



MAP CAMP "LEBANON"

**REPORT  
OF THE ICAM TRAINING COURSE  
(Beirut, October 8-10, 2003)**

PAP-CAMP/LB/2003/ICAM-TC  
Priority Actions Programme  
Regional Activity Centre  
Split, October 2003

## **REPORT of the ICAM Training Course (Beirut, October 8-10, 2003)**

### **Background Information on CAMP Lebanon**

1. The Coastal Area Management Programme (CAMP) Project for Lebanon is implemented within the CAMP of the Mediterranean Action Plan (MAP) - UNEP, as one of its national projects. CAMP is the MAP component for sustainable coastal management, integrating environmental concerns into development planning and management, oriented at understanding and resolving practical environment, development and management problems in Mediterranean coastal areas.

2. The Project area is defined at two levels: the national coastal area located to the South of Beirut, and the three municipalities, Damour, Sarafand and Naqoura, as the operational level. It is divided into the following Project Thematic Activities:

- (i) Integrated Coastal Area Management (ICAM);
- (ii) Integrated Water Resource Management;
- (iii) Marine Conservation Areas;
- (iv) Tourism and Sustainable Development;
- (v) Urban Management and Sustainable Development;
- (vi) Systemic Sustainability Analysis (SSA);
- (vii) Data and Information Management; and
- (viii) Participatory Programme.

3. The proposed training falls within the Thematic Activity on Integrated Coastal Area Management (ICAM). Its main objective is to contribute towards a sustainable development of the coastal area in Lebanon through empowering the technical capacities of the different institutions concerned with coastal resources management, either public or private, in order to achieve a sound management for the coastal resources of the coast that would ensure the rational use of these resources for social and economic purposes. This training particularly: (1) introduced ICAM as a concept for sustainable development; (2) introduced the different tools enabling a sound management of the coast; and (3) presented case studies of the Mediterranean of how ICAM is applied. The training was highly based on interactive sessions and practical experiences.

4. This activity is based on the concept of the Integrated Coastal Area Management (ICAM) that was developed by MAP. The implementation of ICAM can minimise the degradation of the natural system, provide a framework for the management of multi-sectoral activities and maintain options for future uses of resources. In other words, ICAM is not a substitute for sectoral planning, but focuses on three operational objectives:

- Strengthening sectoral management, through training, legislation, staffing;
- Preserving and protecting the productivity and biological diversity of coastal ecosystems, mainly through prevention of habitat destruction, pollution and overexploitation; and
- Promoting rational development and sustainable utilisation of coastal resources.

5. In the framework of the Capacity Building component of CAMP Lebanon project, a Training Course on Integrated Coastal Area Management (ICAM) was convened at the premises of the Ministry of Environment, in Beirut, from October 8 to 10, 2003. The training was highly interactive and experiences were shared among the participants representing different backgrounds and institutions.

## **Participation at the Training Course**

6. The ICAM training targeted a total number of 30 participants representing the Ministries of Environment, Water and Energy, Transport and Public Works, Public Health, Agriculture, Finance, Displaced, as well as Directorates and National Councils. Also, representatives of academic institutions and NGOs attended the training. PAP/RAC consultants and CAMP Lebanon team provided for the training, which was conducted in English. The complete List of Participants is attached as Annex I to this Report. The Agenda of the Training Course is contained in Annex II of the Report.

### **Agenda item 1: Opening of the Training Course**

7. The training course was launched by a short welcome note by Ms. S. Mehdi, CAMP National Co-ordinator, who briefed the audience about the CAMP area and the purpose of the training. Then, Mr. M. Prem, PAP/RAC Deputy Director, welcomed the participants on behalf of PAP/RAC. The opening session was concluded by Ms. L. Chamas, CAMP Focal Point, on behalf of the Ministry of Environment.

### **Agenda item 2: ICAM as a Tool for Sustainable Coastal Planning: Definition and Concept**

8. After a thorough presentation of the participants and a quick overview of the course contents, Mr. Prem started the first presentation which tackled the ICAM process that was defined as a continuous, proactive and adaptive process of resource management for environmentally sustainable development of coastal areas, based on multidisciplinary approach, problem solving instead of problem transfer, stakeholder participation, as well as integration among sectors, institutions and administrative levels. Mr. Prem stressed upon differentiating between sectoral planning and ICAM, and then he illustrated both the unsustainable and sustainable development patterns to coastal resource use. Mr. Prem outlined the different stages followed to implement ICAM starting from initiation, to planning and ending with implementation. He went on presenting the ICAM as a process of integration by detailing the different types of integration including the integration of land-sea interface, systemic, functional, policy, interdisciplinary and integration of economic considerations. He also highlighted the vertical, horizontal, planning and temporal integration. Mr. Prem ended his presentation by pointing out to the links between river basin management and coastal zone management. This presentation is contained in Annex III of this Report.

### **Agenda item 3: ICAM Management Approaches (theory and examples)**

9. The different ICAM management approaches were then introduced by Mr. P. MacClenahan, PAP/RAC international consultant, who started his presentation by illustrating the various coastal uses (recreation, conservation, urbanisation, navigation, exploitation) and the potential conflicts that might arise from using the coastal resources. Mr. MacClenahan pointed out to the key ICAM functions concerned with physical and spatial planning, conflict resolution as well as promotion of economic development. He also detailed the four key stages of the ICAM process (initiation, planning, implementation, monitoring and evaluation). He finally concluded his presentation by stressing on the importance of establishing ICAM initiatives such as the development of a national ICAM policy framework, the implementation of an ICAM strategy, the promotion of community-based and community-led ICAM, and so on. Mr. MacClenahan's presentation is contained in Annex III of this Report.

#### **Agenda item 4: Institutional Role in Coastal Zone Management Process**

10. Mr. MacClenahan continued with his second presentation on the institutional role of ICAM. He started by putting the coastal management into the decision-making context, in terms of how coastal systems are affected by cumulative impact of decisions, as well as the management requirements that involve many agencies at different governmental levels. Mr. MacClenahan said that the overall role of institutions included a decision-making role, a legal role and a financial role (by allocating funds via incentives and subsidies); while in specific, this role could be translated into the preparation of ICAM laws and strategies, clarifying the implementing agency in charge, setting environmental rules as well as designing some indicative national planning to inform regional and local authorities about national development policies. Mr. MacClenahan emphasised upon the importance of co-ordination and harmonisation within the overall process of ICAM. He also insisted on not mixing up between ICAM and the sectoral management programmes. He added that one government unit should be a lead agency to take overall responsibility, such as appointing an inter-ministerial council or adding some responsibility to an existing agency. This presentation is contained in Annex III of this Report.

#### **Agenda item 5: Legal Context for Coastal Zone Management in Mediterranean Countries (overview and applied/non applied examples)**

11. Then, Mr. Prem spoke about the legal instruments for ICAM process implementation at the Mediterranean level, specifically about the Barcelona Convention, which is the main overall legal pre-requisite for a successful ICAM. Mr. Prem highlighted the different legal instruments including the global conventions, charters, agreements, protocols in addition to the national laws and decrees, as well as the sectoral legislation. He briefed the audience about the Barcelona Convention related protocols, more specifically about the process of preparing the ICAM Protocol. He closed his session by listing the contents of the ICAM Protocol. Mr. Prem's presentation is contained in Annex III of this Report.

#### **Agenda item 6: ICAM Expertise and Partnerships**

12. The ICAM expertise and partnership was presented by Ms. Mehdi who stressed upon the need to involve a team of multidisciplinary experts in the ICAM process, in co-ordination with all concerned stakeholders including national and local authorities, scientific communities, NGOs and individuals. She said that one of the main prerequisites to initiate ICAM process was to possess scientifically-based knowledge of the coastal and marine ecosystems. Ms. Mehdi outlined the expertise needed to prepare a coastal profile, to implement an ICAM programme based on data collection and analysis, surveys and analysis, the analysis of the natural system as well as of the human and economic activities. She concluded by presenting the different kinds of expertise used in CAMP Lebanon project. Ms. Mehdi's presentation is contained in Annex III of this Report.

#### **Agenda item 7: ICAM Tools: Diagnosis and Evaluation. SEA Concept and Technique**

13. The first tool presented in the context of ICAM tools was the Strategic Environmental Assessment (SEA), which was defined by Mr. MacClenahan as a comprehensive and participative evaluation process of the potential environmental impacts of a proposed policy, plan or programme and its alternatives, and that introduces environmental considerations into decision making. Mr. MacClenahan added that the need for SEA in ICAM process came to facilitate consultation on a range of issues between various organisations, build ownership, and avoid conflicts between different users, as well as to take into consideration environmental impacts over a larger geographical area and development time frame. This matter, always according to Mr. MacClenahan, will help towards integrating planning by encouraging

consideration of environmental objectives during policy, plan and programme making, to propose mitigation, development options and strategic alternatives, and to enable better environmental justifications at the project level. Mr. MacClenahan said that if SEA was not used there might be some impossibility to mitigate the environmental impacts at an area level, which might result in an unsustainable development and cause delays in the decision-making process. Mr. MacClenahan added that in the absence of legal procedures, the SEA process should be carried out through informative co-operation between concerned authorities. Finally, he explained the different steps required within the SEA process, from screening to monitoring and evaluation, and at each step reasons for the need for an SEA were explained. This presentation is contained in Annex III of this Report.

### **Agenda item 8: ICAM Tools: Regulation Instruments**

14. The second ICAM tool was presented by Mr. Z. Baroud, lawyer and CAMP legal expert, who provided the participants with the reasons behind the need for a law on ICAM in Lebanon. Mr. Baroud went into the details of the proposed law contents. The very interactive discussion with the participants focused mainly on the proposed definition for coastal area in Lebanon, the debatable need for an ICAM Higher Council in Lebanon, the role of municipalities, as well as the identification of the lead agency that should be responsible for ICAM at national level.

### **Agenda item 9: ICAM Tools: Economic Instruments and Incentives. Valuation techniques. Discussion**

15. The ICAM tool related to economic instruments and incentives was presented by Mr. C. Abdallah, economist, who backed up his theoretical explanation by illustrating the overall situation of the coast in terms of land-use occupation, the impact of implementing tourism resorts on agricultural lands, as well as other relevant examples. He also based his presentation on real cases from areas within and outside CAMP. Mr. Abdallah pointed out to the advantages of providing the local authorities with appropriate taxation in order to improve the environmental situation at municipal level. He took as a main example the sector of the solid waste management whereby he showed how waste could be a significant economic return to the municipalities if it is well managed (sorting, recycling, composting), as it is currently implemented in certain number of European countries (such as Switzerland, France, etc.). The presentation was ended with demonstrating the role of economic incentives when managing shared waters (case of river basins).

### **Agenda item 10: Data Collection and Management. GIS Use. Discussion**

16. The fourth ICAM tool was related to data collection and management, whereby Mr. W. Bakhos, CAMP expert in urban planning and data management, explained the importance of the database in the framework of CAMP projects. He also briefed the audience about the GIS techniques. His presentation was fully based on showing the participants the different outputs produced by CAMP in terms of maps and databases.

### **Agenda item 11: ICAM Tools: Awareness-building and Public Participation**

17. Ms. H. Hage, MADA Co-ordinator, presented the fifth ICAM tool, which is the public participation. Ms. Hage based her speech on her experience in CAMP Participatory Programme, which aimed to increase public participation in community development through access to information and resources, capacity building, and joint planning and implementation of environmental initiatives. Ms. Hage said that the gist of CAMP participatory programme was to work with the municipalities of Damour, Sarafand and Naqoura in order to manage community and environmental development in a sustainable way. Through a series of photos, Ms. Hage explained the different activities carried out starting with carrying out participatory rural appraisals (PRAs), organising informative field trips, implementing capacity building training

courses, forming local communities, as well as identifying a set of sustainability indicators tailored for each municipality. Ms. Hage showed also the advantages and constraints met by MADA team when working at community level. This presentation is contained in Annex III of this Report.

### **Agenda item 12: ICAM Tools: Capacity Building**

18. The second day was rounded off by informing the participants about the importance of the last ICAM tool, which is the capacity building. In this context, Ms. Mehdi said that knowing that ICAM methodology of implementation was rather limited, the preparation of the national and local capacities for the implementation of ICAM process was the key element of its success. Ms. Mehdi said that there were several means to build capacities, one of these methods being the traditional training courses planned as a combination of lectures and practical exercises. She added that the second type was the on-the-job training where local and national experts are trained during the course of the work, and the third, the training through public participation and raising of public awareness of coastal issues. Ms. Mehdi's presentation is contained in Annex III of this Report.

### **Agenda item 13: Presentation of CAMP Lebanon Case Studies: Alternative Tourism**

19. Mr. M. Owaygen, CAMP expert in sustainable tourism, presented the first case study related to sustainable tourism in CAMP area. In the beginning, Mr. Owaygen started by highlighting the different types of tourism in general and the tourism supply in CAMP area in specific, differentiating between the nature-based tourism (hiking, biking, wildlife watching, camping, diving, low-density beach tourism) and the culture-based tourism (archaeological remains, defensive military architecture, World War II, industrial heritage, surviving old traditional craft, traditional fishing, traditional goat keeping). Then, he presented a detailed overview of the different potentials the three selected municipalities present in terms of nature-based alternative tourism and concluded by outlining the various threats and constraints that could be faced by the three municipalities if a decision to adopt the nature-based alternative tourism is taken into consideration. The presentation was concluded by listing the strategic objectives and policies that could be taken at municipal levels. This presentation is contained in Annex III of this Report.

### **Agenda item 14: Presentation of CAMP Lebanon Case Studies: Integrated Water Resource Management**

20. The Integrated Water Resource Management (IWRM) case study was presented by Mr. R. Khoury, ARD, who started by questioning the audience on the meaning of IWRM and the reasons for adopting such a concept. Mr. Khoury defined the IWRM as the management that involves projects and actions aiming at increasing the conservation of water and the efficiency in its use and by increasing complementarity and/or decreasing conflicts between competent uses, both in quantity and quality, by managing both supply and demand and enabling adequate organisations, regulatory frameworks (laws, policies, strategies, plans, programmes and rules) and human resources. Mr. Khoury discussed the different components related to IWRM, such as the water quality (groundwater and surface water), the environmental management tools, the community integrated water resources management, the private sector participation, the economic instruments, and finally the participatory management structures. Mr. Khoury took the Damour River Basin as a case study to illustrate water distribution, water quality distribution, the role the local communities could play, and finally, the formation of a Damour River Basin Committee. Mr. Khoury's presentation is contained in Annex III of this Report.

### **Agenda item 15: Presentation of CAMP Lebanon Case Studies: Land-use Planning**

21. Mr. Bakhos, then, presented his case study on land-use planning by providing first a quick background information on CAMP area in general, as a surface area, topographical ranges, administrative distribution. He presented some aspects about CAMP area in general such as the urban density, the population distribution, the urban sprawl on agriculture and woodland, the authorised land-use and built-up density. Mr. Bakhos took the Damour and Sarafand towns as case studies for illustrating the land-use management and planning (based on comparative study in topography, the parcel size, the land tenure, etc.). Mr. Bakhos concluded with some propositions to protect agricultural and natural resources, as well areas that are able to host increased developed areas. This presentation is contained in Annex III of this Report.

### **Agenda item 16: Working Groups: Applying ICAM Tools on Lebanon Coastal Area, Based on Case Studies**

22. After presenting the case studies, the participants split into three working groups based on these case studies linked with one or two ICAM tools. The first working group worked on the tourism and sustainable development where economic instruments were used as basis for it, the second on the integrated water resources management with the public participation and the regulatory instruments used as ICAM tools in that case, while the third group worked on the land-use planning with SEA used as a basis tool for discussion.

### **Agenda item 17: Working Group Presentations. General Discussion. Course Evaluation**

23. Afterwards, the different groups presented the outcomes of their discussions. Also, an Evaluation Sheet was distributed to the participants who were requested to evaluate the Training Course. The results of the participants' evaluation of the Training Course are attached as Annex IV to this Report.

### **Agenda item 18: Closure of the Training Course**

24. The Training Course was closed on October 10, 2003, at 16:00 hours.

## **ANNEX I**

### **List of Participants**

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Also, the following participants attended the training (but for few sessions):

- Ms. C. Adra (Ministry of Tourism);
- Ms. M. Atallah Augé (Society for the Protection of Nature);
- Ms. S. Azar (Legal Department - MoE);
- Ms. M. Abi Zeid Daou (Legal Department - MoE);
- Ms. T. Haddad (Remote Sensing Centre);
- Mr. G. Ramadan Jaradi (Lebanese University);
- Mr. I. Joumaa (Remote Sensing Centre);
- Mr. R. Kayyal (ARD);
- Ms. L. Mghames (Ozone Office);
- Ms. H. Rteil (Tyre Reserve Co-ordinator); and
- Ms. R. Sahyoun (T.E.R.R.E.).

## **ANNEX II**

### **Agenda**

#### **Wednesday, October 8, 2003**

9:00 - 9:15	Welcome notes: <ul style="list-style-type: none"><li>➤ CAMP Lebanon (Ms. S. Mehdi)</li><li>➤ PAP/RAC (Mr. M. Prem)</li><li>➤ Ministry of Environment - Lebanon (Ms. L. Chamas)</li></ul>
9:15 - 9:40	Presentation of participants (Ms. S. Mehdi)
9:40 - 9:45	Course contents presentation (Ms. S. Mehdi)
9:45 - 10:15	ICAM as a tool for sustainable coastal planning: Definition and concept. Why is there a need for ICAM? What does the term "integrated" means to sustainable planning and management? (Mr. M. Prem)
10:30 - 11:00	ICAM Management approaches (theory and examples) (Mr. P. MacClenahan)
11:00 - 11:30	Institutional role in coastal zone management process (Mr. Philippe MacClenahan)
11:30 - 12:00	Legal context for coastal zone management in Mediterranean Countries (overview and applied/non applied examples) (Mr. M. Prem)
12:00 - 12:30	ICAM expertise and partnerships. What expertise is needed to build a sustainable ICAM at the national level? Presentation based on CAMP Lebanon experience (Ms. S. Mehdi)
12:30 - 13:00	General discussion
14:30 - 16:00	ICAM tools: Diagnosis and evaluation. SEA concept and technique (Mr. P. MacClenahan)
16:15 - 17:00	ICAM tools: Diagnosis and evaluation. SEA concept and technique (cont.)
17:00 - 17:30	General discussion
17:30	End of Day One

#### **Thursday, October 9, 2003**

9:00 - 10:00	ICAM tools: Regulation instruments (Mr. Z. Baroud)
10:00 - 10:45	ICAM tools: Economic instruments and incentives. Valuation techniques (Mr. Ch. Abdallah)
11:00 - 12:00	ICAM tools: Economic instruments and incentives. Valuation techniques. Discussion (cont.)
12:00 - 13:00	ICAM tools: Data collection and management. GIS use. Discussion (Mr. W. Bakhos)
14:30 - 15:30	ICAM tools: Awareness building and public participation (MADA, CAMP Expert in Participatory Programme)
15:30 - 16:00	ICAM tools: Capacity building (Ms. S. Mehdi)
16:00	End of Day Two

**Friday, October 10, 2003**

9:00 - 10:30	Presentation of CAMP Lebanon Case Studies (30 min. for each presentation): <ul style="list-style-type: none"><li>➤ Integrated Water Resource Management (ARD, CAMP Expert in Water Resource Management);</li><li>➤ Alternative Tourism (Mr. M. Owaygen); and</li><li>➤ Land-use Planning (Mr. W. Bakhos).</li></ul>
11:15 - 13:00	Working groups. Applying ICAM tools on Lebanon coastal area, based on Case Studies (Facilitator: Mr. P. MacClenahan)
14:30 - 15:30	Working group presentations. General discussion
15:30 - 16:00	General discussion (cont.). Course evaluation (by participants)
16:00	End of ICAM Training Course

**ANNEX III**  
**Presentations**

## **ANNEX IV**

### **The Participants Feedback**

- The training raised attention to new issues and tools to use in protecting the environment.
- There is a need to focus on training municipalities on how to plan and solve problems, as well as how to gain more information about GIS.
- There is a need for an overview of the process to high decision makers.
- Involving the private sector in this workshop could have been positive to both sides.
- The training needs more time than allocated. It needs to be more detailed and specified at certain level.
- A more advanced training will be good if one aspect of CAMP is studied at a time.
- The training gave a macro-view of what is going on but it would have been beneficial if some topics were stressed on more, especially there were lots of stakeholders.
- Time allocated to the training was very short.
- Training was very useful but it must be given more time.
- There is a need to conduct a specific training on socio-economic aspects.
- Experiences and studies should be portrayed in detail.
- Urban planning and tourism are crucial areas that should receive special emphasis in separate workshops.
- More time was needed for the legal tools due to its importance.
- If a site visit was arranged, the participants would have appreciated the CAMP activities and measured the degree of importance of CAMP Lebanon.
- More training courses are needed regarding coastal zone management.