



Stakeholder Perspectives on Integrated Coastal Zone Management in Lebanon

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Stakeholder Perspectives on Integrated Coastal Zone Management (ICZM) in Lebanon

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*A Stakeholder Perspectives for the Development of Lebanon's ICZM Strategy and Law*

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## List of Acronyms

|       |                                                           |
|-------|-----------------------------------------------------------|
| CESE  | Lebanese Economy Social and Environmental Council         |
| CNRS  | National Council for Scientific Research                  |
| CSR   | Corporate Social Responsibility                           |
| DGC   | Directorate General of Cooperatives                       |
| DGHER | Directorate General of Hydraulic and Electrical Resources |
| DGUP  | Directorate General of Urban Planning                     |
| ICZM  | Integrated Coastal Zone Management                        |
| IWRM  | Integrated Water Resource Management                      |
| LEF   | Lebanese Environmental Forum                              |
| MoA   | Ministry of Agriculture                                   |
| MoE   | Ministry of Environment                                   |
| MoEW  | Ministry of Energy and Water                              |
| MoPWT | Ministry of Public Works and Transportation               |
| MPD   | Maritime Public Domain                                    |
| NGOs  | Non-Governmental Organizations                            |
| QCA   | Qualitative Comparative Analysis                          |
| NCRS  | National Center for Remote Sensing                        |

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## Executive Summary

This report consolidates the perspectives of parliamentary, governmental, scientific, and civil society stakeholders on the development of Integrated Coastal Zone Management (ICZM) in Lebanon. The assessment draws on structured interviews and qualitative comparative analysis to map the landscape of institutional readiness, stakeholder engagement, and policy alignment for the National ICZM Law and Strategy.

Parliamentarian insights reveal both consensus and fragmentation in Lebanon's approach to coastal governance. Nearly all parliamentarians express explicit support for a dedicated National ICZM Law and Strategy, marking a rare moment of political alignment. This consensus is significant given Lebanon's history of outdated and fragmented coastal statutes. It recognizes that the current legal framework is inadequate to address mounting pressures such as illegal encroachments, climate change risks, and the degradation of public and ecological assets. However, awareness and direct engagement with the ICZM Protocol remain uneven, with some parliamentarians well-versed in Lebanon's obligations and others unfamiliar with the Protocol. This gap underscores the need for targeted awareness raising, capacity building and more consistent parliamentary oversight.

Preferences for administrative and governing structures reflect a pragmatic orientation. All parliamentarians favor municipal-level implementation for its proximity to local conditions, but also call for a permanent national authority or inter-ministerial body to ensure strategic direction and accountability. This dual preference points to the necessity of combining local responsiveness with national coherence, moving beyond fragmented, ad hoc arrangements toward integrated governance.

Parliamentarians repeatedly cite the absence of a comprehensive legal framework, weak enforcement, and the prevalence of violations, often by powerful interests, that go unpunished highlighting legal and enforcement barriers as the most significant obstacles to effective ICZM. The demand for significant fines and robust enforcement mechanisms reflects a desire to break with the culture of impunity that has historically undermined coastal governance. Institutional and coordination challenges are also prominent, with respondents pointing to overlapping mandates, a lack of a permanent national body, and weak inter-agency collaboration. Financial and technical constraints, while acknowledged, are generally seen as secondary to legal and institutional barriers. Social and community challenges, such as public awareness and the rights of coastal communities, are present but less dominant.

Non-parliamentarian stakeholders, including ministries, scientific entities, and Non-Governmental Organizations (NGOs), demonstrate strong alignment on the need for legal and institutional reform. Ministries such as the Ministry of Environment (MoE), the Ministry of Energy and Water (MoEW), and the Directorate General of Urban Planning (DGUP) show high engagement with ICZM principles, while NGOs play a catalytic role in advocacy, community

mobilization, and field implementation. The majority of stakeholders favor a multi-level governance structure, with municipalities as frontline entities, caza-level units for regional coordination, and a central national body for strategic oversight. This polycentric model is seen as critical for addressing the complexity of Lebanon's coastal governance and fostering resilience in the face of environmental and institutional challenges.

Across all stakeholder groups, governance-related issues, particularly legal/enforcement and institutional/coordination challenges, emerge as the most persistent obstacles to effective ICZM. Financing and capacity constraints are acute, especially for NGOs, while social dynamics highlight the importance of stakeholder participation and behavior change at the community level.

In summary, the findings point to a window of opportunity for advancing ICZM in Lebanon. There is broad support for new legislation and strategy, but success will depend on bridging gaps in awareness, capacity building, strengthening enforcement and institutional coordination, and adopting a multi-level governance approach that combines local action with national oversight. The analysis recommends prioritizing legal reforms and fostering inclusive stakeholder engagement to ensure the effective implementation and sustainability of ICZM in Lebanon.

## **I. Introduction**

This initiative is part of the Mediterranean Sea Programme (MedProgramme): “Enhancing Environmental Security” and specifically its Child Project (CP) 2.1 “Mediterranean Coastal Zones: Water Security, Climate Resilience and Habitat Protection.” Within Child Project 2.1, and in the framework of the “National Integrated Coastal Zone Management (ICZM) Strategy, Legislation, and Plan Development” project, funded by the Global Environment Facility, the initiative is executed by the Priority Actions Programme/Regional Activity Centre (PAP/RAC), and implemented by Earth Link & Advanced Resources Development (ELARD) and the Marine and Coastal Resources Program at the Institute of the Environment, University of Balamand (MCR-IOE-UOB), with the support of, and for the benefit of, Lebanon’s Ministry of Environment (MoE). The project aims to update the National ICZM Strategy and National ICZM Law for Lebanon.

## **II. Objective**

The objective of the current document is to consolidate and analyze the perspectives of key stakeholders—parliamentarians, governmental institutions, scientific bodies, and Non-Governmental Organizations (NGOs)—regarding the development of a National ICZM Law and Strategy. It seeks to identify levels of support, gaps in awareness, institutional readiness, and perceived challenges affecting coastal governance. Through structured interviews and qualitative comparative analysis, the report maps legal, institutional, financial, technical, and social obstacles to effective ICZM. It also assesses preferred administrative structures and coordination mechanisms for implementing ICZM across Lebanon. Ultimately, the document aims to provide evidence-based insights that informs the development of a coherent, enforceable, and multi-level ICZM governance framework for Lebanon.

## **III. Methodology**

Multiple one-on-one interviews were conducted, where open-ended responses for common and institution-specific questions <sup>1</sup> (Annex I: Questionnaire Template) were collected from 19 stakeholders, five of whom are Lebanese parliamentarians, seven represent different governmental institutions, and seven NGOs. The latter two groups were categorized and analyzed together under the title of “non-parliamentarian stakeholders”.

Parliamentarian Stakeholders included:

- Stakeholder 1: Parliamentary Committee for Environment – Dr. Najat Saliba.

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<sup>1</sup> Original, filled questionnaires can be provided upon request

- Stakeholder 2: Parliamentarian Attending Committees for: Environment, Defense, Interior and Municipal Affairs, and Public Works, and Energy – Dr. Fady Karam.
- Stakeholder 3: Parliamentarian, Chair of the Sub-Committee for the Union of Ports, attending meetings of the Oil and Gas Committee, the Agriculture, Tourism, Technology, Public Works and Transport Committees – Mr. Adib Abd Al Masih.
- Stakeholder 4: Parliamentary Committee of Foreign Affairs – Mr. Michel Douaihy.
- Stakeholder 5: Parliamentary Committee of Environment, Chair – Mr. Ghayath Yazbeck.

Non-Parliamentarian Stakeholders included:

- Stakeholder 1: MoE – Department of Ecosystems, Mr. Adel Yaacoub, Head.
- Stakeholder 2: MoEW – Water Resources, General Directorate of Hydraulic and Electrical Resources, Ms. Mona Fakih, Director.
- Stakeholder 3: Ministry of Agriculture (MoA) – Directorate General of Cooperatives (DGC) – Ms. Gloria Abi Zeid, Director General.
- Stakeholder 4: Ministry of Public Works and Transportation (MoPWT)– DGUP –Mr. Ali Ramadan, Director General.
- Stakeholder 5: Federation of Tourism Syndicates in Lebanon– Mr. Jean Beirut, Secretary-General.
- Stakeholder 6: Lebanese Economy Social and Environmental Council – Mr. Charles Arbid, President.
- Stakeholder 7: National Council for Scientific Research (CNRS) – Centre for Remote Sensing, Dr. Ghaleb Faour, Director.
- Stakeholder 8: Lebanese Environmental Forum (LEF) NGO
- Stakeholder 9: Friends of Nature NGO
- Stakeholder 10: IndyAct NGO
- Stakeholder 11: Green Hand NGO
- Stakeholder 12: SWIM NGO
- Stakeholder 13: TERRE Liban NGO
- Stakeholder 14: SPNL NGO

The qualitative responses were systematically coded into binary values across thematic dimensions (support for the National ICZM Law and Strategy, awareness and engagement with the ICZM Protocol, perceived challenges, and preferences for administrative and governing structures), enabling structured comparison and Qualitative Comparative Analysis (QCA). This approach helped identify patterns, gaps, and opportunities for policy development and stakeholder collaboration. Answers were additionally classified based on the screening for possible and existing challenges: Legal/Enforcement; Institutional/Coordination; Financial/Resources; Technical/Capacity; and Social/Community.

This was followed by stakeholder-specific analyses designed to elucidate each respondent's perspective, thereby contributing to a more comprehensive understanding of the current ICZM context in Lebanon.

## **IV. Parliamentary Insights**

This section presents an analysis of responses from Lebanese parliamentarians regarding ICZM in Lebanon. The assessment focuses on four key themes: support for the National ICZM Law and Strategy, awareness and engagement with the ICZM Protocol, perceived challenges, and preferences for administrative and governing structures. The analysis reveals urgent legislative and policy development as seen in the apparent fragmentation that characterize Lebanon's current approach to coastal governance.

### **A. General Questions**

Assessment for support of an ICZM Law and Strategy demonstrates a clear and consistent pattern: nearly all parliamentarians express explicit support for both a dedicated law and a national strategy (Figure 1), and the ones who did not, stated that their support will be provided after review of proposals (i.e. Dr. Fady Karam). This is not a trivial finding. In a context where Lebanon's coastal management has historically been governed by outdated statutes some dating back to the 1960s and fragmented sectoral policies combined with major deficiencies in the implementation of applicable laws, all coupled with rampant corruption over a period of more than five decades, such consensus among lawmakers signals a rare political alignment. This alignment reflects a recognition that the current state is insufficient to address the mounting pressures on the coast, including illegal encroachments, climate change risks, and the degradation of public and ecological assets.

These results are significant as they suggest that the legislative groundwork for a National ICZM Law and Strategy is not only possible but timely, as parliamentarians themselves are supporting a modern legal framework. Second, the parallel support for a national strategy indicates an understanding that a law alone is not enough: implementation requires a coordinated vision, clear objectives, and actionable plans that can translate legal mandates into real-world outcomes.

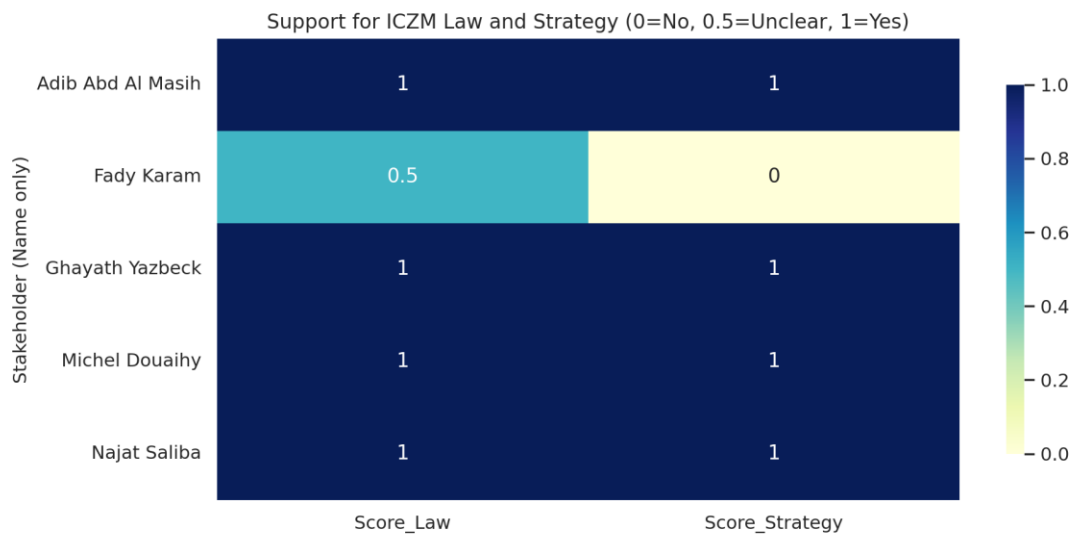


Figure 1: Heatmap showing the support of Lebanese parliamentarians for the National ICZM Law and Strategy.

Assessing awareness and engagement with the ICZM Protocol reveals a more fragmented picture. While some parliamentarians are well-versed in Lebanon’s obligations as a contracting party to the Protocol, others admit to limited or no awareness, and most report no direct engagement with the Protocol in their parliamentary work (Figure 2). This gap is telling as it reflects the broader institutional challenge of ensuring that international commitments are not only ratified but internalized and operationalized within national legislative processes.

For the development of the National ICZM Law and Strategy, this finding underscores the need for targeted awareness raising, capacity building and advocacy within parliament. Without a shared baseline of knowledge and engagement, even the best-drafted laws risk being undermined by inconsistent application or lack of political will. Bridging this gap is essential for effective oversight, compliance, and the translation of international norms into national practice.

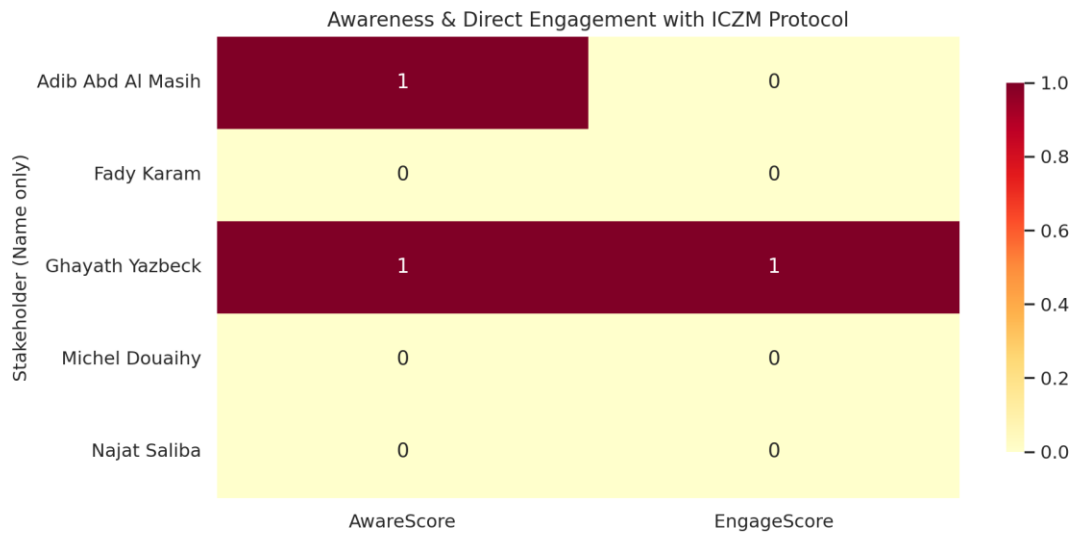


Figure 2: Heatmap showing the degree of awareness and engagement of Lebanese parliamentarians of the ICZM Protocol.

### B. Preferences for Administrative and Governing Structures

Administrative preferences and institutional structures indicate a pragmatic orientation among parliamentarians. There is a strong preference for municipal-level implementation, reflecting the belief that local authorities are best positioned to address the specificities of coastal management on the ground. However, this localism is tempered by a widespread call for a permanent national authority or inter-ministerial body to provide overarching coordination, set standards, and ensure accountability.

This dual preference reflects an understanding that effective ICZM requires both local responsiveness and national coherence. The call for a national authority is particularly significant: it signals a willingness among lawmakers to move beyond fragmented, ad hoc arrangements toward a more integrated and accountable governance model.

### C. Challenges

The most striking results emerge from the analysis of perceived challenges, as visualized in both the heatmap and the radar chart (Figure 3, Figure 4). Parliamentarians overwhelmingly identify legal and enforcement barriers as the most significant obstacles to effective coastal management. These include the absence of a comprehensive legal framework, weak enforcement of existing laws, and the prevalence of violations, often by powerful interests, that go unpunished. The mention of “significant fines” and the need for robust enforcement mechanisms is not just rhetorical; it reflects a demand for real deterrents against illegal activities and a break from the culture of impunity that has historically plagued Lebanon’s coastal governance.

Institutional and coordination challenges are also prominent. Parliamentarians point to the fragmentation of authority, the lack of a permanent national body for ICZM, and the weak coordination between ministries, municipalities, and other stakeholders. This institutional disarray is seen as a major impediment to both the passage and implementation of any new law or strategy.

Financial and technical challenges, such as insufficient funding, lack of data, and limited technical capacity, are acknowledged but are generally seen as secondary to the legal and institutional barriers. Social and community challenges, including public awareness and the rights of coastal communities, are mentioned but do not dominate the discourse.

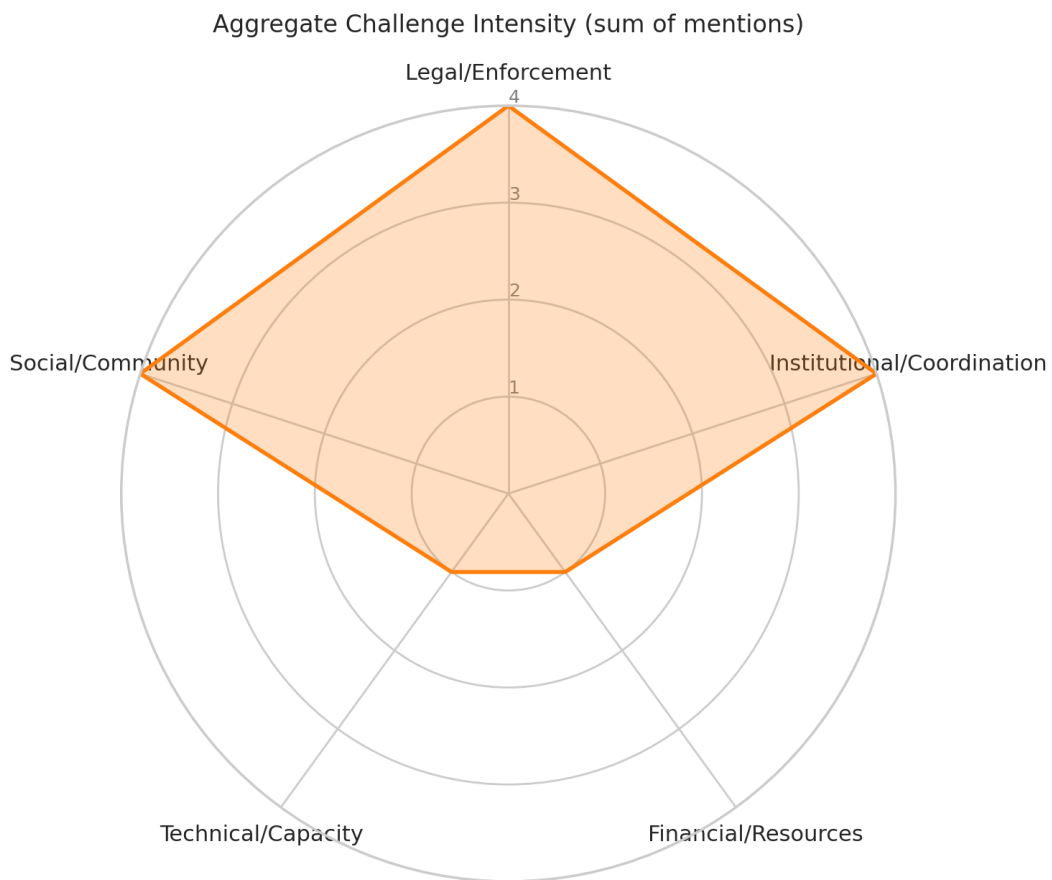


Figure 3: An aggregated view of the challenges and their weight based on sum of mentions as per Lebanese parliamentarians.

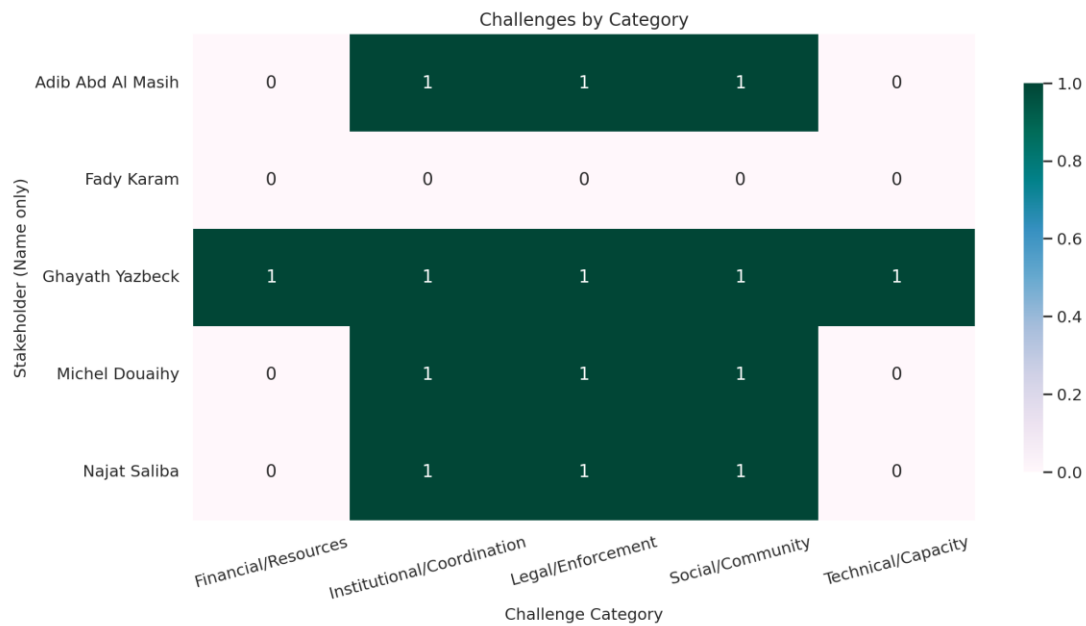


Figure 4: Heatmap showing the challenges identified by Lebanese parliamentarians that hinder the implementation of the National ICZM Law and Strategy.

## D. Institution Specific Insights

### 1. Stakeholder 1 and 5: Parliamentarian Committee for Environment – Dr. Najat Saliba and Mr. Ghayath Yazbeck

Dr. Najat Saliba notes that the committee is not familiar with Lebanon’s obligations under the ICZM Protocol, revealing a parliamentary awareness gap. Nonetheless, she outlines clear mechanisms for monitoring coastal policy implementation, including overseeing law enforcement, requesting data and clarifications from government bodies, and holding authorities accountable. She also stresses the committee’s role in identifying legislative gaps and leading necessary reforms. Saliba further highlights the essential role of NGOs and civil society as proactive partners in advocating for sustainable coastal policies, representing marginalized voices, monitoring environmental issues, and contributing to legislative improvements. Together, these perspectives position both the committee and civil society as key drivers of accountability and continuous enhancement of ICZM governance.

Mr. Ghayath Yazbeck’s responses stand out for their clarity and detail, portraying personal awareness of Lebanon’s ICZM obligations but this has not translated into committee engagement. He, nevertheless highlights the committee’s use of formal monitoring mechanisms—including hearings with ministries, field visits to coastal sites, and consultations with civil society and academia—reflecting an institutional, process-driven approach to integrating scientific, technical, and stakeholder input into policymaking. While acknowledging the value of stakeholder

contributions, Yazbeck emphasizes the importance of structured parliamentary procedures and formal oversight in ensuring coherent and effective ICZM governance.

Dr. Saliba, a member, and Mr. Yazbeck, the Chair of the Parliamentary Committee for Environment, offer distinct yet complementary perspectives on ICZM implementation and the role of civil society. Dr. Saliba emphasizes practical mechanisms for monitoring, accountability, and legislative reform, highlighting the importance of civil society as a dynamic partner that drives responsiveness and inclusivity in coastal governance. In contrast, Mr. Yazbeck underscores structured parliamentary processes, formal oversight, and alignment with national and international ICZM obligations, focusing on procedural rigor and institutional coherence. Together, their viewpoints illustrate how combining robust institutional frameworks with active civil society engagement can strengthen ICZM governance and advance effective coastal management in Lebanon.

**2. Stakeholder 2: Parliamentarian Attending Committees for: Environment, Defense, Interior, and Municipal Affairs, Public Works, and Energy – Dr. Fady Karam**

Dr. Fady Karam's responses reflect a committee landscape where Lebanon's obligations under the ICZM Protocol have not been substantively addressed and where knowledge about its obligations are quasi-absent. The absence of these topics from committee agendas points to a gap in legislative prioritization and awareness vis-a-vis ICZM. Furthermore, the lack of mechanisms for monitoring coastal policy implementation or engaging with civil society and academia suggests that, at present, these committees operate with minimal integration of sustainable development principles or stakeholder input at least as they relate to the coast. This institutional inertia underscores the need for both awareness-raising and procedural reforms to embed ICZM considerations into parliamentary routines.

**3. Stakeholder 3: Chair of the Sub-Committee for the Union of Ports, attending meetings of the Oil and Gas Committee, the Agriculture, Tourism, Technology, Public Works and Transport Committees – Mr. Adib Abd Al Masih**

Mr. Abd Al Masih provides a more nuanced perspective, acknowledging that not all committee members are familiar with Lebanon's ICZM obligations. The response emphasizes the importance of parliamentary lobbying and awareness-building, particularly through workshops that highlight the national identity implications of coastal management. There is a clear call for both international and local engagement: on the one hand, fostering cooperation with Mediterranean countries and, on the other, establishing regular coordination with local authorities, civil society, and professional syndicates. The suggestion to institutionalize periodic stakeholder meetings, potentially mandated by law, reflects a proactive approach to bridging knowledge gaps and fostering multi-level collaboration, which is essential for effective ICZM.

#### 4. Stakeholder 4: Committee of Foreign Affairs – Mr. Michel Douaihy

Mr. Michel Douaihy's answers reveal a lack of committee familiarity with the ICZM Protocol, but also a willingness to engage if provided with the necessary information. The recommendation to circulate the Protocol and the recognition that legislative translation requires extensive lobbying indicate both a gap and an opportunity: while the committee is not currently active on ICZM, there is openness to advocacy and legislative action if properly supported. This knowledge would ensure better conformity and direct discussions regarding the ICZM Law. The absence of mechanisms for policy implementation is candidly acknowledged, but there is a readiness to convene parliamentary sessions to raise awareness and advocate for the Protocol, and the National Draft Law and Strategy. This reflects a latent leadership potential, contingent on targeted outreach and capacity building.

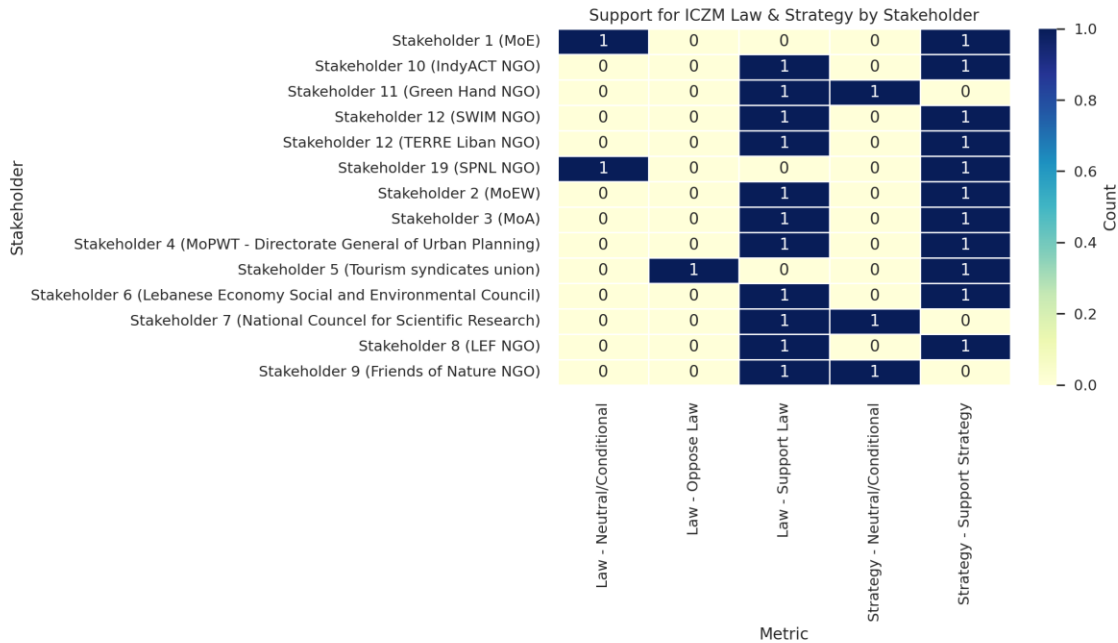
### V. Insights of Executive and Civil Society Stakeholders

This section presents a comprehensive analysis of stakeholder perspectives on ICZM in Lebanon. Fourteen executive and civil society stakeholders, including government ministries, scientific entities, and NGOs were interviewed to assess their understanding, engagement, and support for ICZM.

#### A. General Questions

NGO stakeholders, including LEF, Friends of Nature, IndyACT, Green Hand, SWIM, and TERRE Liban, exhibited broad engagement across multiple themes, including the support and possible contribution to the National Draft Law and Strategy (Figure 5, Figure 6), reflecting a strong commitment to advocacy, community mobilization, and field implementation.

Government stakeholders, including ministries such as the MoE, MoEW, the DGC at the MoA, DGUP at the MoPWT, demonstrated strong alignment on themes related to challenges, the ICZM Law (Figure 5; Figure 8), and administrative management. This suggests a recognition of systemic issues in coastal governance and the need for legal and institutional reform, also reflecting the need for the governments to focus on structural and policy-level interventions.



**Figure 5: Heatmap showing the support of executive and civil society stakeholders for the National ICZM Law and Strategy.**

However, engagement with the ICZM Protocol is inconsistent across stakeholders. For instance, DGUP show limited awareness or interaction with the Protocol, highlighting a gap in national and international coordination. Similarly, contributions to strategy and law development vary, with some ministries not yet articulating their potential roles. On the other hand, stakeholder profiling shows that NGOs and other civil society stakeholders are more agile and participatory, often filling gaps left by institutional inertia (Figure 6). They also highlight challenges related to law enforcement, public awareness, and environmental degradation, bringing grassroots perspectives into national policy discussions.

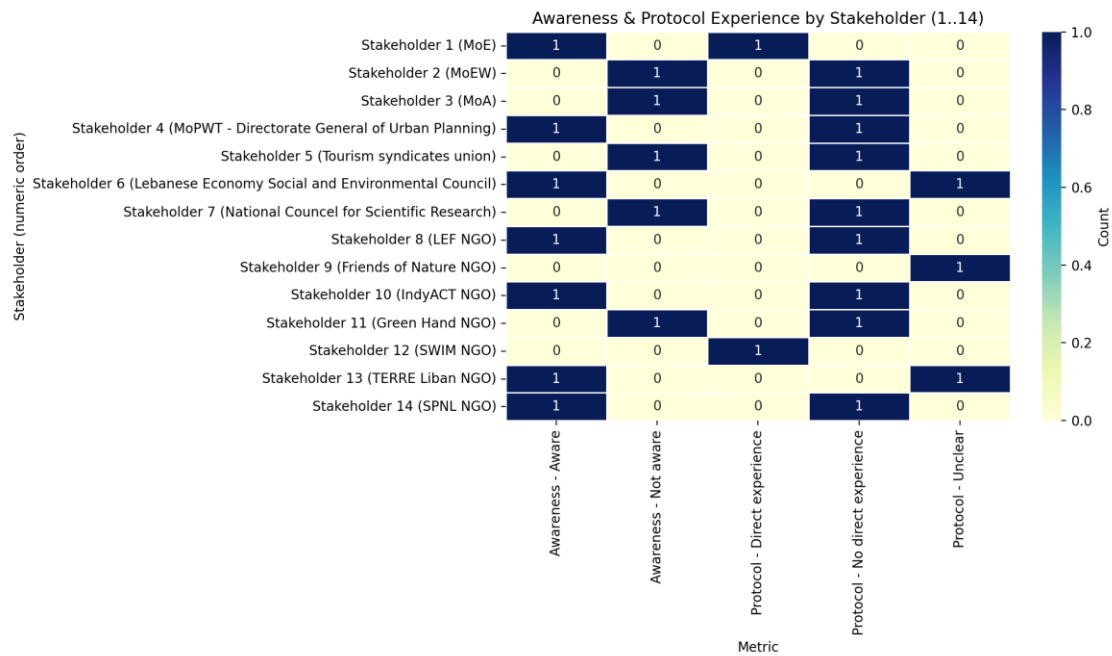


Figure 6: Heatmap showing the degree of awareness of executive and civil society stakeholders of the ICZM protocol and level of experience.

## B. Preferences for Administrative and Governing Structures

Stakeholder responses reveal a clear trend toward favoring a multi-level governance structure for ICZM in Lebanon (Figure 7). When asked about the most appropriate administrative units for implementing ICZM, the majority of stakeholders identified municipalities as the preferred frontline entities. Municipalities are seen as having the legal mandate, local knowledge, and proximity to coastal communities necessary for effective management and enforcement of coastal policies.

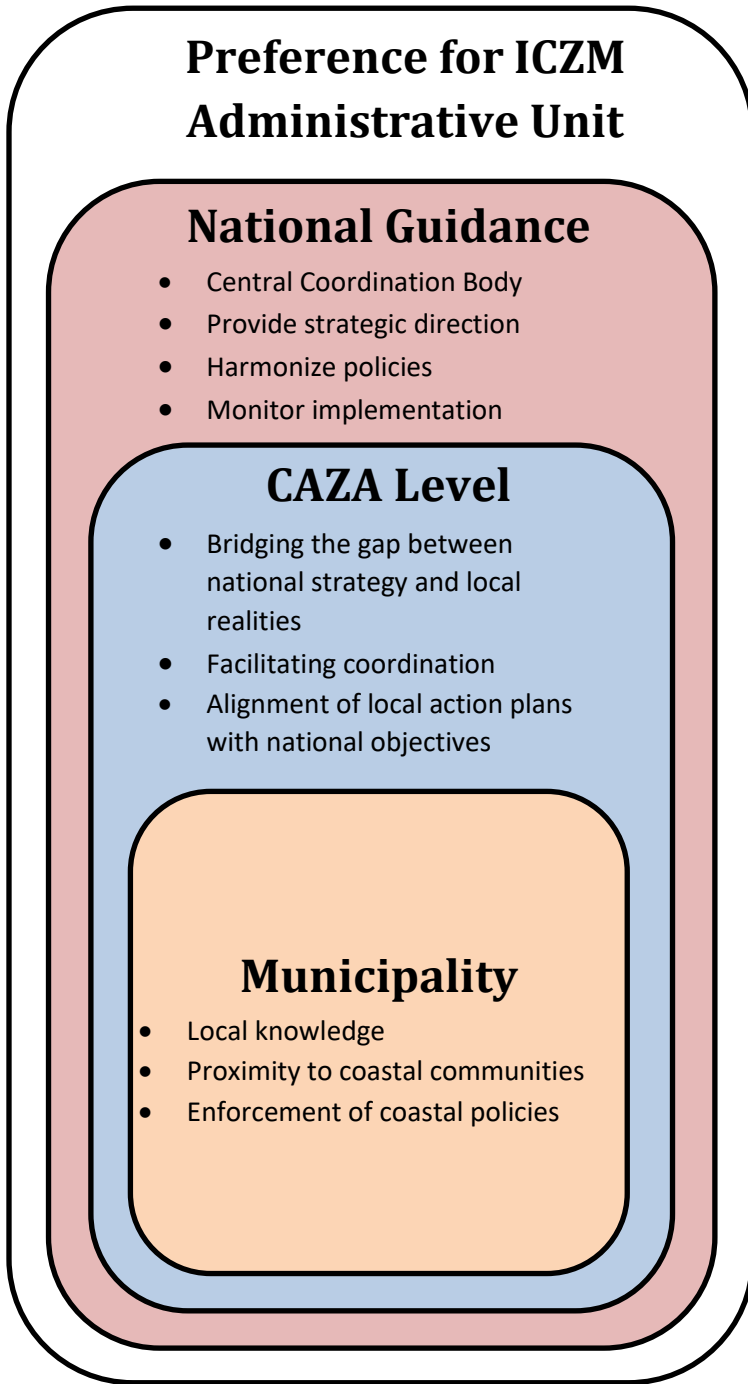
In addition to municipalities, several stakeholders advocated for the involvement of caza-level (district) units. This intermediate tier is viewed as essential for bridging the gap between national strategy and local realities, facilitating coordination among multiple municipalities within a coastal district, and ensuring that localized action plans are aligned with broader national objectives.

A smaller number of respondents suggested alternative units, such as basin-level management, reflecting the importance of integrated water resource approaches that connect inland and coastal dynamics.

Importantly, there is a strong call for national guidance and oversight. Stakeholders emphasized the need for a central coordinating body or standard-setting hub at the national level to provide strategic direction, harmonize policies, and monitor implementation across all administrative tiers. This preference points to a polycentric, nested governance model, one that combines local

execution with regional coordination and national oversight, ensuring that ICZM efforts are both context-sensitive and strategically aligned.

This multi-level approach is seen as critical for addressing the complexity of Lebanon’s coastal governance landscape, enabling effective stakeholder engagement, and fostering resilience in the face of environmental and institutional challenges.



## Preferences for ICZM Administrative Unit

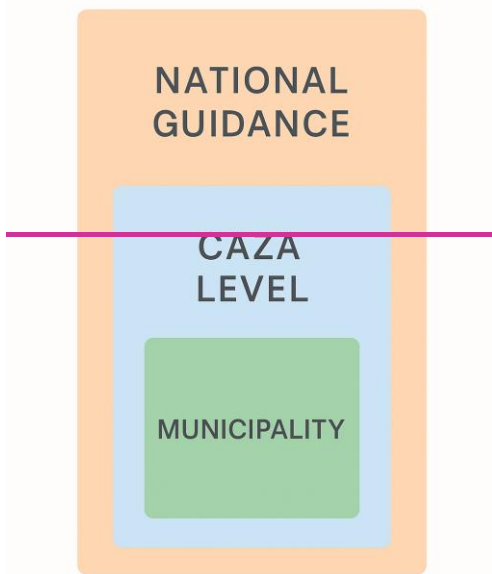


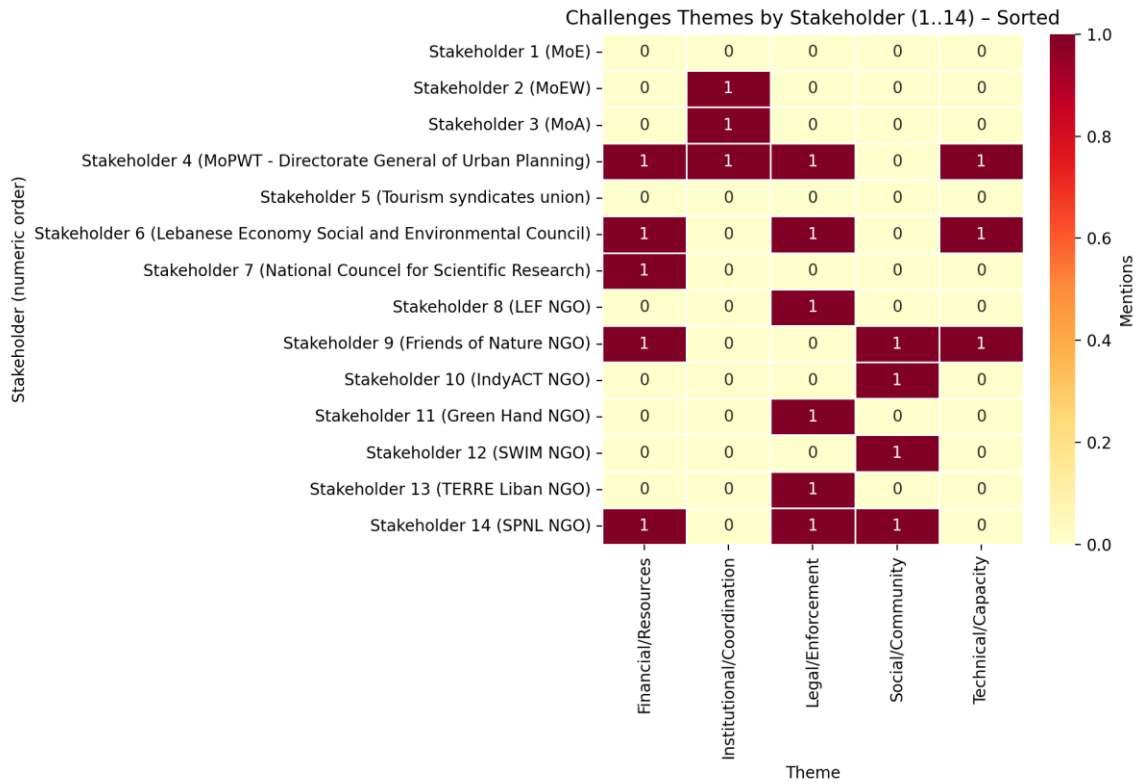
Figure 7: Most favorable administrative model for ICZM in Lebanon by executive and civil society stakeholders.

### C. Challenges

A detailed review of stakeholder responses reveals that governance-related issues are the most persistent and significant obstacles to effective ICZM in the country (Figure 8). Two interrelated themes stand out: Legal/Enforcement and Institutional/Coordination challenges (Figure 9). Stakeholders repeatedly referenced overlapping mandates between ministries, weak law enforcement mechanisms, illegal encroachments on the coastal zone, gaps in port governance, and fragmented decision-making processes. These issues collectively undermine the ability to implement and sustain coherent coastal management policies.

In addition to governance, Finances/Resources emerged as acute concerns. NGOs highlighted their dependence on short-term grants and the difficulty of sustaining activities once project funding ends. Public sector bodies, meanwhile, cited limited budgets, insufficient staffing, and restricted access to essential data as major barriers to fulfilling their mandates.

Social and community dynamics also play a critical role. Many stakeholders pointed to the importance of gaining acceptance at the municipality level, fostering meaningful stakeholder participation, and encouraging behavior change among coastal users—whether related to issues such as waste management, fishing gear compliance, or public access norms.



**Figure 8: Heatmap showing the challenges identified by executive and civil society stakeholders that hinder the implementation of the National ICZM Law and Strategy.**

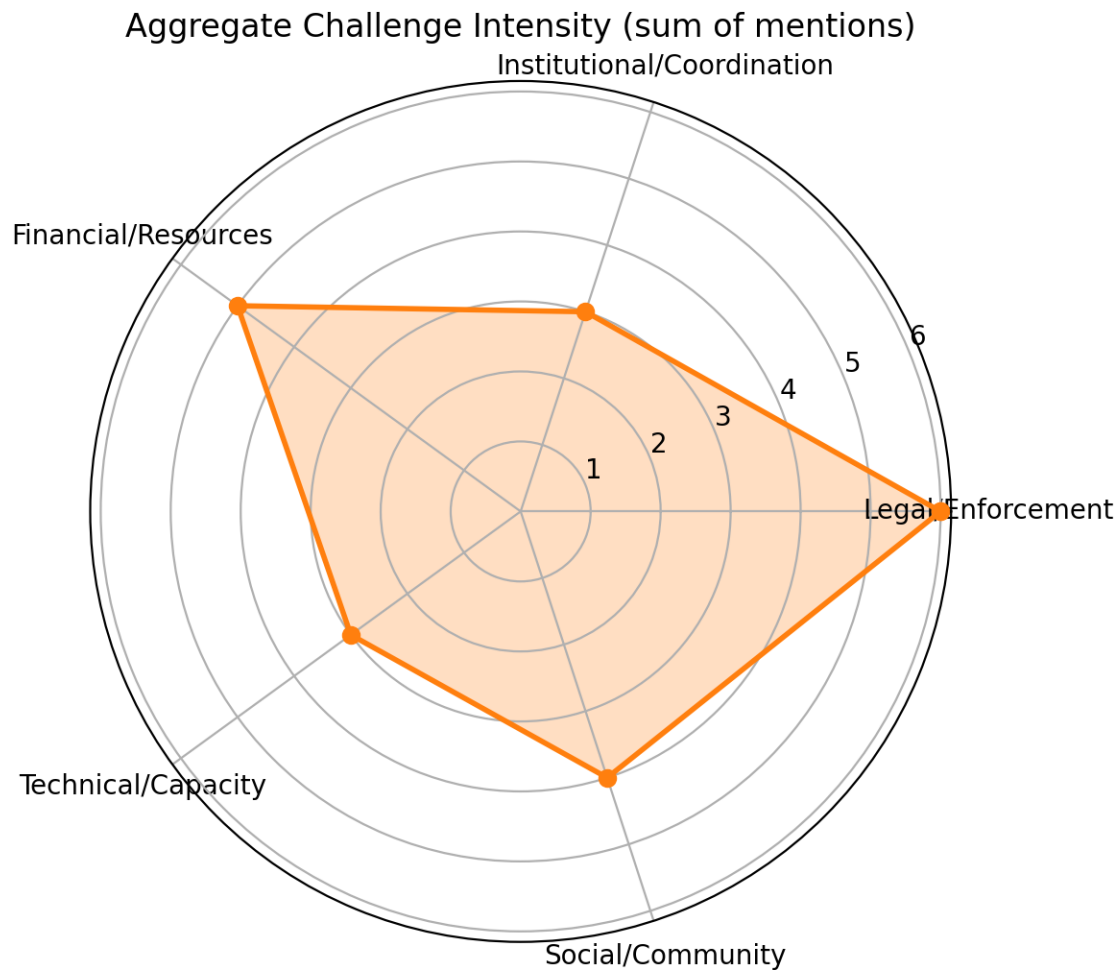


Figure 9: An aggregated view of the challenges and their weight based on sum of mentions by executive and civil society stakeholders.

## D. Institution Specific Insights

### 1. Stakeholder 1: Ministry of Environment – Mr. Adel Yacoub

The MoE acknowledges the importance of integrating ICZM into coastal development and land-use planning, primarily through follow-up mechanisms and by advocating for the inclusion of ICZM among national priorities. However, its role appears more strategic than operational, with limited direct enforcement or implementation capacity. In terms of conflict resolution among coastal stakeholders, the MoE does not assume a mediating role but emphasizes the importance of participatory approaches to foster consensus. This reflects a governance model that relies on inclusive dialogue rather than direct intervention. When it comes to coordination across administrative boundaries, the Ministry defers responsibility to the Directorate General,

indicating a fragmented institutional landscape where mandates are not clearly aligned. Overall, the MoE supports the ICZM conceptually and through policy advocacy, but its operational involvement is constrained, highlighting the need for clearer institutional roles and stronger inter-agency collaboration to advance ICZM in Lebanon.

## **2. Stakeholder 2: Ministry of Energy and Water – Ms. Mona Fakih**

The MoEW, through its Directorate General of Hydraulic and Electrical Resources (DGHER), approaches ICZM from a water resource management perspective. While it does not hold direct authority over coastal zones, it contributes indirectly by implementing Integrated Water Resource Management (IWRM) at the basin level. The ministry emphasizes its role in inter-ministerial coordination, particularly through the Source to Sea initiative and the water council, which includes all relevant ministries. It is proactive in stakeholder engagement, consistently holding consultations for project planning. In terms of environmental safeguards, DGHER ensures that all relevant stakeholders are involved in discussions to mitigate potential impacts on coastal ecosystems. The new water law reinforces sustainable practices by mandating basin-level planning and strategy updates every five years. Although its mandate does not directly cover coastal areas, the ministry's collaborative and integrated approach positions it as a key player in supporting ICZM principles through water governance.

## **3. Stakeholder 3: Ministry of Agriculture – Directorate General of Cooperatives – Ms. Gloria Abi Zeid**

The DGC under the MoA plays a limited role in ICZM, primarily due to its oversight over fisher and agriculture cooperatives and a mandate that focuses on compliance rather than proactive engagement. While fisheries cooperatives exist, their involvement in coastal zone management is minimal. The DGC has not participated in any ICZM-related initiatives, reflecting a gap in institutional integration. However, they emphasize the importance of including the DGC in future strategies and legal frameworks, particularly by leveraging existing reports and studies. Overall, the DGC's current role is passive, but there is potential for meaningful contribution if institutional mandates are expanded and coordination mechanisms are strengthened.

## **4. Stakeholder 4: Ministry of Public Works and Transportation – Directorate General of Urban Planning – Mr. Ali Ramadan**

The DGUP has a long-standing role in regulating coastal zones, dating back to the 1970s through urban master plans. Its implementation of the National Physical Master Plan since 2009 reflects a formal integration of ICZM principles, including buffer zones, setback regulations, and land-use compatibility. However, enforcement remains a significant challenge due to weak legal mechanisms and widespread violations, particularly illegal construction and encroachments on the Maritime Public Domain (MPD). Despite these challenges, the DGUP incorporates biodiversity conservation and climate change adaptation into its planning processes, using tools such as GIS and scenario planning. The DGUP's institutional framework supports the ICZM conceptually and technically, but operational effectiveness is hindered by enforcement limitations and overlapping mandates.

#### **5. Stakeholder 5: Tourism Syndicate – Mr. Jean Beiruti**

The Tourism Syndicate's engagement with ICZM is shaped more by external regulations than by internal sustainability initiatives. The Syndicate relies on legislation to ensure environmental standards but highlights that state-level corruption and routine administrative processes often undermine effective oversight. Self-regulation is minimal, with the Syndicate's role largely limited to administrative sign-off rather than proactive monitoring or enforcement. There is a call for stronger, mandatory obligations for the Syndicate to play a more active role in coastal management. While the Syndicate participates in some public-private partnerships focused on the MPD and workforce development, its direct involvement in integrated coastal zone management or environmental CSR (Corporate Social Responsibility) initiatives remains limited. Overall, the Syndicate's capacity to promote ICZM principles is constrained by fragmented oversight and a lack of robust monitoring mechanisms, underscoring the need for clearer roles and stronger accountability frameworks.

#### **6. Stakeholder 6: Lebanese Economy Social and Environmental Council – Mr. Charles Arbid**

The Lebanese Economy, Social and Environmental Council (CESE) demonstrates a strong conceptual alignment with ICZM. It advocates for sustainable coastal development as a cross-cutting national priority and supports inclusive consultations and inter-ministerial coordination. The Council views environmental protection not as a constraint but as a strategic investment in resilience and sustainable growth. It positions itself as a neutral platform capable of facilitating dialogue and consensus-building among stakeholders. Through evidence-based policy recommendations and participatory processes, CESE can play a pivotal role in embedding ICZM principles into national planning and resolving stakeholder conflicts. Its holistic approach and governance-oriented mandate make it a valuable actor in advancing ICZM in the country.

#### **7. Stakeholder 7: National Council for Scientific Research – Dr. Ghaleb Faour**

The National Center for Remote Sensing (NCRS) at CNRS plays a critical role in supporting ICZM through scientific data and research. However, it faces significant challenges in deploying the necessary tools—such as sensors and specialized equipment—to validate models related to coastal erosion and vulnerability. Financial constraints limit the acquisition of equipment, feasibility of fieldwork, and access to software, which in turn affects the quality and continuity of research. The NCRS prioritizes the preparation of datasets for scientific research and publications. While data is shared with public institutions through formal mechanisms, access for private entities is regulated and fee-based. This structured approach ensures sustainability but may limit broader accessibility. CNRS's contribution to ICZM is foundational, providing the scientific backbone for evidence-based planning, though it requires stronger institutional support and funding to maximize its impact.

#### **8. Stakeholder 8: Lebanese Environmental Forum NGO**

LEF views NGOs as essential actors in advancing ICZM through awareness, advocacy, and participatory consultations. They emphasize the role of NGOs in bridging science and practice,

collecting environmental data, and monitoring illegal activities. The Forum highlights the importance of transparency and citizen engagement, suggesting that NGOs can transform academic recommendations into actionable strategies. While civil society institutions face fewer internal challenges, local communities often resist new regulations due to fears over livelihoods. Nonetheless, the Forum sees opportunities in public access to beaches, eco-tourism, and international funding. A legal framework and a dedicated platform would empower NGOs to advocate more effectively and facilitate dialogue among stakeholders. Their role is both catalytic and connective, linking grassroots concerns with national policy.

#### **9. Stakeholder 9: Friends of Nature NGO**

Friends of Nature has a long-standing history in biodiversity conservation and community engagement. The organization has trained hundreds in sustainable fishing and contributed to developing management plans for new reserves. With a network spanning 40 coastal communities, Friends of Nature exemplifies community-based ICZM in action. However, they acknowledge that holistic integration of ICZM is beyond their current capacity. Instead, they focus on localized efforts between municipalities and coastal zones. Their model demonstrates the power of grassroots mobilization and local stewardship, though scaling up would require institutional support and broader coordination.

#### **10. Stakeholder 10: IndyAct NGO**

IndyAct positions itself as a proactive and strategic player in ICZM, engaging in plan formulation, multi-stakeholder coordination, and advocacy. It plays a watchdog role, ensuring accountability and transparency in coastal governance. The organization also invests in awareness campaigns, training, and scientific research. IndyAct calls for formal representation in higher-level decision-making bodies and adequate funding to fulfill its mandate. Their approach is comprehensive, combining policy influence with grassroots engagement. With the right institutional backing, IndyAct could significantly enhance the implementation and oversight of ICZM in Lebanon.

#### **11. Stakeholder 11: Green Hand NGO**

Green Hand emphasizes the importance of unity among NGOs under a shared ICZM strategy. They warn that fragmented efforts can be counterproductive and advocate for a coordinated approach led by a central NGO unit. The organization sees the current moment as a golden opportunity to align civil society efforts, provided there is a clear strategy and collaborative spirit. Green Hand supports starting small but stresses the need for collective action to avoid stagnation. Their perspective underscores the value of cohesion and strategic alignment in civil society's contribution to ICZM.

#### **12. Stakeholder 12: SWIM NGO**

SWIM highlights the role of NGOs in raising awareness and linking communities with ICZM institutions. They advocate for greater visibility of ICZM through workshops and social media, suggesting that informed NGOs could act as facilitators of public engagement. SWIM sees potential in mobilizing volunteers and CSR initiatives to support ICZM. Their focus is on communication and outreach, aiming to build a bridge between the public and policymakers.

However, they note that more structured engagement and education are needed to fully realize this potential.

### **13. Stakeholder 13: TERRE Liban NGO**

TERRE Liban views NGOs as key actors in monitoring laws, educating the public, and advocating for environmental protection. They stress that the sea is deeply connected to Lebanon’s culture and economy, making its protection a national priority. However, they caution that not all civil society organizations are ready to take on this responsibility. TERRE Liban believes that environmental NGOs, alongside political actors, should be central to ICZM implementation. Their vision is one of shared responsibility, where civil society plays a watchdog and advocacy role to ensure effective coastal governance.

### **14. Stakeholder 14: SPNL NGO**

SPNL NGO sees advocacy and scientific data sharing as its main contributions to advancing ICZM in Lebanon. The organization emphasizes the importance of continuous coordination among all actors working on coastal issues and highlights the need for strong support from the public sector. While SPNL is committed to promoting sustainable coastal management, its effectiveness depends on collaborative platforms and institutional backing that enable NGOs to influence policy and drive meaningful change.

## **VI. Conclusion**

This qualitative assessment reveals a strong and timely opportunity to advance ICZM in Lebanon. Across all stakeholder groups, there is broad recognition of the urgent need for a coherent National ICZM Law and Strategy, despite differing levels of awareness and engagement with the ICZM Protocol. Governance challenges—particularly weak enforcement, fragmented mandates, and insufficient coordination—emerge as the most consistent obstacles. Executive institutions and civil society actors further highlight financial, technical, and community-level constraints, while emphasizing the central role of municipalities and the value of inclusive, participatory processes. Furthermore, all stakeholders converged around multi-level governance and stronger national oversight indicating clear pathways for meaningful reform. Moving forward, strengthening institutional capacity, improving legal frameworks, and fostering collaboration across sectors will be essential to building a resilient and well-managed Lebanese coastline.

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## Annex I: Questionnaire Template

### Generic and common questions for ICZM stakeholders interviews

1. What does the ICZM mean to you? What is your experience with it?

ماذا تعني لك ادارة المنطقة الساحلية ICZM؟ ما هي خبرتك معها؟

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2. In your work, have you touched upon the ICZM Protocol adopted under the Barcelona Convention? If yes, what have you/your institution worked on related to the protocol?

هل تطرقت في عملك إلى بروتوكول الإدارة المتكاملة للمناطق الساحلية (ICZM) المعتمد في إطار اتفاقية برشلونة؟ إذا كانت الإجابة نعم، فما الذي عملت عليه أنت أو مؤسستك فيما يتعلق بهذا البروتوكول؟

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3. Are you informed that Lebanon is a contracting party of the Protocol? Are you aware of some of our national obligations to the Protocol?

هل تعلم أن لبنان طرف متعاقد في البروتوكول؟ وهل أنت على دراية ببعض الالتزامات الوطنية المتعلقة به؟

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4. Based on the above, what is the role of your institution in ICZM? If no, according to the mandates of your institution how can your institution have a role in ICZM?

استنادًا إلى ما سبق، ما هو دور مؤسستك في الإدارة المتكاملة للمناطق الساحلية (ICZM)؟ وإذا لم يكن لها دور حاليًا، فوفقًا لصلاحيات مؤسستك، كيف يمكن أن يكون لها دور في ICZM؟

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5. What are the challenges your institution is facing in fulfilling its role regarding coastal areas? (e.g., legal, technical, financial, institutional)?

ما هي التحديات التي تواجهها مؤسستك في أداء دورها فيما يتعلق بالمناطق الساحلية؟ (مثل التحديات القانونية، التقنية، المالية، أو المؤسسية؟)

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6. Do you think Lebanon needs a Law that deals with/is in charge of ICZM? Why? What issues should be included in/addressed by the Law?

برأيك، هل يحتاج لبنان إلى قانون خاص بالإدارة المتكاملة للمناطق الساحلية (ICZM)؟ ولماذا؟ ما هي القضايا التي يجب أن يتناولها هذا القانون؟

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**7. Do you think Lebanon needs an ICZM Strategy? Why? What issues should be included in/addressed by the Strategy?**

برأيك، هل يحتاج لبنان إلى استراتيجية للإدارة المتكاملة للمناطق الساحلية (ICZM)؟ ولماذا؟ ما هي القضايا التي يجب أن تتناولها هذه الاستراتيجية؟

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**8. What contribution do you foresee your institution providing?**

- To the Law
- To the Strategy

ما هي المساهمة التي تتوقع أن تقدمها مؤسستك:

- في القانون
- في الاستراتيجية

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9. Which form(s) of inter-institutional coordination mechanisms exist for ICZM at national level?

ما هي آليات التنسيق بين المؤسسات الموجودة على المستوى الوطني فيما يخص الإدارة المتكاملة للمناطق الساحلية (ICZM)؟

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10. What kind of governing body, if any, do you think is needed to ensure integration of actions related to ICZM?

If yes for a governing body, in your opinion, what would be its role?

ما هو نوع الهيئة الحاكمة، إن وُجد، التي تعتقد أنها ضرورية لضمان تكامل الإجراءات المتعلقة بالإدارة المتكاملة للمناطق الساحلية (ICZM)؟

وإذا كانت الإجابة نعم، فما هو الدور الذي ترى أنه يجب أن تضطلع به هذه الهيئة؟

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11. In your opinion, what would be the best administrative unit for ICZM? (Municipality, Caza, other)

برأيك، ما هي أفضل وحدة إدارية لتطبيق الإدارة المتكاملة للمناطق الساحلية (ICZM)؟ (البلدية، القضاء، أو غيرها؟)

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**SPECIFIC QUESTIONS FOR the Center for Remote Sensing - CNRS**

**1. What are the key research gaps or data needs that should be addressed to support effective ICZM in Lebanon?**

ما هي الفجوات البحثية الرئيسية أو الاحتياجات البيانية التي يجب معالجتها لدعم الإدارة المتكاملة الفعالة للمناطق الساحلية في لبنان؟

This explores:

- Understanding of scientific and technical challenges (e.g., coastal erosion, sea-level rise, land-use conflicts).
- Ability to identify priorities for monitoring, modeling, or socio-economic analysis.

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**2. How does the center collaborate with private and public institutions to integrate remote sensing data into coastal land-use planning?**

كيف يتعاون المركز مع المؤسسات الخاصة و العامة لدمج بيانات الاستشعار عن بُعد في تخطيط استخدام الأراضي الساحلية؟

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## SPECIFIC QUESTIONS FOR NGOs

### 1. What roles do you think NGOs play in advancing and creating support for ICZM?

This helps:

- Advocating for sustainable coastal policies.
- Representing local and marginalized voices.
- Monitoring and reporting on environmental issues.

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### 2. What challenges and opportunities do you see for civil society in supporting integrated coastal zone management and influencing coastal policy in Lebanon?

ما هي التحديات والفرص التي تراها للمجتمع المدني في دعم الإدارة المتكاملة للمناطق الساحلية والتأثير في السياسات الساحلية في لبنان؟

This explores:

- Barriers such as limited access to decision-making, funding, or technical capacity.
- Opportunities for collaboration, public awareness, and policy advocacy.

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## SPECIFIC QUESTIONS FOR the Parliamentary Committee

1. Is the Committee familiar with Lebanon's obligations under the ICZM Protocol of the Barcelona Convention, and how does it support legislative alignment with these commitments?

هل لدى اللجنة معرفة بالتزامات لبنان بموجب بروتوكول الإدارة المتكاملة للمناطق الساحلية التابع لاتفاقية برشلونة، وكيف تدعم التوافق التشريعي مع هذه الالتزامات؟

This checks for:

- Awareness of the Protocol's legal status.
- The Committee's role in reviewing or proposing laws that support integrated coastal management.

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2. What mechanisms does the Committee use to monitor the implementation of coastal policies within the context of sustainable development, and how does it engage with civil society and academic institutions?

ما هي الآليات التي تستخدمها اللجنة لمتابعة تنفيذ السياسات الساحلية في اطار التنمية المستدامة، وكيف تتفاعل مع المجتمع المدني والمؤسسات الأكاديمية؟

This explores:

- Parliamentary hearings, site visits, or public consultations.
- Collaboration with NGOs, universities, and research centers to inform policy decisions.

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