hold any meeting of the Managing Board. The meeting shall start off by reading the previous meeting's minutes and approving them.

ARTICLE 21:

The Managing Board meetings' minutes shall be kept by the General Secretary and recorded in a special registry kept at the Organization's main headquarters.

ARTICLE 22: COMMITTEES

The Managing Board can appoint and form committees composed of members of the Organization or others to carry out different tasks in accordance with the following provisions:

1. Each committee shall hold, within its jurisdiction, the preparation of project studies whether the projects are submitted or referred to the committee and work the project's follow-up upon the Managing Board's approval.
2. Each committee shall have a President and a Coordinator.
3. All the Organization's members have the right to affiliate with any committee and with more than one committee and nominate their representatives in the committee.
4. Each committee shall elect a President and a Coordinator.
5. The Organization's President has the right to convene committee members or any committee on the side when deemed necessary.
6. Ad-Hoc committees may be appointed within a committee if necessary for a limited period of time which ends when all the tasks assigned to the Ad-Hoc committee are done.

ARTICLE 23: MEMBERSHIP TERMINATION AND EXPIRY

The membership of any member shall be terminated in the following cases:

1. If the member submitted his resignation in writing to the Organization.
2. If the member commits a violation proven to the Managing Board that it involves fraud or deceit.
3. If the member did not settle their yearly membership fees a month from the notification of the payment due.
4. If the member's main activity does not comply with the membership requirements specified in Article 7 of the Organization's Laws.
5. If the member refused voluntarily and continuously to perform his duties towards the Organization.
6. If the member stopped his activity for whatever reason.

ARTICLE 24:

1. Any member that has failed to fulfill one of the conditions of membership or that has been absent with no legitimate excuse to 4 consecutive General Assembly's meetings shall be considered as having resigned their membership to the Organization.
2. Any member that has been absent with no legitimate excuse at 3 consecutive Managing Board's meetings shall be considered as having resigned from the Board.
3. Any member of the Managing Board can resign from it or from the committees after writing a resignation letter addressed to the Managing Board which can accept the letter or refuse it within a period of 15 days; otherwise their failure to respond shall be considered as an approval. The resigned member doesn't lose his membership in the Organization unless they express it clearly in the resignation letter.

ARTICLE 25:

The General Assembly has the right and the authority to terminate the membership of any member who fits in any of the criteria listed in Article 23. However, before finalizing the decision, the General Assembly has to investigate the violations allegedly committed by the member and suspend his membership pending the results of the investigation. Based on the investigation's conclusion, the General Assembly shall either expel the member or confirms his membership. The General Assembly's decision shall be taken by standard majority and shall be considered final and effective as soon as the considered member is notified.

ARTICLE 26: ADHERENCE AND YEARLY MEMBERSHIP FEES

1. The Adherence fee shall be set by the General Assembly and be paid once upon the adherence of the member. The Yearly Membership fee shall be paid in addition to the Adherence fee during the first year which comes to **???** until the sum of the fee is amended by the General Assembly.
2. The Yearly Membership fee shall be set by the General Assembly and be paid once every year. The Yearly Membership fee is of **???**_until the sum of the fee is amended by the General Assembly.

ARTICLE 27:

The Adherence and Yearly Memberships fees are due and shall be settled upon the adherence of the new member. The following years the Yearly Membership fee is due on the 1st of January of every year.

ARTICLE 28: FINANCIAL AFFAIRS

No sum of the Organization's money shall be spent unless under a regulation issued by the President of the Managing Board and the Treasurer together; they both have the right to derogate any of their prerogatives to any of the members of the Managing Board.

ARTICLE 29:

The Treasurer shall not spend any sum of money unless under a signed payment order by the President that details the nature and purpose of the payment.

ARTICLE 30: VOTING

Every full member shall have one vote during the General Assembly's meetings through the member's legal representative. Every member has also the right to replace his representative as he wishes upon a new written request addressed to the Organization's President notifying it of the name of the new representative on the condition that this person meets all the requirements listed in paragraph 5 of Article 7 of the Organization's Laws.

ARTICLE 31:

1. Every full member has the right to nominate another member to represent him in the General Assembly's meetings and to vote on his behalf the decisions based on a written substitution form set by the Managing Board for this purpose. The form shall be submitted to the Managing Board 3 days prior to the meeting's set date for approval and ratification.
2. The substituted member shall not substitute for more than one member.

ARTICLE 32:

All the decisions of the General Assembly or the Managing Board shall be taken according to standard majority which comes to half the present members plus one.

ARTICLE 33:

All the following decisions shall be taken by the majority constituted of three quarters of the full members present at the General Assembly's meetings:

1. Setting the Adherence fee of the Organization.
2. Imposing new fees in order to cover the cost of items not listed in the budget.
3. Setting the Yearly Membership fee.
4. Amending the Laws and/or By-Laws.
5. Dissolving the Organization.
6. Amending the objectives and annual directives.

ARTICLE 34: NOTIFICATIONS

Any notification or document that must be shared with the members can be submitted via mail, in person, fax or e-mail and shall be considered notified or sent a week from the day the document was submitted to the according address, fax or e-mail.

ARTICLE 35:

1. If a member has committed what would inflict moral or physical damage to the Organization, or if he exceeds his powers, violates any provision of this Constitution or participates in activities in violation with the Coalition of Municipalities of the Litani River Basin and the laws set by the Organization, the file shall then be referred to the Managing Board to be addressed through dialogue in accordance with paragraph 10 of Article 7 of this Constitution. In case of impossibility, the decision shall be referred from the Managing Board to a Disciplinary Council that shall be formed by members of the Managing Board to consider the violation and the corresponding penalization and make a suggestion of it to the Managing Board.
2. The Managing Board shall take a decision concerning the subject. It shall be then approved by two thirds of the Managing Board's members for the penalization to be approved.
3. Any member of the Managing Board shall refrain from participating and voting during disciplinary action concerning any other member of particular interest to the latter or that has a relationship with the concerned member that might affect the latter's impartiality or his performance at the task.
4. The violating member is entitled to object before the General Assembly within 2 weeks of being notified of the Managing Board's decision.

Founding Member **Founding Member** **Founding Member**

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