



UNEP/CBD/WG-PA/1/6

Review of Implementation of

The Programme of Work on Protected Areas

under The Convention on Biological Diversity

Decision VII/28 - Protected areas (Articles 8 (a) to (e))

Lebanese case study

EVALUATION MATRIX

Annex II to recommendation I/4

Submitted by

**Protected Areas Unit (PAs Unit)
Ministry of Environment (MoE)
Lebanon**

May 2007

Goal, Target		Deadline	Assessment criteria & key evaluation questions	Description of progress and main obstacles	Information Sources
PROGRAMME ELEMENT 1 Direct actions for planning, selecting, establishing, strengthening, and managing, protected area systems and sites	Goal 1.1 To establish and strengthen national and regional systems of protected areas integrated into a global network as a contribution to globally agreed goals	2012	<ul style="list-style-type: none"> ▪ National Action Plan for Protected Areas prepared (NAPPA). It will form the basis for securing funding from the public treasury, and will be submitted soon to the Council of Ministers and the Lebanese parliament in the form of a law program for approval. ▪ NAPPA has envisaged as first Activity an “Ecological Conservation Plan”. ▪ Two additional natural sites are in the process to be both declared as Nature Reserves. ▪ Two sites, the Al Shouf Cedars Nature Reserve and the Ammik Wetlands, were declared as Biosphere Reserves. ▪ The necessary procedures are being undertaken to declare the Rihan Mountains as Biosphere Reserve 	<p>As part of the, SISPAM project¹ /MOE in collaboration with ECODIT Liban prepared a National Action Plan for Protected Areas (NAPPA). The NAPPA aims to organize and streamline policies and programs related to protected area management in Lebanon over a 5-year time horizon (2007-2011). It contributes to achieving global milestones including the CBD 2010 goals and targets. In its final form, the NAPPA will form the basis for leveraging and securing funding from the public treasury in the form of a law program. The allocated funds will then be used to implement the activities and actions outlined in the NAPPA. The draft law will be submitted soon to the Council of Ministers and the Lebanese parliament in order to be approved.</p>	<p>National reports, national experts, regional organizations.</p>
	<p>1.1.1 By 2006, establish suitable time-bound and measurable national and regional level protected area targets and indicators.</p>			<p>1.1.2 As a matter of urgency, by 2006, take action to establish or expand protected areas in any large, intact or relatively unfragmented or highly irreplaceable natural areas, or areas under high threat, as well as areas securing the most threatened species in the context of national priorities [69], and taking into consideration the conservation needs of migratory species.</p>	

¹ With grant funding from EC Life Third Countries, the Ministry of Environment implemented the “Stable Institutional Structure for Protected Areas Management” project (2004-06) to capitalize on the vast cumulative experience in PA management and make recommendations for enhancing the PA system in Lebanon.

	Goal, Target	Deadline	Assessment criteria & key evaluation questions	Description of progress and main obstacles	Information Sources
	<p>1.1.3 As a matter of urgency, by 2006 terrestrially and by 2008 in the marine environment, take action to address the under-representation of marine and inland water ecosystems in existing national and regional systems of protected areas, taking into account marine ecosystems beyond areas of national jurisdiction in accordance with applicable international law, and transboundary inland water ecosystems.</p>		<ul style="list-style-type: none"> ▪ No action has been taken to address the marine and inland water ecosystems in existing national and regional systems of protected areas. ▪ Conduction of national-level review of the existing and potential forms of conservation. ▪ Propose a new national protected areas category system in Lebanon, shared by all relevant stakeholders including ministries, and will be submitted soon to the Council of Ministers in the form of a decree for approval. ▪ The proposed a National PA category system for Lebanon, envisaged one subcategory: “the <i>Hima System</i>”, a community-based sustainably managed Protected Area. 	<p>No action has been taken to address the marine and inland water ecosystems in existing national and regional systems of protected areas. To date:</p> <ul style="list-style-type: none"> - One marine area, the Palm Islands, is declared as Nature Reserve. The current management targets only the terrestrial part. - One coastal zone is declared as Nature Reserve - 8 River Streams are declared as Natural Sites, but no actions for on site management are being done. - 4 Ramsar sites are declared. - No National Surveys on marine as well as wetlands ecosystem has been done <p>As part of the, SISPAM project² /MOE in collaboration with ECODIT Liban, conducted national-level reviews of existing and potential forms of conservation,</p> <p>Lebanon today offers 7 nature reserves, 18 protected forests, and 17 protected sites many of which have also acquired international designations including Ramsar Sites, Special Protected Areas of Mediterranean Importance, Important Bird Areas and World Heritage Sites. Unfortunately, the current approach to protected areas designation in Lebanon lacks structure and focus as evidenced by the absence of a category system for PA assignment. Therefore, there is an urgent need to review the current system of protected areas in Lebanon and propose a new, national category system.</p>	<p>National reports, national experts, regional organizations</p>
	<p>1.1.4 By 2006, conduct, with the full and effective participation of indigenous and local communities and relevant stakeholders, national-level reviews of existing and potential forms of conservation, and their suitability for achieving biodiversity conservation goals, including innovative types of governance for protected areas that need to be recognized and promoted through legal, policy, financial institutional and community mechanisms, such as protected areas run by Government agencies at various levels, co-managed protected areas, private protected areas, indigenous and local community conserved areas.</p>				

² With grant funding from EC Life Third Countries, the Ministry of Environment implemented the “Stable Institutional Structure for Protected Areas Management” project (2004-06) to capitalize on the vast cumulative experience in PA management and make recommendations for enhancing the PA system in Lebanon. Therefore, and since proposing a national PA category system is a national responsibility that must be shared by all relevant stakeholders including ministries (Environment, Tourism, Transport, Culture, and Energy & Water), universities, PA management bodies, PA management teams, municipalities and independent experts, the following steps were undertaken to validate the new proposed National



Goal, Target		Deadline	Assessment criteria & key evaluation questions	Description of progress and main obstacles	Information Sources
				<ul style="list-style-type: none"> Reviewed pertinent literature from MOE (PA management plans, project evaluation, business plans, etc.) and the Internet (IUCN, WCPA, WWF, RAMSAR, etc.) as well as recent and select studies and reports (1998 National Biodiversity Strategy and Action Plan, 2005 Biodiversity National Report, and the CBD Programme of Work) Conducted one-on-one consultations with 20 stakeholders from a number of agencies and organizations to solicit views and concerns related to PA conservation, planning and management; Reviewed the legal basis for existing protected areas and management responsibilities in Lebanon and proposed a revised category system based on the UNEP & IUCN classification for protected areas. The proposed system for category assignment was presented and discussed during a roundtable at MOE on March 16) and during a national workshop on April 20 Conducted a roundtable (March 2006) with PA & Academic experts (20 participants) to discuss a preliminary proposal for a PA category system. Conducted a National Workshop (April 2006) to discuss revised PA category system (40 participants from various organizations and backgrounds). 	

	Goal, Target	Deadline	Assessment criteria & key evaluation questions	Description of progress and main obstacles	Information Sources
				<p>As part of the, SISPAM project³ /MOE in collaboration with ECODIT Liban, and in an effort to solicit stakeholder views and comments from the widest possible audience, prepared and proposed a National PA category system for Lebanon, that describe each category including its definition, management objectives, guidance for category assignment and proposed management body.</p> <ol style="list-style-type: none"> 1. <i>Category A - Habitat/Species Management Area (IUCN Category IV)</i> 2. <i>Category B - National Park (IUCN Category II)</i> 3. <i>Category C - Natural Monument (IUCN Category III)</i> 4. <i>Category D - Protected Landscapes/Seascapes (IUCN Category V)</i> 	<p>National reports, national experts, regional organizations</p>
	<p>1.1.5 By 2006 complete protected area system gap analyses at national and regional levels based on the requirements for representative systems of protected areas that adequately conserve terrestrial, marine and inland water biodiversity and ecosystems. National plans should also be developed to provide interim measures to protect highly threatened or highly valued areas wherever this is necessary. Gap analyses should take into account Annex I of the Convention on Biological Diversity and other relevant criteria such as irreplaceability of target biodiversity components, minimum effective size and viability requirements, species migration requirements, integrity, ecological processes and ecosystem services.</p>	<p>1.1.6 By 2009, designate the protected areas as identified through the national or regional gap analysis (including precise maps) and complete by 2010 terrestrially and 2012 in the marine environments the establishment of comprehensive and ecologically representative national and regional systems of protected areas.</p>		<p>A draft decree on the proposed National PA category system for Lebanon was prepared, and will be submitted soon to the Council of Ministers and the Lebanese parliament in order to be approved. All kind of National ecosystems are covered by the new Pas System. As soon as the new system is officially approved, all new protected areas will be designated as indicated in the new system.</p> <p>As previously noted, the NAPP (2007-2012) has envisaged as first Activity an “Ecological Conservation Plan” that include the following actions:</p> <ol style="list-style-type: none"> 1. Review and Consolidate Data from Previous Research Projects 2. Prepare Base Maps 3. Survey Ecological Units, Ecosystems and Landscapes 4. Identify Priority Areas for Conservation 5. Map Verification and Finalization 6. Establish a National Red List 7. Prepare an Ecological Conservation Plan 	

³ With grant funding from EC Life Third Countries, the Ministry of Environment implemented the “Stable Institutional Structure for Protected Areas Management” project (2004-06) to capitalize on the vast cumulative experience in PA management and make recommendations for enhancing the PA system in Lebanon.



Goal, Target		Deadline	Assessment criteria & key evaluation questions	Description of progress and main obstacles	Information Sources
	1.1.7. Encourage the establishment of protected areas that benefit indigenous and local communities, including by respecting, preserving, and maintaining their traditional knowledge in accordance with article 8(j) and related provisions.			<p>Within the proposed a National PA category system for Lebanon, one subcategory under Category IV “Protected Landscape/Seascape”, was also envisaged, the <i>Hima System</i>:</p> <p>A community-based sustainably managed Protected Area. A <i>Hima</i> is a Protected Area managed mainly through the sustainable use of natural resources, and to meet the requirements of specific species of National/Regional/or International importance. This is implemented through active management intervention, to ensure long-term protection and maintenance of biological diversity while also providing a sustainable flow of natural products and services to meet community needs.</p>	

Goal, Target		Deadline	Assessment criteria & key evaluation questions	Description of progress and main obstacles	Information Sources
Goal 1.2 To integrate protected areas into broader land- and seascapes and sectors so as to maintain ecological structure and function	1.2.1. Evaluate by 2006 national and sub-national experiences and lessons learned on specific efforts to integrate protected areas into broader land- and seascapes and sectoral plans and strategies such as poverty reduction strategies.	2015	<ul style="list-style-type: none"> ▪ The Strategic Environmental Assessment (SEA) was identified as a practical tool for environmental planning and decision-support tool for improving and for the integration of protected areas into broader land- and seascapes ▪ Buffer zones are established around each protected area where ecologically sustainable practices are encouraged and threaten practices are prevented ▪ The Shéma Directeur de l'Aménagement du Territoire Libanais (SDATL), considered as a tool of ecological connectivity, was nationally approved. 	Within the terminal evaluation of both GEF/UNDP/MOE Protected Areas Project (1996-2004) and FFEM/MOE MedWetCoast project (2006-2006), national and sub-national experiences and lessons learned on all efforts done on Protected Areas in order to integrate into national sectoral plans and strategies such as poverty reduction strategies. Consequently, many recommendations were raised in order to develop the current situation.	National reports, national experts, regional organizations
	1.2.2. Identify and implement, by 2008, practical steps for improving the integration of protected areas into broader land- and seascapes, including policy, legal, planning and other measures.			The Strategic Environmental Assessment (SEA) was identified as a practical tool for environmental planning and decision-support tool for improving and for the integration of protected areas into broader land- and seascapes which is applied to mainstream environmental sustainability into public decisions and land use planning procedures in order to produce more environmentally sustainable and socially acceptable spatial master plans, to be submitted to the Higher Council of Urban Planning for approval. SEA deals with general issues that project EIA can either incorporate by reference or analyze more thoroughly.	
	1.2.3. Integrate regional, national and sub-national systems of protected areas into broader land- and seascape, <i>inter alia</i> by establishing and managing ecological networks, ecological corridors[71] and/or buffer zones, where appropriate, to maintain ecological processes and also taking into account the needs of migratory species.			- MoE in collaboration with the DGUP had executed one SEA case study on the integration of a protected Area (Natural Site: Baatara Sinkhole) within the regional Master Plan of the hole area, taking into consideration ecological aspect and natural features conservation. This Master Plan was designed upon the recommendation of the SEA and was approved by the higher Council of Urban Planning. - Buffer zones are established around each protected area. This buffer zone is 500 meters area and constitute sustainable development areas in which ecologically sustainable practices (ecotourism, apiculture, organic farming) are encouraged since they harmonize with the environment and threaten practices are prevented.	



Goal, Target		Deadline	Assessment criteria & key evaluation questions	Description of progress and main obstacles	Information Sources
	1.2.4. Develop tools of ecological connectivity, such as ecological corridors, linking together protected areas where necessary or beneficial as determined by national priorities for the conservation of biodiversity.			The Shéma Directeur de l'Aménagement du Territoire Libanais (SDATL) was nationally approved, which is considered as a tool of ecological connectivity, such as ecological corridors, linking together protected areas where necessary, in terms of biodiversity conservation.	National reports, national experts, regional organizations
	1.2.5. Rehabilitate and restore habitats and degraded ecosystems, as appropriate, as a contribution to building ecological networks, ecological corridors and/or buffer zones.			-----	-----
Goal 1.3 To establish and strengthen regional networks, transboundary protected areas (TBPAs) and collaboration between neighbouring protected areas across national boundaries	1.3.1 Collaborate with other parties and relevant partners to establish effective regional networks of protected areas, particularly in areas identified as common conservation priorities (e.g. barrier reef systems, large scale river basins, mountain systems, large remaining forest areas and critical habitat for endangered species), and establish multi-country coordination mechanisms as appropriate to support the establishment and effective long term management of such networks.	2010/12	No transboundary protected areas (TBPAs) has been established.	No transboundary protected areas (TBPAs) has been established.	-----
	1.3.2 Collaborate with other Parties and relevant partners through the United Nations Informal Consultative Process on the Law of the Sea (UNICPOLOS) to establish and manage protected areas in marine areas beyond the limits of national jurisdiction, in accordance with international law, including the UN Convention on the Law of the Sea, and based on scientific information.				
	1.3.3 Establish, where appropriate, new TBPAs with adjacent Parties and countries and strengthen effective collaborative management of existing TBPAs.				
	1.3.4 Promote collaboration between protected areas across national boundaries.				

Goal, Target		Deadline	Assessment criteria & key evaluation questions	Description of progress and main obstacles	Information Sources
Goal 1.4 To substantially improve site-based protected area planning and management	1.4.1 Create a highly participatory process, involving indigenous and local communities and relevant stakeholders, as part of site-based planning in accordance with the ecosystem approach, and use relevant ecological and socio-economic data required to develop effective planning processes.	2008	MoE developed the following measures: <ul style="list-style-type: none"> ▪ A draft decree for PAs Committees and Management Teams members TORs ▪ Policies and Procedures for proper management of Pas ▪ PAMIS - Protected Areas Management Information System ▪ Management Plan for each PA ▪ NAPPA. 	Within several executed projects and activities, MoE took the initiative to properly improve site-based protected area planning and management, through the following measures: <ul style="list-style-type: none"> - Development of TORs for all Management Teams of Protected Areas and was included into a draft decree - Development of Policies and Procedures for proper management of PAs targeting the sites management team - Preparation of a Book of Specification for the development of the PAMIS - Protected Areas Management Information System - Initiation of steps to ensure job security for management teams (included in the PAs draft framework Law) - Development for each PA a Management Plan - Development of a national action plan for protected areas. 	National reports
	1.4.2 Identify appropriate measurable biodiversity conservation targets for sites, drawing on criteria laid out in Annex I to the Convention on Biological Diversity and other relevant criteria.				
	1.4.3 Include in the site-planning process an analysis of opportunities for the protected area to contribute to conservation and sustainable use of biodiversity at local and regional scales as well as an analysis of threats and means of addressing them.				
	1.4.4 As appropriate, but no later than 2010, develop or update management plans for protected areas, built on the above process, to better achieve the three objectives of the Convention.				
	1.4.5 Integrate climate change adaptation measures in protected area planning, management strategies, and in the design of protected area systems.				
	1.4.6 Ensure that protected areas are effectively managed or supervised through staffs that are well-trained and skilled, properly and appropriately equipped, and supported, to carry out their fundamental role in the management and conservation of protected areas.				

	Goal, Target	Deadline	Assessment criteria & key evaluation questions	Description of progress and main obstacles	Information Sources
	<p>Goal 1.5</p> <p>To prevent and mitigate the negative impacts of key threats to protected areas</p>	<p>2008</p>	<ul style="list-style-type: none"> ▪ The Code of the Environment- Law 444/2002, requests: (1) The conduction of EIAs and/or SEAs for the integration of protected areas into broader land- and seascapes; (2) The polluter pays principle (exclusively identified in each PA's Law (such as fines). ▪ MoE has recently assessed the threats present in two protected areas during the Management Planning process, and relevant mitigation measures were included in the management plans of both of the PAs. As for the rest of Pas, MoE is in the process of updating their management plans, therefore assessing the threats in order to develop new conservation strategies. 	<p>Based on the Code of the Environment- Law 444/2002, MoE in collaboration with other concerned public authorities and parties is requesting the conduction of EIAs (Environmental Impact Assessment) and/or SEAs (Strategic Environmental Assessment), as a practical tool for environmental planning and decision-support tool for improving and for the integration of protected areas into broader land- and seascapes.</p> <p>The polluter pays principle in addition to other appropriate general measures and mechanisms in relation to damages to Natural resources are clearly identified in the Code of the Environment (Law 444). As for the damages to protected areas, the polluter pays principle is exclusively identified in each PA's Law (such as fines).</p> <p>Ammiq wetland (Ramsar Site) was partially rehabilitated, actively protected from becoming dryland, where water level has raised soundly throughout two years, through the forbidding hunting and any new water pumps activities.</p> <p>MoE is queen on not to allow any integration of invasive species within the Protected Areas, unless after the process is subjected to an EIA.</p> <p>Key threats were assessed during the process of Management Planning preparation for both sites Tyre Coast Nature Reseve and Ammiq Wetlands; Consequently relevant mitigation measures were also included in the management plans of these two areas.</p> <p>MoE is in the process of assessing the threats that are present in the other protected areas in order to develop strategies within their management plans to prevent these threats.</p>	<p>National reports</p>
	<p>1.5.1 Apply, as appropriate, timely environmental impact assessments to any plan or project with the potential to have effects on protected areas, and ensure timely information flow among all concerned parties to that end, taking into account decision VI/7 A of the Conference of the Parties on guidelines for incorporating biodiversity related issues into environmental impact assessment legislation and/or processes and in strategic environmental assessments.</p>				
	<p>1.5.2 Develop by 2010 national approaches to liability and redress measures, incorporating the polluter pays principle or other appropriate mechanisms in relation to damages to protected areas.</p>				
	<p>1.5.3 Establish and implement measures for the rehabilitation and restoration of the ecological integrity of protected areas.</p>				
	<p>1.5.4 Take measures to control risks associated with invasive alien species in protected areas.</p>				
	<p>1.5.5 Assess key threats to protected areas and develop and implement strategies to prevent and/or mitigate such threats.</p>				
	<p>1.5.6 Develop policies, improve governance, and ensure enforcement of urgent measures that can halt the illegal exploitation of resources from protected areas, and strengthen international and regional cooperation to eliminate illegal trade in such resources taking into account sustainable customary resource use of indigenous and local communities in accordance with article 10(c) of the Convention.</p>				

Goal, Target		Deadline	Assessment criteria & key evaluation questions	Description of progress and main obstacles	Information Sources	
<p style="text-align: center;">PROGRAMME ELEMENT 2</p> <p style="text-align: center;">GOVERNANCE, PARTICIPATION, EQUITY AND BENEFIT SHARING</p>	<p style="text-align: center;">Goal 2.1</p> <p style="text-align: center;">To promote equity and benefit-sharing</p>	2008	<ul style="list-style-type: none"> ▪ Business Plans for 5 PAs assessed and analyzed socio-economical aspect in order to reach sustainable financing and equitably share benefits with local communities where appropriate. ▪ Governance type of Lebanese PAs consists of a Committee and management teams, representing local communities. ▪ The proposed a National PA category system for Lebanon, envisaged one subcategory: “the <i>Hima System</i>”, a community-based sustainably managed Protected Area. ▪ Sustainable use areas were envisaged in the draft framework law for PAs that integrate community development in accordance with PAs objectives. 	<p>MoE, within both GEF/PAP and FFEM/MedWetCoast projects, prepared 5 Business Plans for 5 different sites; where the socio-economical aspect of each area was assessed and analyzed in order to reach sustainable financing for these sites and compensate costs and equitably share benefits with local communities where appropriate.</p>	National reports, reports from non-governmental and indigenous people’s	
				<p>2.1.1 Assess the economic and socio-cultural costs, benefits and impacts arising from the establishment and maintenance of protected areas, particularly for indigenous and local communities, and adjust policies to avoid and mitigate negative impacts, and where appropriate compensate costs and equitably share benefits in accordance with the national legislation.</p>		<p>The governance type of the Lebanese protected Areas is, as stated in each PA Law, consisting of a Committee appointed by the Minister of Environment, and composed of volunteers of local communities, representing municipalities, academics, NGOs...etc. This committee contracts management team members from the surrounding villages.</p>
				<p>2.1.2. Recognize and promote a broad set of protected area governance types related to their potential for achieving biodiversity conservation goals in accordance with the Convention, which may include areas conserved by indigenous and local communities and private nature reserves. The promotion of these areas should be by legal and/or policy, financial and community mechanisms.</p>		<p>As previously mentioned above, MoE is drafting a decree for Protected Areas categories to be endorsed by the Government of Lebanon, in which one subcategory under Category IV “Protected Landscape/Seascape”, was also envisaged, the <i>Hima System</i>: “A community-based sustainably managed Protected Area”.</p>
				<p>2.1.3. Establish policies and institutional mechanisms with full participation of indigenous and local communities, to facilitate the legal recognition and effective management of indigenous and local community conserved areas in a manner consistent with the goals of conserving both biodiversity and the knowledge, innovations and practices of indigenous and local communities.</p>		<p>Within the draft framework law for PAs, it is envisaged to include sustainable use areas, where it integrate protection with community development in accordance with the PA objectives.</p>
				<p>2.1.4. Use social and economic benefits generated by protected areas for poverty reduction, consistent with protected-area management objectives.</p>		See activity 2.1.2
				<p>2.1.5. Engage indigenous and local communities and relevant stakeholders in participatory planning and governance, recalling the principles of the ecosystem approach.</p>		-----
<p>2.1.6. Establish or strengthen national policies to deal with access to genetic resources within protected areas and fair and equitable sharing of benefits arising from their utilization, drawing upon the Bonn Guidelines on Access to Genetic Resources and Fair and Equitable Sharing of the Benefits Arising out of their Utilization as appropriate,.</p>						

Goal, Target		Deadline	Assessment criteria & key evaluation questions	Description of progress and main obstacles	Information Sources
<p style="text-align: center;">Goal 2.2</p> <p style="text-align: center;">To enhance and secure involvement of indigenous and local communities and relevant stakeholders</p>	<p>2.2.1. Carry out participatory national reviews of the status, needs and context-specific mechanisms for involving stakeholders, ensuring gender and social equity, in protected areas policy and management, at the level of national policy, protected area systems and individual sites.</p>	2008	<ul style="list-style-type: none"> ▪ PA management system in Lebanon was assessed within a report entitled "Protected Areas Management in Lebanon: Towards a Stable Institutional Management Structure" ▪ PA Management Plan, involved local community as part of the Rural Development programme. ▪ Governance type of Lebanese PAs consists of a Committee and management teams, representing local communities. ▪ MoE prepared a draft decree for PAs Committees and Management Teams members TORs and job descriptions defining their role/responsibilities/prerogatives. 	<ul style="list-style-type: none"> - Through the SISPAM Project, the PA management system in Lebanon was assessed within a report entitled "Protected Areas Management in Lebanon: Towards a Stable Institutional Management Structure" in which the management approach was reviewed on both national and international levels, taking in consideration the involvement of relevant stakeholders. - Within each PA Management Plan, it was perceived to involve as much as possible the indigenous and local community as part of the Rural Development programme. Many initiatives were already been undertaken such as Organic Farming, Bed& Breakfast...etc - As previously mentioned, the Lebanese Protected Areas are managed through a Participatory approach and co-management, as stated in each PA Law, by Committees appointed by the Minister of Environment, and composed of volunteers of local communities, representing municipalities, academics, NGOs...etc. This committee contracts management team members from the surrounding villages. - MoE prepared a draft decree that states the TORs and job descriptions for Protected Areas Committees and their Management Teams, defining their role, prerogatives, and their capacity needed to perform properly their tasks and responsibilities. 	<p>National reports, reports from non-governmental and indigenous people's organizations and other relevant stakeholders</p>
	<p>2.2.2 Implement specific plans and initiatives to effectively involve indigenous and local communities, with respect for their rights consistent with national legislation and applicable international obligations, and stakeholders at all levels of protected areas planning, establishment, governance and management, with particular emphasis on identifying and removing barriers preventing adequate participation.</p>				
	<p>2.2.3 Support participatory assessment exercises among stakeholders to identify and harness the wealth of knowledge, skills, resources and institutions of importance for conservation that are available in society.</p>				
	<p>2.2.4 Promote an enabling environment (legislation, policies, capacities, and resources) for the involvement of indigenous and local communities and relevant stakeholders [73]/ in decision making, and the development of their capacities and opportunities to establish and manage protected areas, including community-conserved and private protected areas.</p>				
	<p>2.2.5 Ensure that any resettlement of indigenous communities as a consequence of the establishment or management of protected areas will only take place with their prior informed consent that may be given according to national legislation and applicable international obligations.</p>				

Goal, Target		Deadline	Assessment criteria & key evaluation questions	Description of progress and main obstacles	Information Sources	
<p style="text-align: center;">PROGRAMME ELEMENT 3 ENABLING ACTIVITIES</p>	<p style="text-align: center;">Goal 3.1 To provide an enabling policy, institutional and socio-economic environment for protected areas</p>	2008	<ul style="list-style-type: none"> ▪ 2 reports prepared to reach sustainable financing strategy for Protected Areas in Lebanon. “Determining of a Feasible Mechanism for Sustainable Financing of Protected Areas Development and Management” and “Tools for Conservation Finance”. ▪ PA Management Plan, involved local community as part of the Rural Development programme. ▪ Refer back to 2.2 	<p>Within each PA Management Plan, the legislative and institutional gaps and barriers that impede the effective establishment and management of protected areas, were identify and mitigation measures were perceived and currently in process of implementation. In addition, Policies and regulatory framework were revised and improved to ensure proper environment for Protected Areas management (draft framework law, draft decree for TORs and job description for APAC and MT)</p>	<p style="text-align: center;">National reports, national experts, regional organizations</p>	
				<p>3.1.1 By 2006, identify legislative and institutional gaps and barriers that impede the effective establishment and management of protected areas, and by 2009, effectively address these gaps and barriers.</p>		<p>Kindly refer back to Goal 3.1.5</p>
				<p>3.1.2 Conduct national-level assessments of the contributions of protected areas, considering as appropriate environmental services, to the country's economy and culture, and to the achievement of the Millennium Development Goals at the national level; and integrate the use of economic valuation and natural resource accounting tools into national planning processes in order to identify the hidden and non-hidden economic benefits provided by protected areas and who appropriates these benefits.</p>		<p>Kindly refer back to Goal 2.2</p>
				<p>3.1.3 Harmonize sectoral policies and laws to ensure that they support the conservation and effective management of the protected area system.</p>		<p>Kindly refer back to Goal 2.2</p>
	<p>3.1.4 Consider governance principles, such as the rule of law, decentralization, participatory decision-making mechanisms for accountability and equitable dispute resolution institutions and procedures.</p>			<p>Kindly refer back to Goal 2.2</p>		



Goal, Target		Deadline	Assessment criteria & key evaluation questions	Description of progress and main obstacles	Information Sources
	<p>3.1.5 Identify and remove perverse incentives and inconsistencies in sectoral policies that increase pressure on protected areas, or take action to mitigate their perverse effects. Whenever feasible, redirect these to positive incentives for conservation.</p>			<p>Through the SISPAM Project, a report entitled “Determining of a Feasible Mechanism for Sustainable Financing of Protected Areas Development and Management” was prepared in order to reach a sustainable financing strategy for Protected Areas in Lebanon, that concentrated on: 1) reporting on all mandates and accessible international and national sources of funds and their availability; 2) Assess the financial situation for each PA, 3) Assess the revenue stream and budgetary needs in the MOE budget in relation with effective management for PAs, 4) Explore potential methods for funding public PAs in Lebanon, 5) Assess the gaps and needs in the legal framework governing PAs in Lebanon, 6) Analyze and develop an administratively sound and legally defensible sustainable funding mechanisms for protected areas. As a result, this report sets forth the vision and details of a comprehensive financing strategy aiming at achieving financial sustainability for Lebanese Protected Areas. It constitutes a synthesis document, benefiting from the international experience and applications in this domain, and applying them to the Lebanese reality in a fashion that is compatible with the Lebanese legal framework and fits the specificities of the Lebanese protected areas. Specific details concerning the financial instruments laid down in this section can be found in the document entitled “Tools for Conservation Finance” (available upon request at the Service of Protection of Urban Environment, Ministry of Environment).</p>	
	<p>3.1.6 Identify and establish positive incentives that support the integrity and maintenance of protected areas and the involvement of indigenous and local communities and stakeholders in conservation.</p>				
	<p>3.1.7 Adopt legal frameworks to national, regional and sub-national protected areas systems of countries where appropriate.</p>				
	<p>3.1.8 Develop national incentive mechanisms and institutions and legislative frameworks to support the establishment of the full range of protected areas that achieve biodiversity conservation objectives including on private lands and private reserves where appropriate.</p>				



Goal, Target		Deadline	Assessment criteria & key evaluation questions	Description of progress and main obstacles	Information Sources
	3.1.9 Identify and foster economic opportunities and markets at local, national and international levels for goods and services produced by protected areas and/or reliant on the ecosystem services that protected areas provide, consistent with protected area objectives and promote the equitable sharing of the benefits.			It was perceived in each PA Management Plan to identify economic opportunities and markets for exploring goods and services produced by protected areas, involving as much as possible the indigenous and local community, as part of the Rural Development programme. Many initiatives were already been undertaken such as Organic Farming in Tyre Coast Nature Reserve, Bed& Breakfast in Ammiq wetlands, small markets for goods (rural food & production of handcrafts and artisanal products) in Al Shouf Cedars Nature Reserve...etc This aims at promoting equitable sharing of benefits.	National reports
	3.1.10 Develop necessary mechanisms for institutions with responsibilities for conservation of biological diversity at the regional, national and local level to achieve institutional and financial sustainability.			-----	
	3.1.11 Cooperate with neighboring countries to establish an enabling environment for transboundary protected areas and for neighboring protected areas across national boundaries and other similar approaches including regional networks.			-----	

Goal, Target		Deadline	Assessment criteria & key evaluation questions	Description of progress and main obstacles	Information Sources
<p style="text-align: center;">Goal 3.2</p> <p style="text-align: center;">To build capacity for the planning, establishment and management of protected areas</p>	<p>3.2.1 By 2006 complete national protected-area capacities needs assessments, and establish capacity building programmes on the basis of these assessments including the creation of curricula, resources and programs for the sustained delivery of protected areas management training.</p>	2010	<p>Development a Capacity Building Strategy and a Programme of training needs</p>	<p>MoE, within the SISPAM Project, developed a Capacity Building Strategy and a Programme of training needs targeting Pas committees, management teams and MOE concerned staff</p>	National reports
	<p>3.2.2 Establish effective mechanisms to document existing knowledge and experiences on protected area management, including traditional knowledge in accordance with Article 8 (j) and Related Provisions, and identify knowledge and skills gaps.</p>			-----	
	<p>3.2.3 Exchange lessons learnt, information and capacity-building experiences among countries and relevant organizations, through the Clearing-house Mechanisms and other means.</p>			-----	
	<p>3.2.4 Strengthen the capacities of institutions to establish cross-sectoral collaboration for protected area management at the regional, national and local levels.</p>			-----	
	<p>3.2.5 Improve the capacity of protected areas institutions to develop sustainable financing through fiscal incentives, environmental services, and other instruments.</p>			-----	

Goal, Target		Deadline	Assessment criteria & key evaluation questions	Description of progress and main obstacles	Information Sources
Goal 3.3 To develop, apply and transfer appropriate technologies for protected areas	3.3.1 Document and make available to the Executive Secretary appropriate technologies for conservation and sustainable use of biological diversity of protected areas and management of protected areas.	2010	-----	-----	-----
	3.3.2 Assess needs for relevant technologies for protected area management involving indigenous and local communities and stakeholders such as the, research institutions, non-Governmental organizations and the private sector.				
	3.3.3 Encourage development and use of appropriate technology, including technologies of indigenous and local communities with their participation, approval and involvement in accordance with Article 8(j) and Related Provisions, for habitat rehabilitation and restoration, resource mapping, biological inventory, and rapid assessment of biodiversity, monitoring, <i>in situ</i> and <i>ex situ</i> conservation, sustainable use, etc.				
	3.3.4 Promote an enabling environment for the transfer of technology in accordance with decision VII/29 of the Conference of Parties on technology transfer and cooperation to improve protected area management.				
	3.3.5 Increase technology transfer and cooperation to improve protected area management.				

	Goal, Target	Deadline	Assessment criteria & key evaluation questions	Description of progress and main obstacles	Information Sources
	<p style="text-align: center;">Goal 3.4</p> <p style="text-align: center;">To ensure financial sustainability of protected areas and national and regional systems of protected areas</p>	<p>3.4.1 Conduct a national-level study by 2005 of the effectiveness in using existing financial resources and of financial needs related to the national system of protected areas and identify options for meeting these needs through a mixture of national and international resources and taking into account the whole range of possible funding instruments, such as public funding, debt for nature swaps, elimination of perverse incentives and subsidies, private funding, taxes and fees for ecological services .</p> <p>3.4.2 By 2008, establish and begin to implement country-level sustainable financing plans that support national systems of protected areas, including necessary regulatory, legislative, policy, institutional and other measures.</p> <p>3.4.3 Support and further develop international funding programmes to support implementation of national and regional systems of protected areas in developing countries and countries with economies in transition and small island developing States.</p> <p>3.4.4 Collaborate with other countries to develop and implement sustainable financing programmes for national and regional systems of protected areas.</p> <p>3.4.5 Provide regular information on protected areas financing to relevant institutions and mechanisms, including through future national reports under the Convention on Biological Diversity, and to the World Database on Protected Areas.</p> <p>3.4.6 Encourage integration of protected areas needs into national and, where applicable, regional development and financing strategies and development cooperation programmes.</p>	<p style="text-align: center;">2008</p> <p>MoE, developed National financial sustainable strategy for PAs/Database for available sources of funding for Pas/Business Plans for 5 Pas.</p>	<ul style="list-style-type: none"> ▪ MoE, within the SISPAM Project, developed: <ul style="list-style-type: none"> - National financial sustainable strategy for PAs (Kindly refer back to Goal 3.1.5) waiting for proper implementation. - Modified format for the budget preparation by Pas - Database for available sources of funding (list of potential donors and conditions, procedures for application) for Pas. ▪ MoE prepared Business Plans for 5 Pas. 	<p>National reports, national experts, regional organizations,...</p>

	Goal, Target	Deadline	Assessment criteria & key evaluation questions	Description of progress and main obstacles	Information Sources
<p style="text-align: center;">Goal 3.5 To strengthen communication, education and public awareness</p>	<p>3.5.1 Establish or strengthen strategies and programmes of education and public awareness on the importance of protected areas in terms of their role in biodiversity conservation and sustainable socio-economic development, in close collaboration with the Communication, Education and Public Awareness Initiative (CEPA) under the Convention on Biological Diversity and targeted towards all stakeholders.</p>	<p style="text-align: center;">2008</p>	<ul style="list-style-type: none"> ▪ declaration of 10 March as a National Day for Nature Reserves ▪ Several Educational materials guidebooks, slides, mobile exhibits produced and used in exhibitions and awareness activities. ▪ Launching of the PROTECTED AREAS IN LEBANON web site/Corporate Identity for Protected Areas in Lebanon/PAs character. 	<p>-----</p> <p>National reports</p>	
	<p>3.5.2 Identify core themes for education, awareness and communication programmes relevant to protected areas, including <i>inter alia</i> their contribution to economy and culture to achieve specific end results such as compliance by resource users and other stakeholders or an increased understanding of science-based knowledge by indigenous and local communities and policy makers and an increased understanding of the needs, priorities and value of indigenous and local communities' knowledge, innovations and practices by Governments, non-Governmental organizations and other relevant stakeholders.</p>				
	<p>3.5.3 Strengthen, and where necessary, establish information mechanisms directed at target groups such as the private sector, policy makers, development institutions, community-based organizations, the youth, the media, and the general public.</p>				
	<p>3.5.4 Develop mechanisms for constructive dialogue and exchange of information and experiences among protected-area managers, and between protected area managers and indigenous and local communities and their organizations and other environment educators and actors.</p>				
<p>As part of the protected Areas project dissemination activities (1996-2004), MoE:</p> <ol style="list-style-type: none"> 1. Developed Educational materials guidebooks, slides, mobile exhibits and teachers training courses. 2. Developed Production of an educational Video for Nature Reserves in Lebanon 3. Produced and broadcasted a 30 seconds TV Spot about Protected Areas. 4. Conducted a Sensitization and Awareness Campaign focusing on the importance of the protected areas for the conservation of biodiversity with particular reference to Al-Shouf Cedars, Horsh Ehdén, Palm Islands Nature Reserves and Tyre Coast Nature Reserve. <p>All material produced within the Project, were used in exhibitions and awareness activities conducted by MoE, such as the World Environment Day and during the National Day for Protected Areas (10 March).</p>					



Goal, Target		Deadline	Assessment criteria & key evaluation questions	Description of progress and main obstacles	Information Sources
				<p>As part of the Project for the Conservation of Wetlands&Coastal Zones in the Mediterranean, (MedWetCoast Project) dissemination activities (2002-2006), MoE developed:</p> <ol style="list-style-type: none"> 1. An eco-guide training module as a training curriculum that will play a key role in sustaining as well as promoting the eco-tourism sector in Lebanon while providing inhabitants in the local communities with new work opportunities as trained eco-guides, while simultaneously offering benefits on five fronts: <i>Certified eco-guide/Tour operators both eco-tourism and traditional/Natural sites/Visitors/ Local community.</i> 2. Management kits: In compliance with its objectives, the MedWetCoast Project developed a 5 year management plan for Aammiq Wetland of which many activities have either been completed or initiated. The management plan was conducted in the framework of the Eurosite and MedWetCoast Guidelines. 3. Wetland brochure: The brochure discusses the Ramsar Sites in Lebanon with biodiversity and visitor information, and explains what are wetlands and the benefits and values they offer. 4. Developed and launched a website on Ramsar Sites in Lebanon. 5. Number of communication and awareness tools (incl. website, newsletter, publication) produced and disseminated widely including: <ul style="list-style-type: none"> - Supply of news to the regional news letter and website - 15 min documentary about the two sites and project - A bird visitor field leaflet for TCNR - Produced a poster on the values and benefits of wetlands - Produced a screen saver on protected areas in Lebanon and a poster for the National Day for Protected Areas both in collaboration with the UNDP-EPAU Project & PAP MoE - Produced an educational and environmental songs tape for TCNR. - Produced 8 posters to be used as educational tools about TCNR during school awareness campaigns. - Produced 4 posters about the four Ramsar Sites in Lebanon - Seven visitor field leaflets on the site's fauna & flora - Site brochure for TCNR 	

Goal, Target		Deadline	Assessment criteria & key evaluation questions	Description of progress and main obstacles	Information Sources
				<p>As part of SISPAM project dissemination activities (2004-2006), MoE developed:</p> <ol style="list-style-type: none"> 1. A web site for PROTECTED AREAS IN LEBANON (www.moe.gov.lb/protectedareas) in order to promote Nature Reserves and ecotouristic activities. 2. A promotional brochure for Nature Reserves in Lebanon, that will be presented as a practical site visit guide targeting local and international tourists, University and school students, adventure fans, private companies.... It includes information on each of the Nature Reserves (location, area, main characteristics, visiting season, photos.....). 3. A Corporate Identity for Protected Areas in Lebanon through the design of a specific logo/ 3D character, that serves as a visual link for the public. This character would be represented in all documentation related to PAs, ads, publications, website and it will therefore be possible to associate this design wherever encountered to PA in Lebanon. 4. A dissemination strategy was designed to distribute properly the SISPAM outputs and publication to all relevant stakeholders. <p>In addition, the declaration of 10 March as a National Day for Nature Reserves by The Council of Ministers Decision Nbr 47/2002, has triggered further public awareness activities (Radio Contest, Newspaper articles, TV interviews, Digital billboards, TV Spots, Questionnaires, Electronic message, Press conference given by the Minister of Environment, and additional activities were undertaken by GACs on the local basis).</p>	
	3.5.5 Incorporate the subject of protected areas as an integral component of the school curricula as well as in informal education.			-----	
	3.5.6 Establish mechanism and evaluate the impacts of communication, education and public awareness programmes on biodiversity conservation to ensure that they improve public awareness, change behaviour and support the achievement of protected area objectives.			-----	

Goal, Target		Deadline	Assessment criteria & key evaluation questions	Description of progress and main obstacles	Information Sources	
				-----	-----	
				-----	-----	
PROGRAMME ELEMENT 4: Standards, assessment, and monitoring	Goal 4.1 To develop and adopt minimum standards and best practices for national and regional protected area systems	4.1.1 Collaborate with other Parties and relevant organizations, particularly IUCN, on the development, testing, review and promotion of voluntary protected areas standards and best practices on planning and management, governance and participation.	2008	the PA management system in Lebanon was assessed within a report entitled "Protected Areas Management in Lebanon: Towards a Stable Institutional Management Structure".	Through the SISPAM Project, the PA management system in Lebanon was assessed within a report entitled "Protected Areas Management in Lebanon: Towards a Stable Institutional Management Structure" in which the management approach was reviewed on both national and international levels. The report (1) provides a rapid overview over the definitions and categories of PAs mainly those adopted by international conservation agencies and conventions; (2) details through international case studies the various management approaches for Protected Areas; highlighting through lessons learned their applicability to the Lebanese context; (3) and finally analyses the existing management approach in Lebanon in light of stakeholder involvement; and assesses the managerial effectiveness of this approach to propose at the end a detailed description of stable management structure for PAs.	National reports
		4.1.2 Develop and implement an efficient, long-term monitoring system of the outcomes being achieved through protected area systems in relation to the goals and targets of this work programme.				
		4.1.3 Draw upon monitoring results to adapt and improve protected area management based on the ecosystem approach.				

Goal, Target		Deadline	Assessment criteria & key evaluation questions	Description of progress and main obstacles	Information Sources
Goal 4.2 To evaluate and improve the effectiveness of protected areas management	4.2.1 Develop and adopt, by 2006, appropriate methods, standards, criteria and indicators for evaluating the effectiveness of protected area management and governance, and set up a related database, taking into account the IUCN-WCPA framework for evaluating management effectiveness, and other relevant methodologies, which should be adapted to local conditions.	2010	<ul style="list-style-type: none"> ▪ The first attempt to evaluate and report the progress of Protected Areas was conducted in 2004 as part of the final evaluation of the UNDP/GEF Protected Areas Project by applying the World Bank and WWF Management Effective Tracking Tool on three Nature Reserves. ▪ MoE recently developed a Monitoring and Evaluating Tracking Tool (METT) for the performance of protected areas in relation to their management objectives, and reporting progress. 	<ul style="list-style-type: none"> - In Lebanon, the first attempt to evaluate and report the progress of Protected Areas was conducted in 2004 as part of the final evaluation of the Protected Areas Project. The evaluation team applied the World Bank and WWF Management Effective Tracking Tool on three Nature Reserves (Palm Islands, Al Chouf Cedars and Horsh Ehden). Information was provided by the management teams and the Appointed Government Nature Reserve Committees (APNRs) who found the tool useful despite certain limitations. The Evaluation Team therefore recommended customizing the assessment tool to Lebanon by deleting or revising certain criteria to suit the Lebanese contextual situation, and applying the METT annually at each protected area to help key stakeholders analyze PA management effectiveness systematically. - As part of SISPAM project (2004-2006), MoE developed a Monitoring and Evaluating Tracking Tool (METT) for the performance of protected areas in relation to their management objectives, and reporting progress. This process was conducted through the comparison of the two most common and recognized assessment <i>WCPA Framework and World Bank Alliance /WWF, in order to</i> select and adapt the most suitable monitoring tool to fit the local context. - The METT process is being currently adopted for the first year by the Pas stakeholder, and the results will be simultaneously evaluated at the end of the year 2007, in order to assess management effectiveness at site level and to 	National reports, NGO...
	4.2.2 Implement management effectiveness evaluations of at least 30 percent of each Party's protected areas by 2010 and of national protected area systems and, as appropriate, ecological networks.				
	4.2.3 Include information resulting from evaluation of protected areas management effectiveness in national reports under the Convention on Biological Diversity.				

Goal, Target		Deadline	Assessment criteria & key evaluation questions	Description of progress and main obstacles	Information Sources
	4.2.4 Implement key recommendations arising from site- and system-level management effectiveness evaluations, as an integral part of adaptive management strategies.			orient future actions and annual workplan (as part of adaptive management).	
Goal 4.3 To assess and monitor protected area status and trends	4.3.1 Implement national and regional programmes to monitor and assess the status and trends of biodiversity within protected area systems and sites.	2010	MoE developed a set of management tools that is currently being implemented as a testing period, in order to assess its effectiveness later on. It encloses the following kit: Job description/ METT/ PAMIS	<p>Since Monitoring and evaluating the performance of protected areas in relation to their management objectives, and reporting progress, is essential to ensure effective PA management, SISPAM project, in collaboration with ECODIT-Liban, ATEN France and independent consultants (Reine Bshara & Rashad Hajjar) developed a set of management tools that is currently being implemented as a testing period, in order to assess its effectiveness later on. It encloses the following kit:</p> <ul style="list-style-type: none"> ▪ a section on Job description for Protected Areas Staff (Appointed Protected Areas Committee members, and Management team) ▪ The Monitoring and Evaluating Tracking Tool (METT) to be used on regular basis to assess progress of implementation of NAPPA at each site level. ▪ The development of the Protected Areas Information System (PAMIS) that consists of a set of policies and procedures for improved PA management, aiming at introducing automation in the management system. The book of specifications for the development of the integrated software to implement PAMIS was prepared and will be implemented. <p>Protected Areas Staff are requested to use this management kit in their management activities and refer to its content whenever needed; on condition that they are being filled and submitted to MOE for monitoring.</p>	National reports, UNEPWCMC, NGOs...
	4.3.2 Measure progress towards achieving protected area targets based on periodic monitoring and report on progress towards these targets in future national reports under the Convention on Biological Diversity as well as in a thematic report at COP-9.				
	4.3.3 Improve and update national and regional databases on protected areas and consolidate the World Database on Protected Areas as key support mechanisms in the assessment and monitoring of protected area status and trends.				
	4.3.4 Participate in the World Database on Protected Areas maintained by UNEP-WCMC, and the United Nations List of Protected Areas and the State of the World's Protected Areas assessment process.				
	4.3.5 Encourage the establishment and establishment use of new technologies including geographic information system and remote sensing tools for monitoring protected areas.				

	Goal, Target	Deadline	Assessment criteria & key evaluation questions	Description of progress and main obstacles	Information Sources
	<p style="text-align: center;">Goal 4.4</p> <p style="text-align: center;">To ensure that scientific knowledge contributes to the establishment and effectiveness of protected areas and protected area systems</p>	<p>4.4.1 Improve research, scientific and technical cooperation related to protected areas at national, regional and international levels.</p> <p>4.4.2 Promote interdisciplinary research, to improve understanding of the ecological social and economic aspects of protected areas, including methods and techniques for valuation of goods and services from protected areas</p> <p>4.4.3 Encourage studies to improve the knowledge of the distribution, status and trends of biological diversity.</p> <p>4.4.4 Encourage collaborative research between scientists and indigenous and local communities in accordance with Article 8(j) in connection with the establishment and the effective management of protected areas</p> <p>4.4.5 Promote the dissemination of scientific information from and on protected areas including through the clearing-house mechanism.</p> <p>4.4.6 Promote the dissemination of, and facilitate access to, scientific and technical information, in particular publications on protected areas, with special attention to the needs of developing countries and countries with economies in transition, in particular least developed countries and small island developing States.</p> <p>4.4.7 Develop and strengthen working partnerships with appropriate organizations and institutions which undertake research studies leading to an improved understanding of biodiversity in protected areas.</p>		<p>MoE is currently taking the following actions in order to ensure that scientific knowledge contributes to the establishment and effectiveness of protected areas and protected area systems:</p> <ol style="list-style-type: none"> 1. Several lectures, conferences, and courses related to Protected Areas are taking part of the academical curriculum within land use management courses, biodiversity conservation, and EIAs...etc 2. Dissemination of scientific information on PAs on all academic institution and research centers 3. Availability of all documentation, documentations, reports, awareness materials on the PAs website. 4. Involvement of academic and research institutions and independent scientific experts in the development of technical and legal documents for PAs; since many academic institutions along with research institutions, scientists, and experts are participating in many bidding processes related to specific tasks launched by MoE in relation to PAs. 	<p>National reports, national experts, regional organizations Academia, scientific organizations ...</p>