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TECHNICAL REPORT

Maximize the production of goods and services of Mediterranean forest ecosystems in the context of global changes

April 2016

Improving Mediterranean woodland areas governance through participative approaches implementation

Bentael Natural Reserve - Lebanon

This report is the result of work conducted by Plan Bleu and the Secretariat of Comité Silva Mediterranea (FAO) as part of the "Optimizing the production of goods and services by Mediterranean forest ecosystems in a context of global changes" project, funded by the French Global Environment Facility (FFEM) for the period 2011 to 2016.

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The methods and analyses used as well as the results and conclusions expressed in this report are those of the author and do not necessarily reflect the views of the experts involved in this project.

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Executive summary

The project proposes to provide support to the management of the forest resources through improving governance while using participatory approach. The proposed methodology highlights the importance of engaging neighboring communities in the decision making process as to facilitate the implementation of the management objectives. This is essential in supporting the implementation of the management practices of the forest resources.

The proposed methodology has been tested in one site. The pilot site is a natural forest, located in the Mount Lebanon, and is subject to external threats that have called for its protection and conservation from a voluntary initiative. Situated at 250 to 850 m altitude, the Bentael Nature Reserve (BNR) is one of the oldest ones though relatively small in area not exceeding the 110 hectares. The reserve is governed by an existing governance committee appointed by a decree from the Minister of Environment and comprising twelve members, technical experts, community members and representatives from the Ministry of Agriculture (MoA) for a period of three years. The BNR came up to protect the forest from human intrusion and pressure through quarries, wildfire and charcoal production. This is mainly due to the existing pressures that have been overwhelming the area and threatening the forest sustainability.

The present report highlights the main results and recommendations drawn from the study while also highlighting the major challenges faced during the implementation process.

It is worth noting that the project sets the base for new management approach of forest resources following a set of good governance practices to engage local communities in the management.

The methodology is participatory involving an integrated structure for regularizing the approach of the various stakeholders. In addition the possibility of its replication in various forest contexts is a very important aspect to consider

Context

STUDY CONTEXT

The present report highlights the design of an integrated approach for improving the governance aspects of forest resources using participatory tools. An integrated and flexible yet transparent methodology is designed to meet to improve on the resources management through the engagement of the neighboring communities in the decision making.

The proposed methodology is based on the implementation of participatory approaches to raise awareness among stakeholders in the management of the forest and its related goods and services. The structure highlights the necessity to involve all the direct and the indirect beneficiaries based on their shared interest and irrespective of their village affiliation. This is essential in facilitating a change in their perception of the forest from a geographical spot to a socio-economic one which would help the decision to be reached based on interest rather than based on the village involvement.

PILOT SITE DESCRIPTION

Pilot site description

The pilot site is a natural forest, located in the Mount Lebanon, and is subject to external threats that have called for its protection and conservation from a voluntary initiative. Situated at 250 to 850 m altitude, the Bentael Nature Reserve (BNR) is one of the oldest ones though relatively small in area not exceeding the 110 hectares.

The reserve lies on the valley's foothills to the East of the oldest city Byblos (8 kilometers) at 38 kilometers from Beirut.

Founded in 1981 for protecting the village and its surrounding ones from urbanization And is surrounded by Edde, Kfarmashoun, Mazraaet El Jmayyel, Dmalsa, Mechehlen, Kafer, Kfoun, Bentael, Bihdidat, Al Berkeh, and Hjoula (4000 people/approx. population). These villages are called the Al-Hourouf area.

Figure 1

According to law No. 11/1999, Bentael nature reserve designation aims at:

1. Protecting the natural environment and its related biodiversity and natural resources.
2. Conserving the natural resources (soil, ecosystem and water resources) which include protecting the reserve from pollution and degradation resulting from natural and human induced factors
3. Managing and conserving the reserve in a proper way while ensuring benefits through regulated eco-tourism as long as it does not negate the conservation objectives.

The reserve is governed by an existing governance committee appointed by the Minister of Environment and comprising twelve members from the neighboring communities, technical experts and representatives from the Ministry of Agriculture (MoA) and other ministries for a period of three years.

The governance committee is managing the public lands which have been assigned for the nature Reserve. This is the first voluntary declared reserve after the municipality of Bentael has exercised local protection which in ways confronted them to the various local stakeholders as to limit the exploitation of the forest.

The decision making process is in the hands of the governance committee and, activities as well as projects are subject to the ability of the director to raise funds for various activities. Although the official nomination of the Bentael Nature Reserve occurred in 1999, their protection measures were already operational since 1991. The municipality and the community have voluntarily provided the Ministry of Environment (MoE) access and management of the lands for 99 years.

It is important to mention that the reserve came up to protect the forest from human intrusion and pressure through quarries, wildfire and charcoal production. This is mainly due to the existing pressures that have been overwhelming the area and threatening the forest sustainability.

The decision making process related to the site management are taken by the MoE and MoA in consultation with the governance committee assigned by the MoE for three years. Establishment of the Sub-sectoral committees are also formed upon the needs as to support in the implementation of activities in the area.

The approach of the governance/ management committee of the BNR is an open, participatory and engaging relationship for communities trying to channel available resources for the benefit of communities while keeping up with the existing challenges of conservation, protection from invading urbanization.

It is important to work on improving the existing governance especially when there exist major challenges in engaging community members from neighboring communities in various activities. This has already been mentioned by few community members that feel themselves away of any decision making although the committee holds representatives of the locals.

The positive engagement of the community members requires a strong but flexible and transparent structure to organize the management and the flow of information and knowledge.

A transparent and open dialogue is needed among the stakeholders to build strong relationships and trust to commonly engage in the development of the forest resources as to contribute to the forest development and conservation.

Pilot site management targets and project issues

Building on past achievements, the vision of the BNR is to position itself as a pedagogic space for learning, an Eco touristic destination while conserving its ecological identity, its biodiversity and historical, cultural and religious richness against human interaction. In this regard, objectives have been identified for the long term and these are:

1. To manage and conserve the biodiversity and the ecological identity of the BNR while preserving the two fold eco-complexity of Pines/ Quercus.
2. To promote the BNR as a local and national destination for educational and eco-touristic destination while also improving and developing the Eco touristic activities.
3. To maintain a collective and effective coordination among stakeholders including local community members, private owners, neighboring owners and reinforce their involvement and engagement in the management and the decision making processes for the Bentael Nature Reserve.

Management and planning tools in place on the pilot site, and stakeholders involved

The Governance of the Forest Resources: background.

The conservation, the preservation and the development of the forest resources in Lebanon is the responsibility of the public entities and mainly the Ministry of Agriculture except for the Natural reserves which are under the direct management of the Ministry of Environment and based on the governance law issued by the MoA for the management of the forest resources in Lebanon.

Specific laws in the country have set the rules to organizing the governance and the management of the forest resources when there are specified protection measures. However, the organization of the process and the decision making are under the auspices and the support of the Public entity. In these lines, the National Forest Program for Lebanon, issued in July 2015 has included the development of specific guidelines and methodology for good governance practices at all level of the forest resource management. These include the introduction of adapted participatory tools to ensure the engagement of the stakeholders and the primary and secondary beneficiaries in the decision making.

The existing laws and regulations do support in the organization of the management practices of the forests. This is well explained when establishing the governance committee of the nature reserves. The committee members are 12 in number and are nominated by a decree issued by the Minister of Environment having various backgrounds as mentioned in the establishment law of the nature reserve. It includes representatives of the local communities, technical and scientific experts, official representatives and public entity representatives.

The Ministry of Agriculture has completed a village consultation process to engage the local communities in the reforestation process through involving them in the decision making with regards to identifying the function of the forest to be established. The present exercise proved to be successful with regards to the ability of the local community to meet and discuss the priorities of the villages and identify potential lands to be reforested.

Bentael Nature Reserve: stakeholders engagement and forest resources management

The Bentael Nature Reserve is a nature reserve under the mandate of the Ministry of Environment. Nature Reserve by the law is subject to specific management conditions (as stated by the law 444/2002) that are provided and monitored by the Ministry of Environment and the Ministry of Agriculture.

Moreover, the law 11/99 which declares the establishment of the reserve explains the activities that are prohibited while also defining the accepted ones. It is important to mention that the protection decision is taken based on the existing over exploitation of the forests from extraction of AMPs, timber illegal cutting and excessive hunting.

In other words, the protection decision has eventually altered the activities of the local communities in the area which created some conflicts within the communities where some members have demonstrated resistance and refusal to the protection measure.

The first management plan for the nature reserve is issued by the AFD for the period of 2012 to 2016. The report highlighted the important aspects of the management identifying its main objectives of protecting the resources, engaging the local communities in socio-economic activities and the development of eco touristic and environmental activities for sustainability purposes

This is eventually after consulting the members of the governance committee and in line with the Ministry of Environment directives of protection, management and conservation. The consultation process has involved the representatives of the local communities and villages, local authorities, as well as the scientific experts and representatives from the MoA.

Bentael Nature Reserve: the Governance

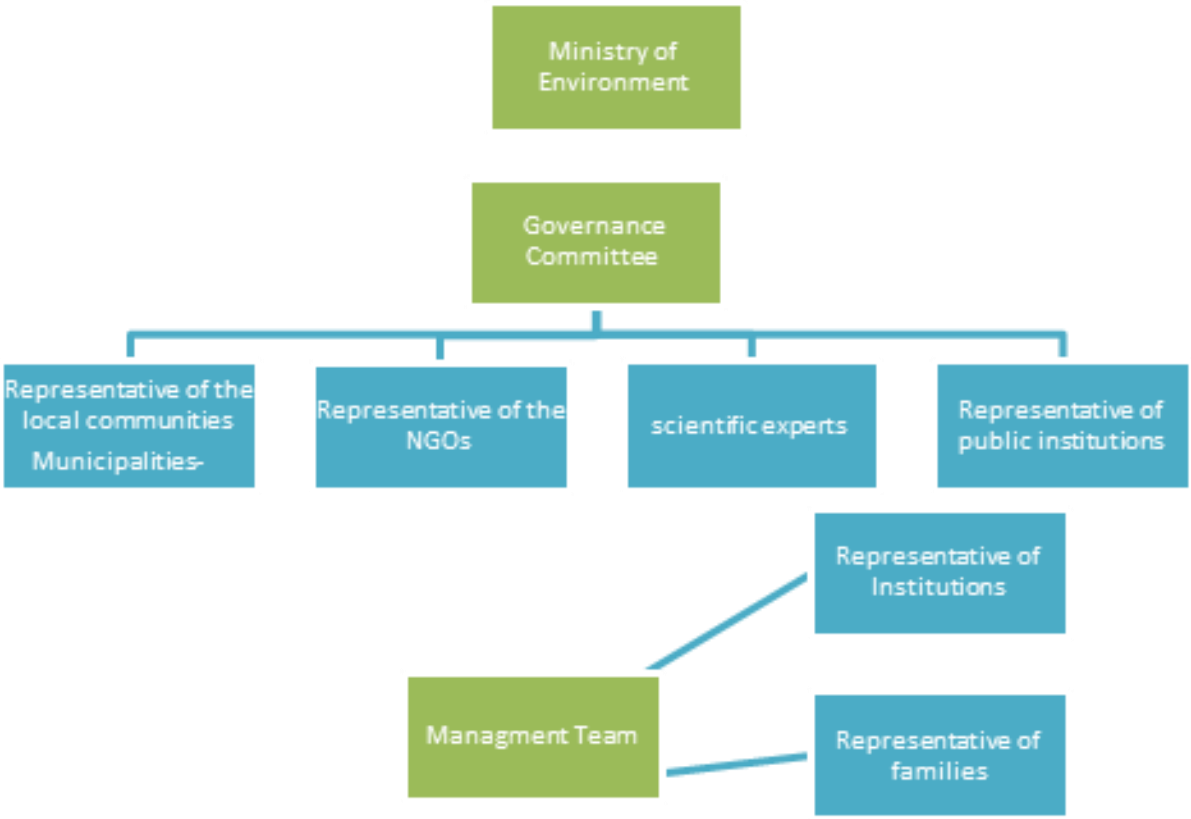
The pilot site is eventually governed by the Governance committee which is composed of 12 members:

- In charge of the decision making and the completion of the objective of the reserve.
- Ensures adequate coordination between the MoE and the daily Management of the team in charge
- Members are volunteers and appointed by a decree from the Minister of Environment
- Members are:
  - Representatives of the local communities, municipalities, mayors etc.
  - Experts in environmental issues of scientific background.
  - Environmental NGOs
  - Representatives of institutions like the MoA

A Managing Committee is also formed of 2 to 3 persons in charge of the daily activities and decision making for the reserve. It is mainly in charge of the adequate development and functioning of the nature reserve from administrative to the implementation of the Management plans and the technical decisions. The management committee is in charge of completing all the tasks making sure fruitful and successful coordination is fulfilled.

Subcommittees are formed following the need and grouping all needed skills and voluntary people. The objective of these subcommittees is to fulfill specific tasks when it is needed and I mean by this the preparation and the implementation of specific activities. i.e. like the organization of an event requires a small group to follow on all details and implementation needs.

Figure 2


Ministry of Environment
Governance Committee
Representative of the local communities
Municipalities-
Representative of the NGOs
scientific experts
Representative of public institutions
Representative of Institutions
Managment Team
Representative of families

Participative approach for improved governance

PARTICIPATIVE APPROACH IN THE PILOT SITE

Objective of the participative approach in the pilot site

The participatory approach applied at the Bentael Nature Reserve aimed at improving on the governance practices of the actual governance committee.

Building on past achievements, the Bentael Nature Reserve support, and the on-going projects, the following objectives are pursued:

1. Create a framework for governance based on positive engagement and shared responsibility and involvement of stakeholders in the decision-making process.
2. Engage the stakeholders in an effective communication/consultation process to bridge the gap between the management entity and the local stakeholders.
3. Create an interactive and positive environment for communication, action and collective economic profit.

The project has elaborated a realistic and applicable methodology based on the existing local challenges that affect the sustainable development of the forest and the engagement of the local communities and stakeholders in the protection, the development and the management of the site.

Comparable elements are difficult to identify as the different sites hold important and specific features that makes them unique. However still there are important aspects that are of importance. These are related to the approach adopted for achieving a governance approach.

The proposed methodology for improving the governance modality using participatory approaches tries to build on the existing initiatives, improving more on the management structure while also improving on the way activities are being implemented as to increase as much as possible the involvement and the engagement of the neighboring community members.

Previous initiatives related to the preparation of the BNR management plan for the reserve has initiated a process of dialogue and participatory approach, mapping the stakeholders and developing an in depth analysis of the weaknesses and strengths.

The plan has identified the weaknesses related to the decision making process, and specified specific attention to be made for the engagement of the neighboring communities in the decision making through activities while also identifying it as a long term objective for the management plan.

The proposed activities will eventually work with the management team and the governance committee to increase awareness and raise knowledge on the decision making process.

It is also essential to establish interesting and trustful links between the managing team, the governance committee and the neighboring community members as to increase the engagement of the local communities in the activities of the reserve.

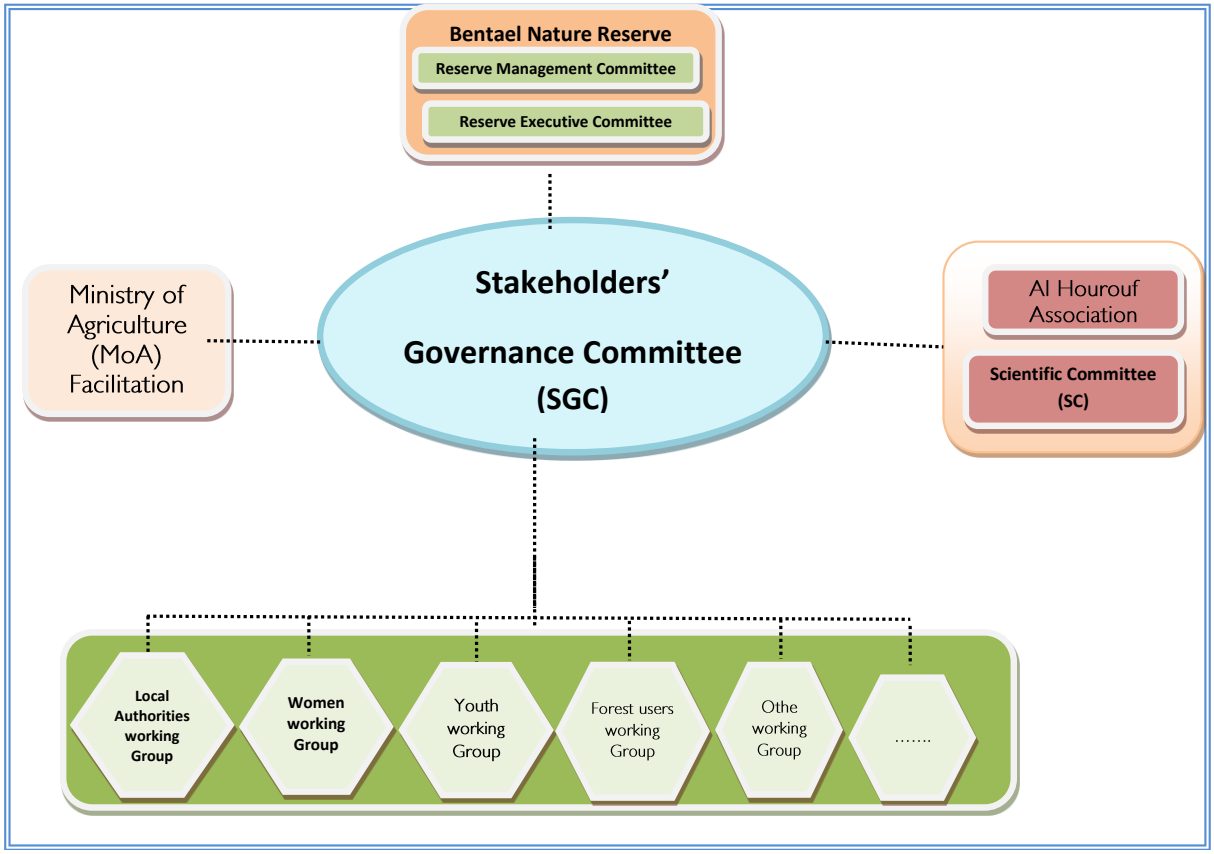
Governance structure

The governance Structure

The proposed structure taps into the existing structure to improve on the decision making process providing additional support to engage the different stakeholders in the decision making process.

It is worth noting that the structure found here below has been discussed with the governance committee and the management committee of the reserve.

Figure 3



As proposed the governance structure provides a balanced and equitable structure able to face the prevailing political, managerial, technical and administrative burdens provided by various entities of influential or non-influential role. The existing structure has clearly demonstrated certain gaps in the flow of information, the consultation of neighboring communities, the decision making process and so on.

This has been very important to account for while adapting the proposed structure to the existing one. The proposed governance structure highlights the bottom up approach where community members elect their own representatives based on function or representation. Geographical coverage for the BNR will be improved which results in more efficient and effective flow of information. Here below is a final composition and distribution of roles among the various entities.

Table 1

Components of the governance structure	Composition (number and typology of the stakeholders)	Decision-making power	Selection Process
Stakeholders governance committee (SGC)	9 to 11 representatives Representatives of the various actors: The representatives are selected by each entity. Leaders emerge during meetings and accordingly they are selected. - The BNR governance or Management Committee selects 2 to 3 members - The Scientific expert represented in the governance/Management committee - 2 persons from Al hourouf Association. - 3 to 4 persons emerge from the local groups with from the local Users Committee, - 1 person from MoA and could support in the facilitation	- SGC aims at influencing decision makers in a consensual way. - the decision is to be adopted by the BNR Management Committee and the local users working groups - the scientific Committee takes part in decision process - MoA takes part in decision process - Al hourouf Association takes part in decision process - Local users working groups have their opinions reflected in the decision making.	- The Local users member are selected by each working group using democratic process - The other entities will appoint their representatives or elect their members as needed. - The acceptance by respective colleagues, outstanding leadership and representation in their respective domain is mandatory

Bentael Nature Reserve Governance / Management Committee	- The number of board members is 12. - Designated by the MoE by a decree and includes: ▪ Representative of the MoA ▪ Representatives of the local communities: mayors and community members ▪ Scientific expert - Supports and adopts the collective decision of the SGC.	The legal decision power is in the committee hands as they are the decision power of the Nature reserve assigned by the MoE entitled the responsibility of conservation and preservation of the site. The SGC is the similar structure for the decision power to be transferred to.	Selection process of the persons especially the local community members need to be from bottom up approach and covering the main working groups in the area. We mean by working groups the main direct or indirect beneficiary of the BNR. The other members can remain appointed from MoE on the condition they are accepted by the others.
Al Hourouf Association	1 to 3 persons representing the NGO supporting the Governance committee Main task to support in the implementation of projects and the activities. It includes supporters of the Reserve	They contribute to the decision. They vote during the meeting Have a supportive role in the execution and the implementation of projects	Mobilize volunteers if needed for execution going projects for the community members Are selected by the board members of the NGO
MoA Representative	1 person appointed for this mission by the MoA Involves the local responsible designated at the governance committee of the BNR	- Decision power lies in the hand of the representative through the voting process.	- Designated by the decree of the MoA in the name of the person for the BNR governance committee - The same person is to be assigned for the SGC
Local authorities working group	- One representative for the group. - Mainly mayors or municipality representatives - Mayors and municipality representatives come from the 12 neighboring villages.	- Decision making for the working groups by vote they hold - With other working group they can make a difference - they are the voice of the local community - they ensure dialogue and proper engagement	- Selected by all the group members - The representative should have leadership skills
Women working Group	- One representative for the group. - Women already active in the BNR from neighboring communities - Important users of the forests resources - Support the BNR activities	- Decision making for working groups by vote they hold - With other working group they can make a difference - With others they ensure their priorities are heard.	- Selected by all the group members - Should emerge from the group through leadership skills - They have geographical diversity
Youth working group	- One representative for the group. - They are the future leaders of the forest. - Support the BNR activities and contribute to their implementation	- Decision making for working groups by vote they hold - With other working group they can make a difference - With others they ensure their priorities are heard. - interested and involved in various initiatives and activities	- Selected by all the group members - Should emerge from the group through leadership skills. - They have geographical diversity
Forest users working group	- One representative for the group. - The BNR beneficiaries - Mostly affected by the protection and conservation measures. - All forest related businesses from timber production to herb collection, beekeepers charcoal producers are represented	- Decision making for working groups by vote they hold - With other working group they can make a difference and they ensure priorities are heard. - are responsible for contributing to the decision process	- Selected by all the group members - Should emerge from the group through leadership skills. - They have geographical diversity

The terms of reference of the Stakeholders' Governance Committee (SGC) that has been proposed to the community are attached in Annex 5 (English version) and Annex 6 (Arabic version). The document is translated from Arabic. It includes relevant information related to its mandate, the meeting schedules and most importantly the voting process and the decision making process.

Identify the differences with respect to the structure expected in the methodology, explain the reason of those differences

Major differences have occurred from the preparation of the methodology to the completion of the project and the implementation of the activities. These are highlighted as follows;

1. The removal of the Scientific Committee: the present Governance Committee of the BNR holds in its board a scientific expert appointed by the Minister through the decree. In other words there exists a scientific opinion inside the governance structure able to provide a technical advice and provide scientific information upon needed

2. The removal of the local Users Committee (LUC) the present members have found the presence of the LUC as a burden to the existing structure as members of the working groups can be directly represented in the SGC.
3. The NGO and the scientific members need to be accounted for their votes. Otherwise there is no need to have them on board. Their opinion is perfectly respected and need to contribute to the vote.
4. Working groups need to be accounted for as internal subcommittees for the existing Governance structure. This has also been thoroughly discussed.

The present changes occurred due to the existing structure supported and nominated by the MoE by a ministerial decree. Any changes occurring in the existing structure requires more than the consentment of the BNR governance committee but rather a change in the law and a proposal to change the bylaws for the BNR.

In this regard, although the discussion with the BNR Governance committee didn't reach to the adoption of the newly participatory committee it has created a debate among the representation. Going more through the process lead to conflict arousal among the members where some have accepted the adoption of this new process of governance.

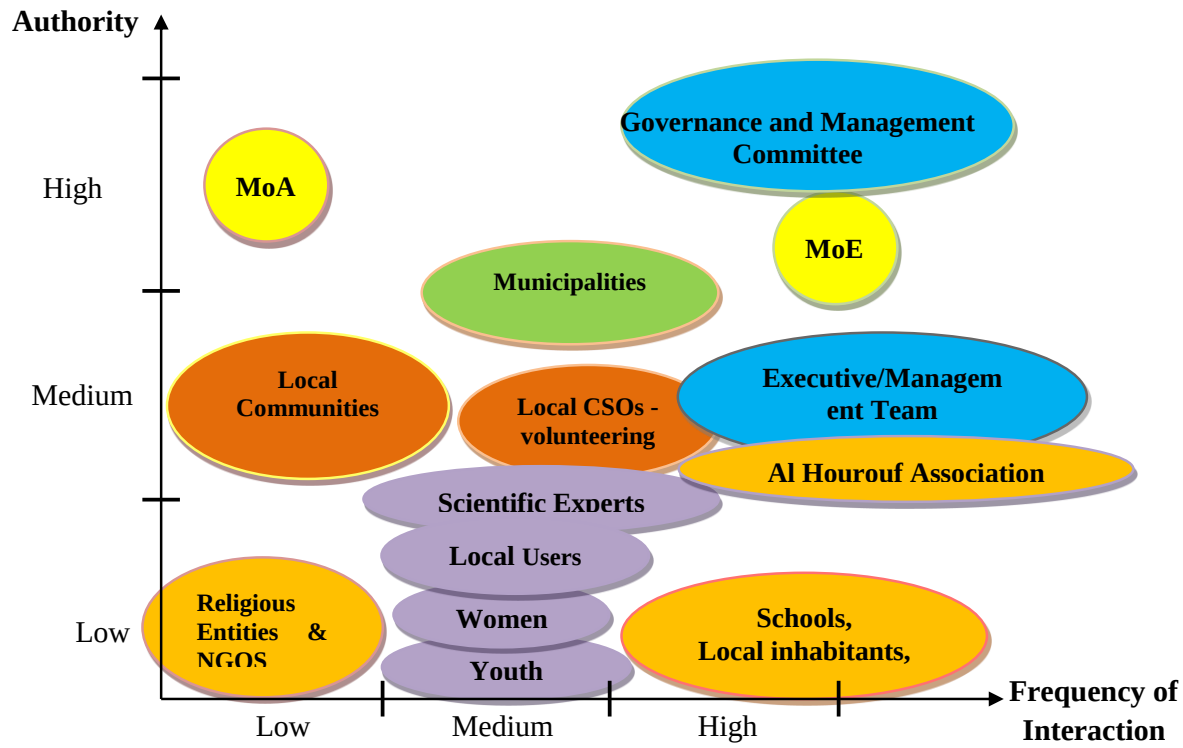
The working groups have been perfectly accepted especially that there has been a lot of conflicts among various villages about the weak and non-efficient flow of information that excludes in some ways some villages.

The ability to create dialogue groups among various members of common interest has been tested and the ability to represent them in the SGC is not excluded but not possible in the meantime which also has prevented the project from achieving the creation of the SGC in the proposed terms although it had already been discussed and informally accepted.

Identifying involved stakeholders

Stakeholders involved in the BNR are of various types. A rapid appraisal of the villages and the communities neighboring the forest has highlighted various entities present, some with direct interest and others with indirect ones. Here below is a representation of the present entities as foreseen:

Figure 4



Herebelow is a description of the mobilization process for each stakeholder group.

Table 2

Stakeholders mapping	Composition	Identified Roles	Mobilization Process
Bentael Nature Reserve Governance / Management Committee	- The number of board members is 12. - Designated by the MoE by a decree including MoA, MoE representatives, mayors and community members, Scientific expert	- In charge of the management decision for the BNR - The supervision of the Activities and projects implemented - The implementation of the mission and vision - The SGC is the similar structure for the decision power to be transferred to.	- Recurrent meetings, - Awareness about the process of selection - Open discussion on the TORs of the SGC
Al Hourouf Association	- Board members of 5 persons - 2 persons representing the NGO supporting the Governance committee	- Provide support to fund raising and project development - Implementation of activities	- Meeting with some members - Mobilize volunteers for implementation of the planned activities
MoA	- 1 person appointed for this mission by the MoA by a decree - Involves the local responsible designated at the governance committee of the BNR	- Adequate management of reserve and implementation of the bylaws	- Recurrent meetings - Review of the TORs draft before its presentation to the BNR governance committee
Local authorities	- Mayors and municipality representatives come from the 12 neighboring villages. - One representative for the group. - Mainly mayors, municipality members	- Represent officially the villagers - Are the legal entities of the villages	- Recurrent meetings - Informal meetings and door to door
Women	- Women with interest in the forest resources - Important users of the forests resources - Come for the neighboring communities	- Demonstrated interest in developing income generating activity - Supporting the BNR to promote the Reserve and its resources	- Recurrent, Informal meetings and door to door - Preparation of SWOT for project - Engagement with other activities of the project
Youth	- One representative for the group. - They are the future leaders of the forest. - Come for the neighboring communities	- Supporting in the promotion of the BNR - Support the BNR activities and contribute to their implementation - Mobilize for BNR protection and conservation practices	- Recurrent, Informal meetings - Training on TOT for planning, design and implementation of activities Collaboration with other groups - Covers all geographical area
Forest users	- The BNR beneficiaries - Mostly affected by the protection and conservation measures. - All forest related businesses from timber production to herb collection, beekeepers charcoal producers are represented	- To support them in the regulation of some activities in the forest and support them in alternative sources of income	- Informal meetings

Phases of the participative approach

The participative approach and the stakeholders involved in each phase

The project has gone through various changes and delays. This has affected the implementation process. It is imperative to explain that the process had time constraints which affected the phases of the implementation.

Table 3

Phase/Step	Title and objective of the phase/step	Stakeholders involved
Phase 1: Mobilization of stakeholders based on the shared territorial diagnosis: focuses on identifying the priorities and challenges of every group of stakeholders while trying to find a common ground among them.		
Step 1.1	- Raise awareness on process by meetings based on demonstrated common interest irrespective of the village affiliation	Working groups of local community members
Step 1.2	- Selection of two working groups and Identify their priorities and develop a common diagnosis for potential projects to engage them in the process	Women and youth working groups
Step 1.3	- Identify priorities and challenges of the Bentael Nature Reserve Governance/ Management Committee and Al hourouf Association to channel the interests and priorities within a common understanding for the participation of the local users in the governance process.	Members of the BNR committee and Alhourouf board
Phase 2: Establishment of the Stakeholders Governance Committee and code of management: Creation and formation of the SGC.		
Step 2.1	- Consult the Governance/ Management Committee on the possible and potential framework for the establishment of the SGC- the SGC governance structure. - Identify their challenges and priorities with regards to drafting the Terms of Reference of the SGC	Members of the BNR committee
Step 2.2	- Drafting the framework for the governance structure: development of a draft document including the bylaws, the code of management (roles and responsibilities), the decision making process all based on the consultation with the various stakeholders for determining the decision power to every stakeholders/Members	Consultant and the MoA
Step 2.3	- Consultation with Governance/ Management Committee meeting for the discussion of the draft	Members of the BNR committee MoA representative
Phase 3: Collective engagement of stakeholders in the strategic development of the forest: implement activities as to support and complement the governance process and provide positive and enabling environment for collaboration among various stakeholders**.** the young trainees will eventually be the nucleus for forest leaders		
Step 3.1	- Training of young community members: Develop capacities of a group of young people in project development especially the planning, the design, the budgeting and the implementation of activities in the forest and about the forest. - Two-days training with experts for learning about the forest and the project management	Members of the BNR committee Youth volunteers from various villages
Step 3.2	- Development of an action plan drafted by the young leaders for a major event to be implemented. - Adopt two activities/ events top implement during the project implementation - Set up the preparation and the coordination steps for the implementation of the activities with the other stakeholders.	Youth volunteers BNR committee members
Step 3.3	- Implement the planned events by the forest leaders and in partnership with other stakeholders mainly the Governance/ Management Committee. - A hike inside the forest to present BNR activities and attractions to some community members of schools students, young members and family members.	Volunteers, youth, women, BNR committee members
Step 3.4	- Support the Women group in developing a document for funding. Based on the income generating opportunities - Development of a SWOT for cottage industry project on the development of forest related products.	Women groups BNR Committee
Phase 4: Endorsement of the Code of Conduct for the Stakeholders Governance Committee: the consensus among the various stakeholders is reached and it is made official. Develop action plan for the SGC activities and distribution of responsibilities.		
Step 4.1	- Final Endorsement by all stakeholders: the consensus among the various stakeholders is reached and it is being finalized and made official with the support of the MoA services.	NOT COMPLETED NOT REACHED

The divergences in the methodology

The methodology has identified a process for the implementation of the participatory approach. This has been developed to become a replicable participatory process for improving governance in forests. Based on the following and due to the constraints identified earlier related to time the original methodology has not been completely implemented due to the limitations related to discussions and meetings and the inability to complete the discussion in due time. This is basically in the following:

1. Ability to work closely with all the identified working groups and not only two. The importance of meeting all community members in recurrent meetings requires more than 60 working days to complete them for raising awareness and identifying challenges and opportunities.
2. The consultation with the local users working groups on the SGC bylaws. This has been altered due to the refusal of the structure at the starting point by the Governance/ Management Committee of BNR. The ability to discuss the

TORs with the local users is based after the consultation with the BNR Governance/ Management Committee. When consensus has been impossible in the time constraints this has proven impossible.

3. The inability to reach a consensus on the TORs produced for the SGC. This has been impossible to reach by meeting the BNR Governance/ Management Committee. Conflicts among the members have been created due to the divergences in the opinions. Some members have seen the proposed structure as a threat to the existence of the BNR Governance/ Management Committee while others have seen the importance of engaging a larger number of community members in the flow of information and improving on the outreach of the BNR Governance/ Management Committee.
4. The inability to sign the Code of conduct and develop an action plan of the activities for the SGC. This is due to the inability to go on with the discussion based on the inability to reach acceptance by the BNR Governance/ Management Committee. Further discussion would have made it possible.

DIAGNOSIS, DEFINITION OF DEVELOPMENT STRATEGIC CHOICES AND RESOURCES MANAGEMENT

Workshops/meetings organization, mobilization methods and stakeholders consultations

Table 4

Location	Objective of the workshop	Date	Organizer	Participant type / Target group	No particip ants	Encountered issues and solutions found	Agreements reached, concerted actions
Bentael Nature Reserve	Training for youth on planning, design and implementation of activities	24-25 Sep 2015	Seeds-int with BNR Governance committee	Youth Volunteers involved in organization of activities in the reserve.	20	Ability to manage projects , implementation has to be in coordination of the governance Committee	To plan activities with support of the Governance Team
Bentael Nature Reserve	Awareness for Women on Forest resources development- SWOT Analysis	5 Sep-11 Sep 2015 9 Oct 2015	Seeds-int with BNR Governance committee	Women Interest of women in the Development of income generating opportunities through the Valorization of Non Timber Forest Products (NTFP).	9	Difficulty of managing the market issues	The preparation of proposal to present for donors and the establishment of a transformation unity under the management of the Governance committee of BNR
Bentael Nature Reserve	The Governance Committee Meetings	1 Sep 12- Sep 9 Oct	Seeds-int with BNR Governance committee	4 door to door meetings with members, General official Meeting with the Governance Committee	15	Inability to reach consensus for the adoption of the TORs Integrate working groups in structure. Remove the Scientific committee and the Local users Committee Inability to change the official structure.	To promote the Working Groups as subcommittees Increase awareness about the Nature reserve protection measures
Bentael Nature Reserve	Recreational day in BNR event organized by youth with the close support of BNR	15 November 2015	Seeds-int with BNR Governance committee and youth and women	Youth from Bentael Supported by women working group for lunch preparation. Informal meetings with members were implemented	165	Ability to plan and prepare event based on the BNR objectives and volunteer preparations	the objective is engaging the community members in the Reserve activities through preparation, implementation of events
Bentael Nature Reserve	Training of Trainers on the Reuse of waste. Aiming at raising environmental awareness among young people. Designed to provide tools for training on the reuse of plastics	12 Oct 22 Nov 19 Dec 2015	Seeds-int with BNR Governance committee and youth and women	Youth group	15	Incentives needed to support the implementation of activities for school students	Support from BNR to implement activities for student visitors

Identified resources and strategic choices

Territory resources and issues identified with the support of the stakeholders. Strengths and weaknesses, sustainable development opportunities and threats the territory faces

The main objectives of the protection of the BNR are mainly against human intervention mainly. People used to rely on BNR for wood production, grazing, hunting and of course the collection of aromatic and medicinal plants, beekeeping and also recreational activities.

Main activities implemented by the BNR to date have supported in the conservation of the resources available. The present has been very challenging due to the lack of resources for the preparation of long-term interventions by the BNR.

In this regard, the meetings formal and informal governance committee with various stakeholders have been inspiring in identifying the main issues of concern and the perspective of the local community with regards to the protection measures and to the governance committee.

- Awareness is mainly lacking among the neighboring villages with regards the protection measures and the status of the forest. More information needs to be disseminated among the various members of the neighboring villages.
- The flow of information between the BNR governance committee and the community at large is very slow and inefficient.
- There exist lacks of engagement from neighboring villages especially the ones distant from the center of the forest.
- Main development activities need to be planned and implemented based on the needs of the community which is mainly related to identifying income generating opportunities through developing the forest goods and services.
- This is mainly related to putting strict and legal guidelines for timber exploitation while also supporting the women in the conservation of the forest resources

Axes, strategic orientations and territory's development objectives identified by the stakeholders and resources specific management

Two foreseen level of information have been noticed during the meetings completed with the forest stakeholders. The local community users have identified the following:

1. Create job opportunities for community members especially women.
2. Develop tourist Attraction activities
3. Raise Awareness among community members on the BNR objectives and protection objectives

The BNR governance committee is keen on serving the mission and the vision of the BNR identified in the management plan. It is about positioning BNR as a learning hub for the schools and communities, a touristic destination while preserving its biodiversity richness and its cultural and religious values against human threats. These include the protection of the BNR from external threats while also contributing to the development of socio-economic activities to attract visitors.

Specific objectives have been identified to support the achievement of the identified vision in the following aspects:

1. The conservation of the biodiversity and the ecological identity of BNR through an integrated and adaptive management in line with the forest ecosystem.
2. To Promote the BNR as a national Eco touristic pedagogic destination while also expanding its outreach to diverse audiences and various thematic.
3. To improve the infrastructure and the management of the eco-touristic attractions of the BNR
4. To reinforce and improve the integrity of BNR management as to ensure its financial sustainability
5. To protect BNR from anthropic threats and intrusions through the organization and the control of the urban development in the surrounding area.
6. To reinforce the linkages and establish partnerships and engage local communities in the management of the BNR through awareness campaigns and improving their livelihood through the implementation of socio economic activities within the protection measures adopted.

The sustainability indicators for future development

Sustainability indicators are mainly related to the implementation of activities that meet the objectives and aspirations of the governance committee and the local communities. The challenges faced within the BNR are of various level and these are mainly affected by various aspects.

Sustainability indicators are eventually of various types these are:

Figure 5

The indicators are identified based on a SWOT analysis developed for the BNR and available in the Management plan.

Table 5

Strength	Weaknesses
- Mediterranean specific Ecosystem - High pedagogic potential - Rich biodiversity vs relatively small size - Green spot in urbanized region - Rich in cultural and religious sites space -	- Relatively small size area when attractions are to be implemented - Need to improve the legislative and administrative framework of the BNR - Non managed trails - Absence of a long term auto financing mechanism - Legal boundary for the exploitation of the pine and quercus in the forest - Lack of communication with local community
Opportunities	**Threats**
- Geographical location and proximity of BNR from city - Local need for site protection - Possibility to invest in eco touristic activities - Proximity of schools - Presence of exploitable forest resources	- Lack of information and precision of buffer zone - Anarchic urbanization in proximity of BNR - High Fire, Hunting threats and Risks - Quarries threats - Loss of the pine trees in favor of the sub-canopy of quercus dominance

PARTICIPATIVE PLANNING AND ACTIONS PLANS

The present project has eventually supported the testing of the governance structure using participatory tools. The action plans set have been indicative to support the outreach of the process and the results obtained. It is of importance to mention the forest management plan developed earlier by the French Agency for Development has clearly mentioned and stated as a main objective the improvement of the management of the BNR through improving the governance of the reserve and involving community members in the decision making process.

The present project has drafted an integrated approach to address the weaknesses of the forest management through participatory tools.

The integration of various entities in the decision making requires important aspects for successful implementation. This is mainly summarized in raising awareness on the Nature reserve the protection measures and the challenges of the forest sustainability.

The proposed governance model has supported in the development of two working groups of major importance to the development of the Nature reserve. This is mainly based on the integration of the women and the youth in the decision making through the implementation of activities in the nature reserve and with the active involvement and coordination of the BNR governance committee.

Each of the working groups had different agenda for development to further meet in the development and the preparation of two events agreed upon in the BNR.

It is important to mention that the meetings with the governance committee are of major importance. The project proposes a parallel structure able to affect the equilibrium represented in the governance committee. The open discussion with regards to the proposed structure and the ability to merge or integrate both of them into a comprehensive realistic structure has been difficult to manage.

Main reasons for the committee members' resilience proved to be related to the demonstrated fear in increasing the circle of the decision makers. This is expected to increase the difficulty of the decision making process make it more complicated while the existing members of the governance committee are officially appointed ones.

Increased fear of the risk to take drawn through the involvement of new comers to the decision making has created a divide among the existing committee where there has been voices among the members able to propose supporting structures to the existing one for improved governance and participatory. This is mainly due to the imbalanced awareness among the members of the committee. It is of importance to increase interventions and awareness for the community members of the neighboring communities.

The project has completed the following aspects:

1. Development of the TORs for the Stakeholder Governance committee
2. Consultation with the governance Committee on the proposed governance structure
3. Training of the youth as upcoming leaders in the design, the planning and the implementation of activities
4. Develop fundraising document for women groups on establishing an income generating project from the transformation of the forest products
5. Implementation of two events in the BNR and through the working groups

ADDED VALUE OF THE PARTICIPATORY INITIATIVES

The proposed participatory initiative has created a different level of intervention. Initiating the discussion with the appointed governance committee is already a new door opened to a potential change in the official states of the governance committee duties and regulations.

The selection process of the representatives for the community members is the critical issue. The proposed initiative has proposed the grouping of the community members in various groups based on common interest and eventually each group would select its own representative at the stakeholder's governance Committee. The added value of the following relies in the ability to engage the community members/working groups in the decision making process which means holding the responsibility of the decision taken.

The proposed structure involves more members in the decision making and the management of the BNR. These are accounted for their deliverables whereas nowadays the selection is made by the MoE and the members are assigned by a ministerial decree.

In addition to the following, the proposed structure decreases the bureaucracy in the decision making process which is invested in more efficiency in the delivery and increased outreach.

Awareness is eventually more pronounced as it covers more villages and more categories of specific interest.

The proposed participatory approach will engage more the community members despite their village affiliation but based on their interests which means business or hobby orientation making the decision more sound and realistic. This help in generating more sound decisions by the governance committee.

Presentation of synergies

SYNERGIES WITH THE PROJECT'S OTHER COMPONENT

It is important to mention that the importance of the governance issue and the controversial issues it contains has been a key element for changing the location of the project pilot. This is important to show that Governance in forest resources and forest management is a key element for providing sustainability factors for its conservation while supporting its implementation requires more awareness at all levels.

For the following reasons and due to the inability to implement the component in the pilot site it has been proposed to apply the governance component to another pilot. This has prevented the synergy among any other component.

SYNERGIES WITH OTHER PROJECTS

The BNR is benefiting from other projects implemented during the same period or in another similar period. Synergies identified have been almost similar to the completed ones. They are based on the already implemented aspects by the various funding sources such as the USAID and the AFD. This is in addition to the Management plan that has been completed in 2011 endorsed and completed for a period of 5 years. The details and axes mentioned in the management plan are in complete synergy with the proposed ones by the team.

It is important to notice that the existing governance committee has been keen in serving the stated objectives for the long term. The project activities of the component 3 have supported in the preparation of the proposal for women activities, it has also supported in creating a volunteering nucleus able to handle the organization of any event which means the implementation of eco –touristic activities and the promotion of the attractions in the neighboring communities.

Synergies have been an essential milestone identified and highlighted in the project. This is based on the need identified by the local communities being adopted by the Governance committee.

Participative approach critical analysis

STUDY INPUTS AND LIMITATIONS

The present study has been essential in testing a new model for governance in forests based on participatory tools. The main strengths of the present study are in the following points:

- The adoption of a more engaging process for governance
- A realistic methodology based on active engagement of the community in a participatory way while also supporting in raising awareness on the forest resources
- The ability to reduce resilience and resistance to decisions taken and mainly related to the protection of the forest and its resources
- The possibility of replicating the model and its implementation mode in any other forest entity

In this regards it is worth mentioning the weaknesses linked to the implementation of the forests governance in a participatory mode. This is following both pilot cases analyzed with the present methodology:

- The ability to share the power of the decision making which requires a high risk taken by the already existing management model
- The rate of success is higher when it is related to the establishment of a governance committee rather than the amendment of an existing one
- The ability to change an existing process and official requires more than the acceptance of the process by the community. Institutional adjustments require more than existing
- The process is a time dependent one which needs to be handled by external body such as the MoA for facilitation from the financing point of view and the institutional point of view
- Lack of reliable information with regards to the forest, its resources, potentialities

Financial limitations of the public entities MoE or MoA are the main hindrances against the application of such methodology by the public entities. The long time process for such model requires some financial investments to achieve the goals in governance. In this context, the ability to raise funds for such model will require more than expected time period for implementation which jeopardizes the results of the process.

DIFFICULTIES ENCOUNTERED AND RECOMMENDATIONS/SOLUTIONS FOUND

Difficulties encountered during the project implementation are of various aspects. They revolve around administrative, institutional, legislative and operational. The various ministries involved in the governance practices applied at the nature reserves have put in practice a process for development as to ensure the sustainability of the nature reserves while also supporting their protection and the conservation of their resources. This has eventually led to many difficulties but solutions were almost beyond the ability to completely solve these are as follows:

1. The inability of the managing bodies or Governance committees or responsible NGOs to perceive the share in the decision power as a powerful tool for the engagement of the villages and their communities in the process
2. The inability to convince the managing or Governance committees to test/ try the proposed methodology as a tool to improve on the community outreach and decrease community resilience to the protection measures
3. The inability to adequately implement the methodology for time restrictions
4. The engagement of governance committee in the process is very critical as the proposed structure has been perceived as a threat to their functions appointed by the MoE.
5. The community members have perceived the issue as a tool to abduct the terms of reference for the Nature reserve. They have foreseen the project as a tool to fight against the protections measures

The solutions and initiatives taken have been supported by some members of the governance committee as well as the MoA as to enforce the process making sure the objectives are respected and maintained.

It is essential to mention that dialogue and awareness through various communication channels have been established as to further explain the process to be implemented making sure sustainability is maintained. However, time restrictions were eventually difficult to solve due to the project restrictions as to facilitate the adoption of the governance structure.

Ability to overcome the problems was difficult due to the impossibility to extend the time restrictions. And its impact on the project were very difficult to overcome as we could not convince the managing or Governance committees to adopt the structure which also required a more in depth dialogue among the ministries and further adopt the process and the structure at the public level to be later followed by enforcing the process among the various Nature reserves

Valorization and replication of the participatory approach

The present methodology and governance process is an important tool to be used for the management approach of forest resources whether declared protected or only managed. It is important that the participatory governance ensures the engagement of the neighboring villages and communities in the vicinity of the forest which means the protection will be a shared responsibility among the public and the local communities.

The National Forest program issued in 2015 accounts for developing new terms of reference for the management of the forest resources in addition to using participatory tools. The present initiative for the forest resources department is a proactive initiative that favors the implementation and the regularization of the participatory approach proposed by the project.

The decision of the government to use participatory approached for the management of the forest resources has put the MoA on the top of the neighboring countries with regards to the adoption of participatory initiatives in the management of the forest resources.

This is eventually made due to the conviction that the engagement of the communities in the management of the resources will support their adoption of the regulatory measures to be taken by the public entity in charge of it. More acceptance by the neighboring communities means more acceptance to the decisions taken which means successful management practices implemented. The present is mainly due good governance practices adopted by the Government involving participatory tools which would eventually enhance the funding in the sector.

The present governance approach in structure and methodology is an important tool to improve the management of the forest resources. Its replicability is foreseen as part of the governance practices set by the MoA to improve on the management practices. For the following it is important to further improve on the methodology through testing it at different sites and in different management contexts.

Conclusion

The present study has been essential in identifying important aspects related to the management of the forest resources in Lebanon.

Despite the challenge encountered during the process, It is important to build on the positive aspects highlighted during the process. This is eventually the importance of testing the methodology on the ground and in real contexts. Recommendations and lessons learned drawn from the present are of various nature and could be described as follows:

- The proposed structure has been essential in providing important insights on the necessity to review the existing management plans. This is eventually mandatory in identifying the roles and responsibilities of all supporting communities. It is important to mention that the National forest Program accounted for setting new terms for the forest management.
- The proposed structure highlighted the importance of engaging community members using participatory tools.
- the project supported in legalizing the participatory approach for the governance of the forest resources throughout the NFP
- to support the creation of the governance in newly established sites and not to reinvent the wheel for Existing Management entities
- solve conflicts arising among community members and between communities and existing committees through more awareness and capacity development
- Identify mechanisms or frameworks for providing long term support in the organization and the management of the forest resources
- To provide funds for supporting activities for communities and working groups for more potential engagement
- To provide necessary time to induce change in the perception of the governance and the participatory approach by all stakeholders involved in the process and at all levels.

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ANNEX 1 - KEY WORDS DEFINITION

Decision making process: In psychology, decision-making is regarded as the cognitive process resulting in the selection of a belief or a course of action among several alternative possibilities. Every decision-making process produces a final choice that may or may not prompt action. Decision-making is the process of identifying and choosing alternatives based on the values and preferences of the decision-maker.

Forest resources: One of the most important types of natural resources, they include a country's existing forest reserves and non-timber resources (such as fruits, berries of wild plants, mushrooms and medicinal plants)

Governance: Governance refers to "all processes of governing", whether undertaken by a government, market or network, whether over a family, tribe, formal or informal organization or territory and whether through laws, norms, power or language. It relates to "the processes of interaction and decision-making among the actors involved in a collective problem that lead to the creation, reinforcement, or reproduction of social norms and institutions.

Governance committee: the committee established by the Ministry of Environment for the governance of the nature reserve. Its members are appointed by a ministerial decree. It has in charge the development of the nature reserve, the conservation and the protection of the resources and also thriving to achieve its mission and vision

Good Governance Practices: Good governance is about the processes for making and implementing decisions. It's not about making 'correct' decisions, but about the best possible process for making those decisions.

Local communities: A local community is a group of interacting people sharing an environment. In human communities, intent, belief, resources, preferences, needs, risks, and a number of other conditions may be present and common, affecting the identity of the participants and their degree of cohesiveness.

Management committee: is a small committee issued from the governance committee to follow on the daily management activities making sure transparent procedure are implemented at all level

Non Timber Forest Products: Non-timber forest products (NTFPs) are any product or service other than timber that is produced in forests. They include fruits and nuts, vegetables, fish and game, medicinal plants, resins, essences and a range of barks and fibers such as bamboo, rattans, and a host of other palms and grasses.

Nature reserve: Nature reserves are founded and monitored under the auspices of the Ministry of Environment. They consist of an area of land bearing an important ecological aspect and a beautiful landscape. They represent a cultural tourist and charming natural wealth devoted to protect and preserve the natural resources, especially the biological diversity.

Participatory approach: is an approach in which the end users are involved in the planning of the system from the starting point to the end. Empowerment participation is when primary stakeholders are capable and willing to initiate the process and take part in the analysis

Sustainable forest management: Sustainable forest management (SFM) is the management of forests according to the principles of sustainable development. Sustainable forest management uses very broad social, economic and environmental goals. A range of forestry institutions now practice various forms of sustainable forest management and a broad range of methods and tools are available that have been tested over time and space.

ANNEX 2 - LIST OF ACRONYMS

BNR: Bentael Nature Reserve

FFEM: Fonds Français pour l'Environnement Mondial

LUC: Local Users Committee

MoA: Ministry of Agriculture

MoE: Ministry of Environment

NGO: Non-Governmental Organization

NFP: National Forest Program

NTFP: Non Timber Forest Products

SEEDS-int: Socio-Economic and Environmental Development Services

SGC: Stakeholders Governance Committee

SC: Scientific Committee

SWOT: Strength, Weaknesses, Opportunities, Threats

TOR: Terms of Reference

ANNEX 3 - PICTURES OF WORKSHOPS AND ACTIVITIES IN BNR

Picture 1: Recreational day in Bentael Nature Reserve

Picture 2: Discussion with the Bentael Committee on the proposed TORs

Picture 3 : Reuse of Waste Training session in BNR

Picture 4: 2 Days Training of young volunteers for Activity/Project design, preparation and Implementation

Picture 5 : Women Economic Empowerment and Development of business

ANNEX 4 - SWOT ANALYSIS

Table 6

Strength	Weaknesses
- Mediterranean specific Ecosystem - High pedagogic potential - Rich biodiversity vs relatively small size - Green spot in urbanized region - Rich in cultural and religious sites space -	- Relatively small size area when attractions are to be implemented - Need to improve the legislative and administrative framework of the BNR - Non managed trails - Absence of a long term auto financing mechanism - Legal boundary for the exploitation of the pine and quercus in the forest - Lack of communication with local community
Opportunities	**Threats**
- Geographical location and proximity of BNR from city - Local need for site protection - Possibility to invest in eco touristic activities - Proximity of schools - Presence of exploitable forest resources	- Lack of information and precision of buffer zone - Anarchic urbanization in proximity of BNR - High Fire, Hunting threats and Risks - Quarries threats - Loss of the pine trees in favor of the sub-canopy of quercus dominance

ANNEX 5 - CHARTER STAKEHOLDER GOVERNANCE COMMITTEE (ENGLISH VERSION)

Article I: Stakeholder Governance Committee

The Committee shall consist of representatives assigned by the various committees of stakeholders and working groups.

The number of members ranges between nine and ten appointed by their respective fellows these are:

- Committee for the management of the protected reserve (2 to 3)
- Scientific Committee (1)
- Committee of the Local Users (3 to 4)
- Al Hourouf organization (2)
- The Ministry of Agriculture (1 to 3)

Article II: goals

1. create a framework for collective governance based on the active participation and shared responsibility and the involvement of local partners in the decision-making process.
2. involve stakeholders in the effective communication / consultation process to bridge the gap between the local governing body and stakeholders.
3. Building a culture of consultation, cooperation and the creation of interactive and positive environment for communication and collective labor and economic benefit.

Article III: principles

- Create A Platform For Communication And Collective Management Of Natural Resources.
- Build The Foundations Of Sound And Wise Management Of Resources
- Conservation Of The Forest And Its Resources
- Facilitate The Process Of Participatory Decision Making And The Engagement Of The Stakeholders In The Decision Making
- Taking Into Consideration The Priorities And Challenges Of The Various Stakeholders
- Provide Support For The Sustainable Development Of These Resources

Article IV: Membership

The Stakeholders Governance Committee is composed of 9 to 11 members assigned by their respective committees, working groups involved in Nature Reserve:

- Committee for the management of the Nature Reserve (2 to 3): appointed by the committee by written letter for this purpose
- Scientific Committee (1): appointed by the committee by written letter for this purpose
- the Local Users Committee (3 to 4): appointed by the committee by written letter for this purpose
- Al Hourouf organization (2): appointed by the committee by written letter for this purpose
- The Ministry of Agriculture (1 to 3): appointed by by the MoA Directorate of Nature Resources by a written letter for this purpose

These assigned members of the Stakeholders governance Committee elect the members of the Executive body of the SGCby secret ballot.

- The quorum required for the completion of the election of the executive body is for the presence of more than half the members of the Stakeholders Governance Committee (ie appointed representatives). The executive body mandate is of two years. The Session assigned for the election of the members of the executive body is leaded by a panel of the three eldest non-candidates members of the SGC
- The Executive Body of the Stakeholder Governance Committee determines and declares, at least three months before the end of its mandate, the date for the election of its new members.

Article V: Meetings of the Stakeholders Governance committee

- The committee shall hold regular meetings every month or every three months, at maximum or as needed, and may hold exceptional meetings if estimated needed to discuss the subjects scheduled in the agenda of the invitation.

- Members shall be called for regular meetings, a week before the scheduled date by a written invitation sent including the agenda of the meeting
- The quarter number of the members of the stakeholders' governance committee or the president of the committee shall be entitled to call for emergency meetings if the need arises.

Article VI: Elections of the Stakeholders Governance Committee:

- The Committee is formed by members of the different stakeholders groups and appointed every two years.
- Official Letters of appointment are issued for all represented stakeholder groups six months before the two years termination of the duration of the SGC to nominate the new appointed persons
- The assigned names are received by the Secretariat of the Committee and are considered only official when received in writing
- The time schedule of the Meeting dedicated for handling over the responsibilities to the new Committee is set one month before the end of the mandate of the Commission

Article VII: quorum

- The quorum for the usual meetings of the Stakeholders Governance Committee is reached in the presence of half of its members plus one
- When quorum is not secured, the next meeting is set for a week after and considered eligible regardless of the attendees number
- The Meetings starts by reading and approving the Minutes of the last Meeting.
- The following conditions apply for the elections

Article VIII: the Executive Body

- The Executive body is three members: President, Vice president, the secretariat
- The members of the Executive body (Vice President, President and Secretary) are elected by secret ballot by all the members of the Stakeholder Governance Committee in accordance with the legal regulations stated and during the meeting for the handover.
- Affiliation of the members of the Executive body:
  - President: elected from the members of the Stakeholders Governance Committee
  - Vice President: elected from the members of the Local Users Committee
  - Secretariat: elected from the members of the Ministry of Agriculture representatives
- The election process is led by the three eldest persons from the Stakeholders' Governance Committee
- The result of the elections are directly announced and the elected ones are the one with the highest votes cast upon completion of the
- If, among the winners, two or more candidates have equal number of votes, the winner is the eldest among them

Article IX: the procedure for decision making process

- The decision is taken by the members of the Stakeholders Governance committee in consensus
- Decisions of the Committee are taken with the consent of the majority of the members based on the quorum of the meeting law.
- When consent is not possible, voting is necessary and majority prevails. When Impossible, the president vote is deciding.

Article X: duties and Responsibilities:

- In the powers of the Stakeholders Governance Committee: the Committee holds the following duties and responsibilities:
  - The Committee is responsible for the preservation and protection of the reserve and natural resources
  - The decisions of the Committee need not to be provocative but stimulating to the stakeholders and contribute to the settlement of cohesion and cooperation for the benefit of all
  - For the management Committee of the Nature Reserve to respect, commit to implementing the decisions of the Stakeholders Governance Committee

- The Stakeholder Governance Committee publishes and forwards all decisions issued to all parties in writing ten days after the date of the meeting
- For the various stakeholders represented to comply with the decisions taken commit and facilitate its process of implementation process

- In The powers of the Executive body: The executive body holds the following duties and responsibilities:
  - Ensure the implementation of the resolutions and decisions issued by the Stakeholder Governance Committee
  - Follow up on the implementation of the Decisions and communicate them to all stakeholders members
  - Ensure and contribute to the adoption of the decisions by all stakeholders at the different levels,
  - Set the Meeting dates and communicate them to Members
  - Issue annual periodic reports to reflect the status of the Stakeholder Governance Committee for approval.

Article XI: Vacancy

When four vacancies are witnessed inside the Stakeholder Governance Committee, and it remains more than six months of its mandate, the vacancies are being filled an approved for the duration of the Commission

ANNEX 6 - CHARTER STAKEHOLDER GOVERNANCE COMMITTEE (ARABIC VERSION)

ميثاق لجنة الحوكمة والإدارة

المادة الأولى: لجنة الحوكمة والإدارة:

تتألف اللجنة من ممثلين منتدبين من الأفرقاء أصحاب المصالح المعنية من اللجان ومجموعات العمل.

منتدبين عن الأفرقاء المحليين المعنيين وهم: عدد أعضائها يتراوح بين تسعة وأحد عشر

- **لجنة إدارة المحمية** (2 الى 3)
- **اللجنة العلمية** (1)
- **لجنة المستخدمون المحليون** (3 الى 4)
- **جمعية الحروف** (2)
- **وزارة الزراعة** (1 الى 3)

اهدافها المادة الثانية:

1- إنشاء إطار للحوكمة يقوم على المشاركة الإيجابية وعلى المسؤولية المشتركة وإشراك الشركاء المحليين في عملية صنع القرار.

2- إشراك أصحاب المصلحة في عملية التواصل/التشاور الفعالة لسد الفجوة بين هيئة الإدارة المحلية وأصحاب المصلحة.

3- بناء ثقافة التشاور والتعاون وخلق بيئة تفاعلية وإيجابية للتواصل والعمل والإستفادة الاقتصادية الجماعية.

المادة الثالثة: مبادئها

- خلق فسحة للتواصل والإدارة الجماعية للموارد الطبيعية.
- بناء أسس الادارة السليمة والحكيمة للموارد
- المحافظة على الغابة وعلى مواردها
- تسهيل عملية أخذ القرار التشاركي وإشراك المعنيين في أخذ القرار
- أخذ بالإعتبار أولويات وتحديات أصحاب المصلحة المعنيين
- توفير الدعم للتنمية المستدامة لهذه الموارد

المادة الرابعة: العضوية

- تتألف لجنة الحوكمة من 9 الى 11 عضواً يتم إنتدابهم من الهيئات والمستخدمين المعنيين في المحمية:
  - لجنة إدارة المحمية (2 الى 3) يتم إنتدابهم من قبل اللجنة بموجب كتاب خطي
  - اللجنة العلمية (1): يتم إنتدابهم من قبل اللجنة بموجب كتاب خطي
  - لجنة المستخدمون المحليون (3 الى 4): يتم إنتدابهم من مجموعات العمل الخاصة بموجب كتاب خطي
  - جمعية الحروف (2): يتم إنتدابهم من قبل الجمعية بموجب كتاب خطي
  - وزارة الزراعة (1 الى 3): يتم تعيينهم من قبل الإدارة العامة لوزارة الزراعة
- يتم إنتخاب هيئة تنفيذية من الأعضاء المنتدبين في اللجنة بالإقتراع السّري

- يُشترط لاكتمال نصاب جلسة انتخاب الهيئة التنفيذية حضور أكثر من نصف أعضاء اللجنة (أي الممثلين المنتدبين). ومدّة الهيئة التنفيذية سنتان. يدير جلسة الانتخاب هيئة من ثلاثة أعضاء غير مرشحين ويكونون الأكبر سنّاً.
- تحدّد الهيئة التنفيذية وتعلن ، قبل انتهاء مدتها بشهر على الأقل، اليوم الذي سيجري فيها انتخاب الأعضاء الجدد للهيئة التنفيذية.

المادة الخامسة: اجتماعات لجنة الحوكمة والإدارة

- تعقد اللجنة اجتماعاتها الدورية كلّ شهر أو كل ثلاثة أشهر كحد أقصى أو وفق ما ترتئيه، ولها أن تعقد اجتماعات استثنائية إذا دعت الحاجة لبحث وتقرير الأمور المحددة في الدعوة.
- يحق لربع اعضاء اللجنة أو الرئيس دعوة اللجنة الى اجتماعات طارئة في حال دعت الحاجة.
- تتم الدعوة لاجتماعات عادية بكتاب يتضمن جدول اعمال الاجتماع قبل اسبوع من موعد الاجتماع.

المادة السادسة: في إنتخابات لجنة الحوكمة والإدارة:

- يجري تشكيل اللجنة وتحديد عضوية الأعضاء في **لجنة الحوكمة والإدارة** كل سنتين.
- يتم تحرير مكاتب شخصية للأفرقاء المعنيين قبل ستة أشهر من تاريخ إنتهاء مدة السنتين لإنتداب الممثلين لديهم الى اللجنة

- تتلقى أمانة سرّ اللجنة أسماء المنتدبين خطياً وتعتبر رسمية عندما يتم تسلمها خطياّ
- يتم تحديد الإجتماع الخاص بالتسلم والتسليم قبل شهر من موعد إنتهاء مجة صلاحية اللجنة السابقة

المادة السابعة: النصاب

ا- يكتمل النصاب القانوني لاجتماع اللجنة بحضور نصف الأعضاء زائد واحد

2- في حال تعذر تأمين النصاب في الإجتماع يحدد الإجتماع التالي بعد أسبوع ويكون قائماّ بمن حضر

3- يفتتح الاجتماع بتلاوة محضر الجلسة السابقة للمصادقة عليه.

4- تنطبق الشروط التالية في موضوع الإنتخاب

المادة الثامنة: الهيئة التنفيذية

- تتألف الهيئة التتنفيذية من نائب الرئيس، الرئيس وامين السر
- يتم إنتحاب الهيئة التنفيذية (نائب الرئيس، الرئيس وامين السر) بالإقتراع السري من قبل أعضاء اللجنة في إلتئام قانوني وفق الأصول ضمن إجتماع التسلم والتسليم.
- إنتماء أعضاء الهيئة التنفيذية:
  - الرئيس: أن يكون منتدباً من أعضاء لجنة إدارة المحمية الموجودين في لجنة الحوكمة
  - نائب الرئيس: أن يكون منتدباً من أعضاء لجنة المستخدمين الموجودين في لجنة الحوكمة
  - امين السر: أن يكون منتدباً من قبل ممثلين وزارة الزراعة الموجودين في لجنة الحوكمة
- يقوم بإدارة العملية الإنتخابية 3 أشخاص وهم الكبر سناً في اللجنة
- تعلن نتائج الانتخابات فور الانتهاء من الفرز ويُعتبر فائزاً المرشح الذي ينال العدد الأكبر من أصوات المقترعين.
- إذا تساوى مرشحان أو أكثر في عدد الأصوات بين الفائزين، يعتبر فائزاً المرشح الأكبر سناً.

المادة التاسعة: آلية أخذ القرار

- يتم إتخاذ القرار من قبل الأعضاء الموجودين باللجنة بالتوافق الكامل
- تتخذ قرارات اللجنة بموافقة أكثرية الأعضاء المجتمعين قانوناً.
- في حال التعذر يكون التصويت هو المقرر وصوت الرئيس هو المرجح في حال التعادل

المادة العاشرة: الصلاحيات

- **في صلاحيات اللجنة:** تتولى اللجنة المهام والصلاحيات التالية:

- تكون اللجنة مسؤولة عن الحفاظ والحماية للمحمية والموارد الطبيعية
- تكون قرارات اللجنة غير إستفزازية إنما محفزة للأفرقاء وتساهم في إرساء اللحمة والتعاون في ما لهذا من منفعة للجميع
- على لجنة إدارة المحمية الإحترام والإلتزام بالقرارات الصادرة عن لجنة الحوكمة
- على اللجنة تبليغ القرارات الصادرة الى الكل الافرقاء خطياً بعد عشرة أيام من تاريخ الإجتماع
- على الأفرقاء الإلتزام بالقرارات المتخذة وتسهيل عملية التنفيذ والإلتزام بها

- **في صلاحيات الهيئة التنفيذية:** تتولى الهيئة **التنفيذية** المهام والصلاحيات التالية:

- السهر على تنفيذ قرارات اللجنة العامة.
- متابعة تنفيذ المقرارات وتبليغها الى الأعضاء
- التأكد والمساهمة في تبني المقررات من كل الأفرقاء على مختلف الاصعدة،
- تحديد الإجتماعات دعوة وتبليغ الأعضاء
- تقديم تقرير دوري كل سنة للتبيان الوضع الاداري للهيئة للمصادقة عليه.

المادة الحادية عشر: الشغور

إذا شغرت اربعة مراكز في اللجنة يجري انتخاب خلف لهم إذا كان قد بقي من مدة للجنة أكثر من ستة أشهر.

ANNEX 7 - SUBMITTED PROPOSAL

The Bentael Nature Reserve: Background

Founded in 1981, the Bentael Natural reserve is one of the oldest and smallest reserves in Lebanon with a total surface of 110 ha.Bentael nature reserve designation aims at:

- Protecting the natural environment and its related biodiversity and natural resources.
- Conserving the natural resources (soil, ecosystem and water resources) which include protecting the reserve from pollution and degradation resulting from natural and human induced factors.
- Managing and conserving the reserve in a proper way while ensuring benefits through regulated eco-tourism as long as it does not negate the conservation objectives.

The reputation of the BNR and the engagement of the communities in the reserve has been a key support and key milestone for the possibility to implement successful programs and projects in collaboration with international agencies for development. Projects implemented in Bentael Nature Reserve have been supported and funded by the United State Agency for International Development (USAID), the Food and Agriculture Organization (FAO) and Fond Francais Pour l'Environnement Mondial (FFEM).

The activities of these projects focused on enforcing the protection and conservation of the nature reserve while supporting the implementation of sustainable economic initiatives for the community members. The list of projects completed and ongoing are as follow:

- Appui aux réserves naturelles du Liban : implemented by the Agence Française de développement (AFD) and funded by the Fonds Français pour l'environnement mondial (FFEM). The objective of this project is to to strengthen the network of Lebanese Nature Reserves and Community Conserved Areas [CCAs] through the provision of financial, technical and administrative support for the implementation of natural resource adaptive management plans as well as the institutional and regulatory reform taking place.
- Forest Prevention and protection measures: executed and funded by FAO and Green Square. The objectivesare protection through the adoption of prevention measures and the provision of fire extinction equipment.
- Support eco-tourism in Bentael Nature Reserve: executed by Relief International and funded by USAID. The objectives of the project are support to eco-tourism sector to create job opportunities and contributing to the local economic development in the village of Bentael.

It's worth mentioning that the following project was not submitted to any other funding source.

Outline of the project

Name of the project: Provide technical support to local women for the development and marketing of the local products for the Bentael Nature Reserve (BNR)

Rural communities are well known for their recipes for the processing of their local produce in products with improved quality and increased shelf life of the so called "mouneh". However, the improved quality is not enough to meet the market requirements of hygiene, quality standards, and packaging and meet the consumer demands in quality, hygiene, taste and look, whereas the communities are rich in valuable fresh produce that can generate important products of economic value. Although they have the technical expertise to offer good production, it is of major importance for them to be aware of the quality and marketing requirements to deliver products that meet the needs and preferences of targeted customers.

Stepping from the present situation, a group of women from the communities of the Bentael Nature Reserve are interested in improving their economic potentials through improving their cooking and managerial skills.

The proposed project aims at supporting in the development of a Food Processing Unit (FPU) in Bentael Nature Reserve able to produce products suitable for the market and build a good reputation of the forest products.

The project general objective is to improve the capacities of rural women on the production and the marketing of the BNR local products. The main beneficiaries are rural women from the BNR neighboring villages. These women have expressed interest in collaborating together for the development of a local brand for the marketing of the local products. The Food Processing Unit will be managed and operated by the interested rural women under the guidance of the BNR managing committee. The production is in the hands of the rural women as to ensure their engagement in the different activities. Engagement of the women requires the development of their capacities in various fields of interest such as managerial, production processes, Good Manufacturing practices, Good hygienic practices, marketing and sales skills.

It is worth noting that the BNR is one of the main reserves in Lebanon attracting local visitors and the possibility of marketing local products is very high as compared to the ability to create markets for these products. In addition there exists a variety of products in the surrounding villages able to create an important market niche while also providing economic support to the interested women. The present situation urges the association of "Bentael nature reserve" to pursue assistance to develop and enhance the local rural production. This type of activity comes to support the recreational and eco-tourism service of the reserve as it offers high value local products to the visitors and contributes to the economic development of the region.

The main need relies in developing sustainable products with high quality features able to attract the visitors of the BNR. To meet the following we expect to provide them with adequate equipment for food transformation, adapted skills for product handling, marketing and sales.

The proposed project comes to improve the living conditions of the local community neighboring the BNR through the development local based products of high quality. The following is achieved provided the development of present objectives:

- The creation of a market niche for the local products
- The development of a high quality competitive local products
- Improving the socio-economic conditions of the local women in the BNR community
- The empowerment of the local women in the production and management

Herebelow are the proposed activities to meet the set objectives

The establishment of a Food Processing Unit

A production location is to be provided or an area of 60 m2 to accommodate the production of the local products. The location will be rehabilitated by the BNR committee to become operational. The facility is expected to serve as a meeting place for the planned training and accommodate the equipment and the production process.

The design of the location will account for the reception of the fruits and vegetables, grading and processing of the produces, packaging and labelling.

Procurement of Equipment and Machinery list

A proposed list of equipment and machinery is needed to support in the production. It is expected to increase in the production capacity while also improving on product quality through the use of professional equipment and machinery able to preserve the product and improve on the handling and the cooking process.

Table 7

Production Unit Handling equipment and tools	❖ 2 stainless steel working tables ❖ Various kitchen tools and cutlery for working ❖ Plastic chairs ❖ Plastic bowls of various sizes and purposes. ❖ Wooden spoons, ❖ Stainless steel coated cutlery
Production Equipment and Machinery	❖ 10 Stainless steel Marmites of 50 Kg capacity and less. ❖ 4 Sieves of different mesh sizes for various purpose (thyme, Keshek) ❖ Grinding mills for zaatar and Kecheck ❖ 2 electronic weighing balances for various purposes ❖ Drying oven for plants ❖ 1 Big Oven ❖ 2 Squeezers electrically operated ❖ 1 fruit extractor and compressor ❖ 1 Distillation machine
Packaging equipment	❖ Jars of various sizes ❖ Bottles of various sizes ❖ Plastic bags of various sizes

The production capacity

A preliminary assessment is made for the women and their production capacity. Based on the following a selection of priority products has been identified as a start-up. The selection of the priority products was done based on the specific production of the region and the availability of raw materials from the region. The quantity of production was also set based on the production capacity of the women and accordingly the raw material needed has been identified with its related equipment of need.

The list of priority products

A variety of products is selected for processing in the FPU under a one specific label in the proposed quantity and will be limited the first year to the following:

Table 8

Product	Quantity	Packaging size
Thyme:	50 Kg	Bags of 0.5 kg.
Sumak	50 Kg	Bags of 0.5 kg.
Kecheck	100 Kg	Bags of 0.5 kg.
Medicinal and aromatic plants	50 Kg	Bags of 200 Grams
Fig jam	50 Kg	jar of 0.5 Kg.
Hosroum juice	350 liters	Bottle of 0.5 liters

Capacity building

A group of 40 women will be trained in related skills to meet the main objectives of the project. The training will tackle all aspects of business development as to facilitate the activities of the FPU. The training will cover all aspects of production from the starting material, the use of the equipment, to the training and personal hygiene of the working staff. Detailed, written procedures for each process will be displayed in the FPU to help the women follow the instructions and ensure standardized quality products.

As proposed the training will have four main components;

1. Basic life skills: main training on the staff hygiene and the center unit as well as communication skills and team management and team work
2. Production practices: The aim of this workshop is to ensure that products are consistently produced and controlled according to quality standards in one unified recipe. Adequate, customized and standardized production practices, and Good Manufacturing Practices (GMP).
3. Marketing and sales of products: training on the main elements for the marketing and the selling of the products, marketing plan etc.
4. Business management: the operational and management procedure for the follow up on the production and on the management of the operations as well as the operational costs and the production planning

Marketing and promotion of the products

The present activity requires at first the creation of a brand for the BNR based on a one label using the BNR logo. A newly designed label for the products is to be followed as to assign an identity to the products. The support of experts at this level is necessary to meet the international and the market standards. A graphic designer will work on the design of the label by meeting with local women and committee members of "Bentael Nature reserve" and taking their preferences into consideration as to give the customer a special identity of Bentael products.

The project is expected to support the women in participating in various events and will allow them to benefit from the upcoming visitors, by promoting their products in the Eco-park.

Details of the beneficiaries

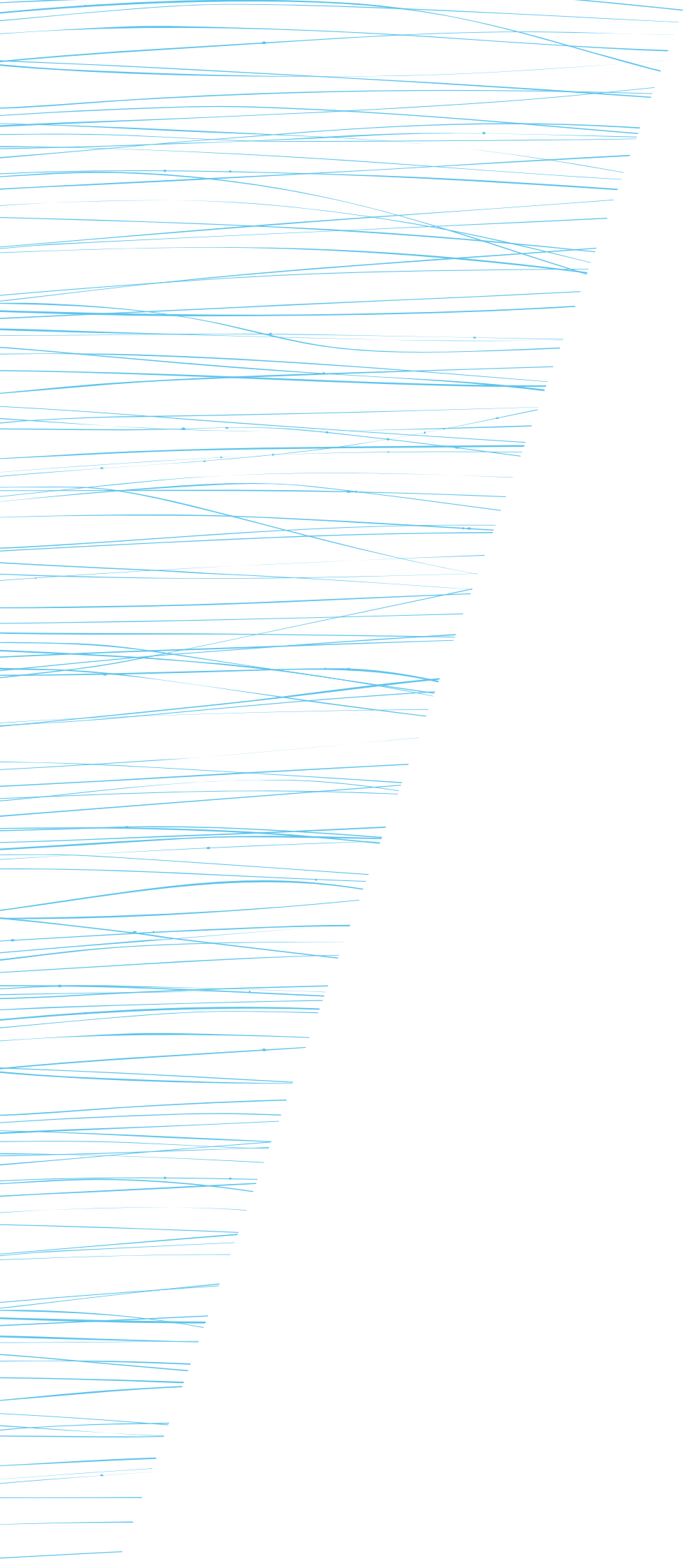
40 women from Bentael and surrounding regions will receive the training and will be able to use the FPU to ensure one unified production.

Sustainability

The capacities and skills the women have acquired during the training will allow them to ensure a good production according to the marketing and quality requirements even after the completion of the project. "Bentael Nature Reserve" will maintain a link between the customers/visitors and the women, thus ensuring a sustained production.

Budget

The total budget of the proposed project will be 31350 US$ and is detailed as follow:

Table 9

Items	Quantity	Unit	Unit price USD	Total cost USD
Capacity Building				
Expert in GMP and production techniques	**12**	Working Days	350	4200
Rent of a venue	**12**	Working Days	50	600
Catering (40 women * 12 days)	**480**	Person	20	9600
Subtotal				**$14400**
Equipment& Raw material				
Food processing equipment and machinery	1	Lump sum		11000
Raw Materials	1	Lump sum		2500
Subtotal				**$13500**
Packaging and Labelling				
Graphic designer	**1**	Person	500	500
Labels/Stickers	**1000**	Stickers	0.15	150
Jars of 1/2 Kg	**1000**	Jars	0.8	800
Bottles of 1/2 Liter	**1000**	Bottles	0.8	800
Subtotal				**$2250**
Participation in expos				
Transportation (from Bentael to Beirut)	**2**	Trip	100	200
Fees for participation in 2 expos	**2**	Expos	500	1000
Subtotal				**$1200**
TOTAL				**$31350**