HIMA FOR PEACE

IDENTIFICATION, SELECTION, AND MANAGEMENT

Elaborated by the Society for the Protection of Nature in Lebanon – **SPNL**
Funded by Robert Bosch Stiftung - **February 2023, Beirut**

HIMA FOR PEACE
IDENTIFICATION, SELECTION, AND MANAGEMENT

Elaborated by the Society for the Protection of Nature in Lebanon – **SPNL**
Funded by Robert Bosch Stiftung - **February 2023, Beirut**

Religious leaders gather in our public gardens, offering blessings and exemplifying unity in diversity

EXECUTIVE SUMMARY

The main program for SPNL as to all Birdlife International partners in over 120 countries is to protect birds and conserve sites (IBBAs), together with societies including local communities. That is Himas in our part of the world:
Ever since its establishment in 1986, SPNL advocated for the establishment of protected areas system in Lebanon. SPNL advocated the establishment of the first protected areas project for Lebanon with the Ministry of Environment, IUCN, BirdLife & UNDP Funded by GEF.
SPNL advocated since 2004 reviving and advocating the Hima community-based conservation approach that has been prevalent in the Arabic region for more than 1500 years. So far, 28 himas are established all over the regions of Lebanon in various ecosystems. This approach concentrates on the involvement of local communities and stakeholders in decision making, promotes sustainable use of natural resources, and supports poverty alleviation through providing alternatives for income generation.

SPNL has been advocating for the promotion of the Hima concept on national, regional, and international basis. Hima is adopted by the Ministry of Environment within the national law for protected area management in Lebanon (Law 130/2019), and adopted by BirdLife International, IUCN, MedWet, WANA Forum,...Also SPNL was the leader for the establishment of the "Hima Fund" in Qatar for the conservation of Hima and Globally Threatened Species. Another achievement was the adoption of Motion 122, for promoting and supporting community-based resource management and conservation (including Al Hima), by the IUCN during its 5th World Conservation Congress in Jeju- South Korea during September 2012, which was co-presented by SPNL and the Ministry of Agriculture, Forestry, Environment and Water in Austria. SPNL was awarded in June 2013 the BirdLife Partnership Award for the revival of the Hima approach and contributing to improving hunting management in Lebanon, in addition to the Best Practices Award from the UN-Habitat and Dubai Municipality for preserving the Qolieleh Marine Hima. Lastly, is the Midori Prize from AEON Foundation and CBD in October 2018, President silver medal, IUCN Honorary membership, and lastly Lifetime achievements to Nature Conservation by Birdlife International, presented at Birdlife Congress at London, September 2022. The Hima system has proved to be the best solution for sustainable use of natural resources and for the conservation of culture and traditions.

Hima Identification

The identification and selection of Himas by SPNL usually depends on 3 main criteria as follows:

- Ownership (Communal municipal lands)
- Nature & Biodiversity values (Hima should have an ecological value i.e. IBBAs/KBAs/IPAs, etc...)
- Socio Economic & Cultural values (which possess historic & cultural heritage, and sustain livelihoods for communities and allow social cohesion.

In Hima for peace, additional criteria are used, which are:

- Conflict on use of natural resources: hima which is for the common good & benefit could play as a common peaceful ground for conflicting parties within the same ecological area (same Hima or neighboring Himas)
- Climate change impact, such as conflicts on water, or grazing grounds or other natural resources, which can lead to conflict.

Hima Management

The approach for Hima management varies from one Hima to another. But in general, they all follow these steps:
A **Hima Decision** is usually taken by the elected municipality board, declaring a Hima on their municipal common lands aiming for its conserva-

tion and promotion of sustainable use of its natural resources. This is followed by the **signature of an MoU** between SPNL and the municipality highlighting roles and responsibilities.
Assign a **Hima Coordinator**, and/or **Hima committee** selected from members of the Hima, the municipality and the local community which trigger the official conservation of the site. The selection and role of Committee members depends on the following criteria:

- Residents in the village
- Knowledge of the village needs & challenges.
- Interest & capabilities to support projects, and resolve conflicts.
- No personal conflict of interest.

Establishment of Homat Al Hima Group and offering capacity building programme
Development of Hima Management plan in participatory approach

It has been 20 years since the establishment of first Hima in Lebanon. The request from municipalities (municipal councils) have been increasing, asking SPNL to help revive the "Hima" on the municipal land, especially in the last few years. Thus, SPNL has contributed to the revival, and establishment of 28 Himas in various regions and commons of Lebanon's municipalities, which contributes to the protection of about 6% of the Lebanese territory, including forests, swamps, mountains and valleys, with their biodiversity, natural and cultural heritage. Thus, SPNL would have contributed a respectable percentage of what is required by the International Convention on Biological Diversity-CBD signed by the Lebanese state and the Kumming-Montreal GBF for about 30/30 of the land, inland and marine waters. The nature reserves are established on public lands in Lebanon and the Middle East region, done through the Ministry of Environment, the Council of Ministers, and laws approved by Parliament. As for the Hima, it is issued by a decision from the municipal councils elected from the local residents in the towns, and the objectives of the Hima are determined by the municipality and stakeholders in the town. All is done in a democratic and interactive manner and with modest means.

This increase in Himas has mandated the development of an easy to use manual that explains the process of identification and management of Himas. The content of the current manual is divided into 3 main chapters:

First chapter: Hima Approach; History and Revival. It covers Hima history, traditional categories, SPNL Hima revival for biodiversity conservation, Hima adoption on national, regional and international level. This chapter ends with previous case studies adopting the Hima on national and regional level.

Second chapter: Hima for Peace Methodology. This chapter starts by explaining the concept of Hima for Peace, identification and selection, Hima committee selection and role, Then explains in detail the process of developing the updated Hima management plan in a participatory approach with the community. This updated Hima management plan integrated conflict resolution and climate change issues based on SPNL long experience. Further, this chapter highlights the theory of conflict transformation, and climate change mitigation and adaptation.

Third Chapter: Conclusions and Recommendations. This chapter highlights a case study of 2 neighboring villages/Himas, conflicts between them on water resource, and the development of common management plan using the updated Hima management Plan process.

During a hike, in the Qur'anic Garden

TABLE OF CONTENTS


BirdLife
INTERNATIONAL
SPNL

Signing of the Hima Charter by 8 villages in Mount Lebanon; a testament to our shared dedication towards conservation and community prosperity

HIMA APPROACH: HISTORY AND REVIVAL

1. HIMA HISTORY

Hima is a traditional community based approach that was developed by the tribal system 1500 years ago in order to adapt to the harsh environment in the Arabic Peninsula. It was initiated by tribal leader to conserve the main natural resources of water, grazing land and energy through adopting a rotation system. Most functioned as grazing reserves for restricted use by a village community, clan or tribe, which were set aside to allow regeneration as part of a grazing management strategy. The benefits were mainly restricted to the tribal leaders. The Hima approach evolved with the Islamic culture that added to it values such as equity, common good, equal opportunity, common decisión making,...

Prophet Mohammad declared that "There shall be no Hima except for God and His Messenger". He abolished the pre-Islamic practice of making private reserves for the exclusive use of powerful individuals, and ruled that a Hima could be established only for the public welfare.

The first Islamic Hima was initiated by Ibraham in Mecca; followed by another Hima in Madina declared by Prophet Mohammad for peace between tribes. This created peace and connectivity between declared Himas.

2. TRADITIONAL HIMA CATEGORIES

The term "Al Hima"means protected area in Arabic. To be called a Hima, it should (a) be constituted by a legitimate governing authority, (b) be established in the way of God, for purposes pertaining to public welfare, (c) not cause undue hardship to the local people and not deprive them of resources that are indispensable to their subsistence, (d) realize greater actual benefits for society than detriments. In the 1960's it was estimated that there were about 3,000 Himas in Saudi Arabia. Traditional Himas made up a vast area of land under conservation and sustainable use, and, on the whole, they became the best-managed rangelands in the Arabian Peninsula. In the 19th century, most of the Himas declined due mainly to modernization, industrialization, transfer of western concepts for protected areas, and national governance of resources.

Traditional Himas[1] were governed according to customary management practices. Most were managed by and for a particular village, clan or tribe. Local communities, whether tribal or not, governed land use through consensus rather than prescribed legislative or institutional control. The customary management of traditional Himas has proven highly adaptive to the characteristics of the land and the needs of the local people. Researchers working in Saudi Arabia have recorded the following types of traditional Himas:

1. Grazing is prohibited, but grass is harvested by hand at designated times and places during years of

1 https://medomed.org/featured_item/traditional-himas-in-saudi-arabia-saudi-arabia/

drought, the cut fodder is taken outside the Hima to feed the livestock.

2. Protected woodlands within which the cutting of trees (e.g. Juniperus procera, Acacia spp.,Haloxylon persicum) or their branches is either prohibited or regulated, the cutting of trees is generally not allowed except for great emergencies or acute needs.

3. Managed rangelands within which a) grazing and cutting of grass are permitted on a seasonal basis to allow natural regeneration, after the grasses and other plants have grown out, flowered and borne fruit, b) in which grazing is permitted year-round but is restricted to specified kinds and numbers of livestock such as milk cattle or draft animals, or c) in which a limited number of livestock may be grazed for a specified time during periods of drought.

4. Reserves for bee-keeping, within which grazing is prohibited seasonally or is excluded altogether (seasonal reserves are commonly closed for five months of the year including the spring months, grazing being allowed only after the flowering season).

3. HIMA REVIVAL FOR BIODIVERSITY CONSERVATION BY SPNL

The main programme for BirdLife International partners is the Important Bird Areas programme. SPNL adopts scientific field research in order to identify IBAs[2]/KBAs[3] in Lebanon comparing the results to internationally adopted criteria. In collaboration with ARocha Lebanon, SPNL identified 15 IBAs distributed all over the country and diversified in habitats, ecosystems, social and cultural assets (2005 - 2008).

Ever since its establishment in 1986, SPNL advocated the establishment of protected areas and initiated with the Ministry of Environment the protected areas in Lebanon. After twenty years of experience working with nature reserves through government agencies, SPNL is now reviving and advocating the Hima community based conservation approach that has been prevalent in the Arabic region for more than 1500 years.

SPNL has a solid experience in rural development and livelihood enhancement through community based approaches. Since 2004, SPNL has been promoting the “Hima” community based approach for the conservation of these key biodiversity sites in collaboration with municipalities-local authorities. This approach concentrates on the involvement of local communities in decision making, promotes sustainable use of natural resources, and supports poverty alleviation through providing alternatives for income generation.

Since 2004, SPNL has re-established 28 HIMAs officially established in Lebanon by SPNL and declared on municipal land in collaboration with municipalities-local authorities (through municipal decisions); namely: ***Ebeles-Saqi*** and ***Arnoun*** in South of Lebanon, ***Anjar*** and ***KfarZabad*** wetland in Central Bekaa Valley, ***Qoleileh*** and ***Mansouri*** in the southern coast, ***Maabour Alabiad*** in Upper Akkar, ***Andket*** in Akkar, ***Menjez*** and ***Charbein*** in Upper Hermel, ***West***

2 Important Bird Areas
3 Key Biodiversity Areas

Baalback & *Jdeidet El-Fakiha* in North Bekaa, *Roum* and *Qaytouli* in Jezzine, *Ain Zebdeh* & *Kherebet Anafar*, *Mansoura*, *Qaroun* & *Aitanit* in West Bekaa, *Tarshish*, *Aakoura*, *Kayfoun*, *Kfar Matta*, *Ras Al Maten*, *Hammana*, *Baakleen* and *Jdeidet Chouf* in Mount Lebanon, and *Anfeh* in Keserwan. Himas concentrate on empowering local communities, upgrading their quality of life and improving their livelihood in addition to promoting the sustainable use of the natural resources in collaboration with the municipalities and local communities.

SPNL is merging the traditions and values of the Hima approach with the modern scientific techniques, such as identification of ecological sites, stakeholder analysis, and using participatory approaches for involving the local communities from the visioning, planning, and implementation. Hima projects concentrates on scientific research (social & ecological), situation analysis, and developing management plan for the Hima sites that takes into consideration poverty alleviation and providing alternative ecologically friendly job opportunities for the local communities that raises their livelihood and quality of life (such as ecotourism, Bed & breakfast facilities, visitor centers, guiding in nature, cultural artisana and food,....).
SPNL builds its interventions based on the situation analysis and community needs. It also promotes the establishment of partnerships / or multi-stakeholder platforms that involve different partners & stakeholders on the ground.
The Hima approach concentrates on the involvement of the local community through its participatory framework. It makes sure to involve under-privileged groups such as women and youth, and concentrates on their empowerment to be active members in the society. SPNL applies gender sensitive planning and targeting to make sure women are well served in development programs. Women committees and cooperatives are an example of social assets promoted by SPNL.
SPNL has developed 5 programmes under the Hima programme, namely: **Hima School, Homat Hima, Souk Hima, Hima to Hima, and Hima Farm programmes.**

4. HIMA ADOPTION: NATIONAL, REGIONAL AND INTERNATIONAL (INCLUDING AWARDS)

SPNL has been advocating for the promotion of the Hima concept on national, regional, and international basis. It is adopted by the Ministry of Environment within the national law for protected area management in Lebanon (Law 130/2019), and adopted by BirdLife International, IUCN, MedWet, WANA Forum,...Also SPNL was the leader for the establishment of the "Hima Fund" in Qatar for the conservation of Hima and Globally Threatened Species. Another achievement was the adoption of Motion 122, for promoting and supporting community based resource management and conservation (including Al Hima), by the IUCN during its 5th World Conservation Congress in Jeju- South Korea during September 2012, which was co-presented by SPNL and the Ministry of Agriculture, Forestry, Environment and Water in Austria. SPNL was awarded in June 2013 the BirdLife Partnership Award for the revival of the Hima approach and contributing to improving hunting management in Lebanon, in addition to the Best Practices Award from the UN-Habitat and Dubai Municipality for preserving the Qolieleh Marine Hima. Lastly, is the Midori Prize from AEON Foundation and CBD in October 2018, President silver medal, IUCN Honorary membership, and the Life time achievements to Nature Conservation by Birdlife International, to be presented at Birdlife Congress at London, September 2022. The Hima system has proved to be the best solution for sustainable use of natural resources and for the conservation of culture and traditions.

5. HIMA AS A TOOL FOR COMMUNITY INVOLVEMENT (CASE STUDY OF ADOPTION BY GREECE, CYPRUS, AND JORDAN WITHIN MEDSCAPE)

Medscapes is a project to demonstrate the importance of landscape and establish a common approach towards its management and conservation in Mediterranean countries.
MedScapes Project is funded by the "Mediterranean Sea Basin Programme" which is part of the new European Neighborhood Policy (ENP) and its financing instrument (European Neighborhood and Partnership Instrument - ENPI) for the period 2007-2013. MedScapes links together eight partners from four countries in the Mediterranean Basin for this two-year project: Cyprus, Greece, Jordan and Lebanon. Each country is represented by one non-governmental organization (NGO) and one University[4], and are led by the Laona Foundation for the Conservation and Regeneration of the Cypriot Countryside. The project aims to support stronger protection of and reduced risk to the landscape heritage through the introduction of an integrative landscape character assessment (LCA) framework for enhanced and sustainable territorial planning and decision-making.

One of the project tasks, work package 6, promotes the Hima community-based approach for the conservation of distinctive landscapes in collaboration with the local communities. It is led by SPNL-Society for the Protection of Nature in Lebanon aiming to transfer the experience, where the community and stakeholders play an important role in the conservation, management, and decision making on social, political, economic, natural, and cultural perspective within a landscape area and

4 Laona Foundation and the Open University of Cyprus, MedINA and University of the Aegean in Greece, Royal Society for the Conservation of Nature and the German Jordanian University, and Society for the Protection of Nature of Lebanon and the American University of Beirut.

to adapt the Hima approach in the partner countries. This is done through promotion of the Hima participatory framework and its adaptation to the context of the partner countries. As a result of Work Package 6, several activities were implemented:

— Regional workshop was organized in Byblos – Jbail, Lebanon in February 2015, where the Hima participatory approach in the development of site management plans was presented, clarified and practiced as a case study. The site was used as a pilot area where all partners worked in groups to establish a Hima in Byblos, studying all aspects of the site.

— Afterwards the partners started applying the Hima approach in two selected sites per country. The SPNL team visited Jordan, Cyprus, and Greece during November 2015, for mentoring visits to each of the Hima sites established in the partner countries; guiding them on the Hima process and participatory approach for community engagement in conservation and protection.

— The Hima Guideline Manual as well as a short film documentary were issued to represent the results and activities in the work package and the case studies of the different Hima sites that were established during the project. The manual focuses on the community participative process to build on the results of the Landscape Character Assessment (LCA) carried out as the key task of Medscapes. In mapping and assessing the landscape character, there are always distinctive landscape sites of an importance that need specific measures for its protection. The Hima concept has been chosen as the participatory approach of the project as it has proven success over the past years in being able to conserve a site, yet keep the local community involved in the decision making and managing of the site. The manual targets audiences from all fields and sections of landscape activity, including such as environmental, cultural, social, policy-making, planning, law enforcement, and educational sectors.

— This has been useful as a capitalization tool for building on the project and moving from theory to action in the Hima sites in Cyprus, Greece, Jordan, and Lebanon.

Experience in partner countries has shown that the partners' protected areas systems, such as SPA, Natura 2000, UNESCO geo-parks, etc, mandates the involvement and participation of the local communities in decision-making. But the current situation is often poorly implemented by informing the local communities only, through open meetings, rather than using an approach that involves the local community in analyzing the situation and reaching its own conclusions. Based on the use of **the Hima participatory framework during the case studies in the partner countries, the Hima bottom up participatory approach has proven to be a highly useful methodology to empower the local communities and ensure their engagement in managing their distinctive landscapes**. The Hima approach is inclusive, designed to preserve and protect ecosystems for the sustainable use of their resources by the people and for the people, while taking into account the social and cultural particularities of the area.

6. CASE STUDY: HIMA AS A TOOL FOR CONFLICT RESOLUTION AROUND NATURAL RESOURCES USE AND IMPACT ON BIODIVERSITY (PROVIDING COMMON GROUND BETWEEN COMMUNITIES FOR THE SUSTAINABLE USE OF NATURAL RESOURCES; CASE STUDY OF ANJAR / KFAR ZABAD)

Lebanon is a mosaic of ethnic groups, sects, and religions. Although this could be considered as positive diversity, this has always been a source of conflict, and sometimes, violence. The main reasons for that are family, or religion affiliation, ideologies or sharing of resources. Conflict can occur between neighboring communities or within the same community or village.

Anjar and Kfar Zabad are two villages located in the Bekaa Valley. Anjar is a village inhabited by Christian Armenians who fled the Turkish genocide, while Kfar Zabad is a mixed village, having two communities: Christians and Sunni Muslims.

The region is an agricultural rural area where the majority of the population depends on agriculture and its derivatives. The region has two very important water sources, Chamsin and Ghzayel, which feed the Litani River.

The region of Anjar was an unhealthy marshy area in which the Armenians settled. They drained and canalized the marshes to make the land suitable for agriculture. The village of Anjar is home to beautiful Umayyad ruins. The streets are clean and well laid out. Restaurants abound in the village; their specialty is trout, which is raised and served in restaurants. The residents of Anjar are dynamic; they work in catering, crafts, tourism and of course agriculture.

The village of Kfar Zabad is mainly agricultural; it has no crafts or tourist restaurants. Its inhabitants work in the neighboring regions, mainly in Zahle, the capital of Bekaa, have small businesses or work in agriculture.

The marsh region is an important area for biodiversity and migratory birds, declared as an IBA. The wetlands is a shared area between the two neighboring villages. In 2004, the area of Kfar Zabad was declared as a Hima by municipal decision (24/25 October 2004) to specifically protect it from excessive and unregulated hunting. while the Anjar side was declared as a Hima in 2008 (21/2008) after four years. SPNL approached both villages in 2004, but the municipality of Anjar at that time was cautious and did not want to engage in a joint project with Kfar Zabad. So the Hima of Kfar Zabad was declared first.

There have always been small skirmishes between these two communities due to water resource sharing and also to religious and cultural differences. With the support of international donors, SPNL has worked with the local population of Kfar Zabad in the Hima (water basins, camping site, tree climbing, hiking trails, bird watching, training for farmers and young people, reforestation, guesthouse, visitor center, miscellaneous materials...in addition to enforcing hunting ban). Kfar Zabad had become an ecotourism destination and had its place on the ecotourism map. Cars and buses passed through Anjar on their way to Kfar Zabad without stopping in Anjar.

Two years later, and after seeing the success of Kfar Zabad, the municipality of Anjar understood the importance of Hima. It decided to declare the territory adjacent to the Hima of Kfar Zabad as a Hima in order to develop it and organize hunting and tourism.

A dynamic interaction was established between the two villages thanks to the initiative of SPNL, which traced connecting hiking trails between the two Himas, and carried out joint training for farmers, and meetings with mayors and municipal council members. Joint events took place such as bird migration days; ambassadors, diplomats, and foreign tourists visited the two villages to discover the two Himas, which, in fact, are only one geographical entity with common ecological importance.

A group of young people, Homat al Hima, was created from the young people of the two villages, and joint projects followed one another: cleaning of the river, reforestation, various training and team building. During a common team building training, the dynamics were so positive between young people that the instructors stopped the activity because the youngsters were so happy to meet and get to know each other. They mingled between each other and exchanged their mobile numbers. A young man from Anjar said, “I didn’t know that people from Kfar Zabad were so friendly”. After that, they started visiting each other and providing support in common activities.

It turned out that by creating a common ground or project, i.e. the Hima, and by emphasizing the benefits that the local population can derive from it, it is possible to bring together different communities. Economic benefits include ecotourism, guesthouses, sale of local products (mouneh), events, etc. Willingness of both parties to come together is crucial. However, this is not linear since it depends on the vision and policies of the mayors, which can change over time.

In conclusion, the conflict resolution experience using the wetlands as a common ground between Anjar and Kfar Zabad has succeeded in creating bonds between the two communities on a personal and human level, which contributes to promoting dialogue in the event of misunderstanding or conflict. People now know each other, have shared moments together, and understand the importance of living together peacefully. However, there is still a lot to do, and above all, to work with future generations who are much more aware of environmental, economic, and human issues.

© Asaad Saleh

Opening of the Lavender Garden in Souk el Gharib

II HIMA FOR PEACE METHODOLOGY

1. HIMA FOR PEACE

Lebanon is a very centralized country; strategies, plans, and decisions in relation to natural resource management in the country are mainly done by the central government, with little consideration to potential local tensions related to these natural resources. Therefore, local communities rarely participate in the decisions related to the management of their natural resources. Governments also tend to avoid their involvement in order to avoid sectarian dynamics that can negatively affect the process. This usually results in increased tension, especially among different local communities sharing a common natural resource. Such situations will be increasing in the future, due to the impacts of climate change. Moreover, sectarian tension has been increasing in Lebanon due to the existing socioeconomic and political crisis, where Lebanese are more and more turning to communal natural resources to satisfy their basic needs.

The Hima for Peace concept aims at using the Hima approach to address existing or potential conflicts within and between one or more local communities sharing a common resource, building on the previous experience in the Hima Anjar/KfarZabad. The Hima approach can be a key tool in promoting social cohesion, for it's a common ground for all, regardless of their social, cultural, political and religious differences. It strengthens social and cultural capacities to resolve disputes and conflict and promotes inter-group interaction and dialogue.

The Hima for Peace concept can be used in two ways. It can connect people in conflict around the use of a common natural resource; or can use nature and natural resources to connect people in conflict around the same common goal of conserving nature. Therefore, it can address conflict between human and nature on the use of natural resources; and it can address conflict between people within the same village or between villages by using nature. The source of conflict in the second situation could be based on ethnic, religious, political, economic or other reasons.

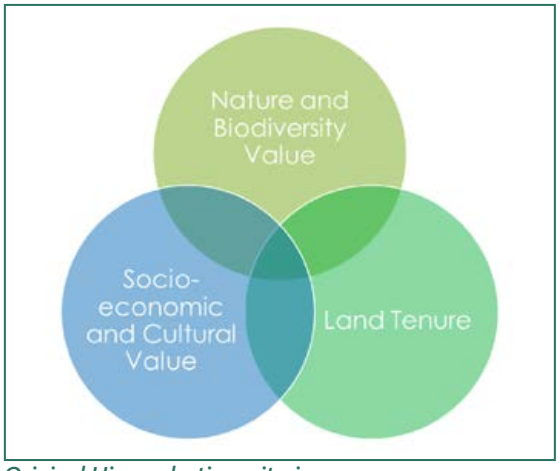
Therefore, the Hima for Peace concept is to use the Hima approach to connect people together through nature as a common neutral ground. The concept builds communication channels between conflicting groups using common natural resources; thus resulting in ownership and resilience. Hima for Peace upscale the Hima approach from a concept for biodiversity protection into a tool to resolve conflicts and increase cohesion between local communities also..

2. HIMA FOR PEACE IDENTIFICATION AND SELECTION

Hima Community based approach was revived by SPNL for the conservation of ecologically important areas (IBAs or KBAs), for the benefit of people, nature and culture. In the Hima for Peace Concept, the basis of Hima selection is the potential or existing conflict around the use of natural resources.

SPNL is not reviving the traditional Hima as it is. Hima is revived by SPNL as "Hybrid Hima" combining modern science of protected areas management to the traditional Hima values. Hybrid Hima uses the scientific approaches of protected areas management such as stakeholder analysis, biodiversity assessments, development and implementation of management plans in addition to strengthening of traditional Hima values[5] (equity, common good, equal opportunity, common decisión making, benefit of the poor and marginalized groups,....). The whole process is done in participatory approaches with the local community.

In the Hima for Peace concept, the same approaches are used, but with a focus on sources of conflict, and their linkages to natural resources.



Original Hima selection criteria

5 the Norms & Values learned and implemented; and guides the policies and words of mouth at the various communities and tribes in addition or verses central government policies & laws.

The identification and selection of Himas by SPNL usually depends on 3 main criteria as follows:

- **Ownership** which is divided to Governmental Lands, Municipal Lands, Religious holds, and private land; however, the Hima site is best to be publicly owned in order to serve the good of all members of the society, especially underprivileged groups. A social map drawn based on the above by the various decision makers and stakeholders at each proposed Hima is a must from the early stages of planning, to ensure that the site in question legal status and ownership is clear from day one. Land tenure is the very basic needed information to build on a solid legal basis.

- **Nature and Biodiversity Values** Hima should have an ecological value. It could include Important Bird Areas (IBAs), Key Biodiversity Areas (KBAs), Important Forest Areas, and Important Water Bodies which possess globally endangered / endemic species of flora and fauna and/or constitutes important natural resources. Through the Medscape project, the landscape value has been added. Therefore, it is important to implement scientific Research and data collection of the Hima site in question, i.e. the ecosystem in question (Wetlands, agriculture lands, forests, etc. and the related species (endemic, endangered, etc...) triggering Internationally adopted Criteria for an IBA or KBA,... of regional or national concern.

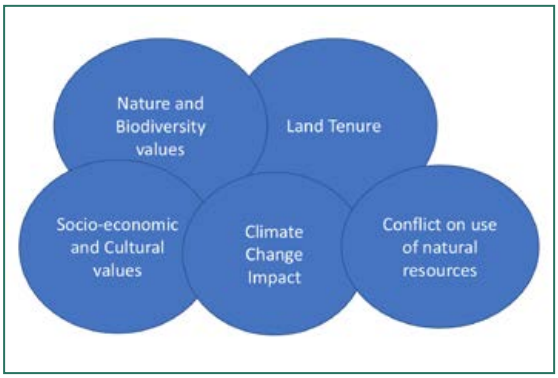
- **Socio Economic and Cultural Values** which possess historical and cultural heritage, and sustain livelihoods of fishing, agriculture, and grazing communities. Its sustainability and management contribute to the livelihoods of the local community (i.e. economic benefit). It supports the empowerment of minority groups, allows social cohesion, and empowers traditional and cultural norms. Thus, the site importance as representative of traditional norms and values, as a unique World Heritage site i.e. Anjar or Baalbeck etc...hosting

breeding species of Global importance i.e. Syrian Sein or Lesser Kestrel, etc..or a water aquifer or natural spring where local communities depend on it for their livelihood, and using the traditional Hima system of water management as in Hima Feikha or Akkar.
Same for transhumance between Turkey, Syria and Lebanon, and the trails used for hundreds of years spreading flora seeds along these trails, from the goats' feces.

In the Hima for Peace additional criteria are used, which are:

- **Conflict on use of natural resources** where tension could arise within the same Hima area or between neighboring Himas. The drivers of this conflict could be personal interest, family, political or religious alienation.
Hima which is for the common good and benefit could play as a common peaceful ground for conflicting parties within the same ecological area (more than one neighboring Hima) or within the same Hima.

- **Climate Change impact** such as potential high climate change impact on natural resources affecting the long-term sustainability of the use of natural resources, which can lead to conflict.



Updated Hima for Peace selection criteria

SPNL Preliminary Information for Designating HIMA for Peace sites:

— Identify a potential ecologically important area (IBA or KBA,...).
— Investigate about site ownership Public/ Private.
— If public we proceed by contacting the municipality - local public authority - highlighting its biodiversity importance & development potential.
— In case the land is governmental, contact the relevant ministry requesting delegation for management.
— Identify stakeholder's needs/ interests/ threats/ conflicts.
— Identify problems threatening biodiversity/socio-economic aspects including conflicts and climate change impact.
— Come up with solutions which serve site conservation and community empowerment.
— Problems & Solutions are translated into project proposals submitted to national and international donors.
— An Ecotourism master plan is proposed as one of the means to support the site management and local empowerment aspects.

All of that information ends up in the Management Plan developed in collaboration with the local community through multi-stakeholder participation, and which concentrates on sustaining both biodiversity and livelihoods.

3. HOMAT AL HIMA COMMITTEES SELECTION, ROLE AND EMPOWERMENT IN THE HIMA FOR PEACE APPROACH

The Hima Community Approach stresses on the use of participatory approach and the involvement of the local community. To ensure the proper implementation, Homat Al Hima Committee - HH is created from the local community.
The social context varies from one village to another; thus the HH committee should be representative to the local community. Usually, the members of the HH committee are selected in collaboration with the municipality but ensuring to satisfy the community representation.

Members of HH committee should be:

— Residents in the village.
— Knowledgeable of the village assets, and problems.
— Interested in supporting conservation, conflict resolution, and climate action.
— Interested in supporting local people's livelihood.
— No personal benefit and no potential conflict of interest.

The main role of HH committee revolves around the following:

— Identification of main stakeholders related to Hima.
— Identification of the main problems in the village.
— Discussion of main potential solutions for the identified problems, including conflicts and climate change impact.
— Networking and facilitation.
— Advocacy for conflict resolution, climate action, conservation and protection.
— Support for implementation of activities.

Members of the HH committee might come from different backgrounds; far away from nature conservation and sustainable development. Here, comes the need for designing capacity building programme for HH committee members introducing general concepts of nature conservation, sustainable development and management plans. This would empower the HH committee members to serve their community.

4. DEVELOPMENT OF HIMA MANAGEMENT PLAN IN PARTICIPATORY APPROACH: METHODOLOGY AND TOOLS

The Hima Management Plan Methodology – HMPM, is a step-by-step pathway to achieve a 3-to-5-year action plan for a specific Hima site while considering its ecological, social, and economic components.
This Bottom-up methodology relies on the direct and continuous engagement of the local community from the earliest stage of the development.
Starting with a detailed situation analysis to assess the status of the main resources and sectors of the targeted Hima site, the HMPM is a science-based planning tool driven by an accurate and updated illustration of the site in various perspectives to ensure better decision making.
The flow of this methodology starts with considering external factors, then mapping and engaging stakeholders for a better understanding of the ongoing interactions that are happening between the different local community groups and their surrounding environment. This is followed by identifying and classifying problems from the main roots to the resulting causes and effects, towards transforming them into positive objectives that will be placed under different strategies to create a holistic action plan. Evaluation and adaptation will keep happening all along the development and implementation phases to give this methodology the needed flexibility to be as realistic and practical as needed.
The vitality of the HMPM comes from the maintained interaction with stakeholders and key focal points including Municipalities, Private sector, Educational Institutions, Experts, Practitioners,

Women and Youth to ensure that they have a meaningful say in any decision and planned activities that could significantly alter their life and livelihood. This way, the Hima approach will keep its main value, which is to equally support Nature and People.

5. CONFLICT TRANSFORMATION IN NATURAL RESOURCE MANAGEMENT

Conflict theory, first developed by Karl Marx, is a theory that society is in a state of perpetual conflict because of competition on limited resources. Conflict theory holds that social order is maintained by domination and power, rather than by consensus and conformity.
Conflict theory includes competition, structural inequality, revolution and war. Some examples of conflict theory include pay inequalities between groups and inequalities in the justice and educational systems of governments.
Conflict theory is a general term covering several sociological approaches, which oppose functionalism, and which share the idea that the basic feature of all societies was the struggle between different groups for access to limited resources.
Conflict transformation refers to the process of moving from conflict-habituated systems to peace systems. This process is distinguished from the more common term of conflict resolution because of its focus on systems change.

In sociology, conflict theory opines that the society functions so that everyone or group involved can make the best use of benefits which in the long run brings about social changes. That means there is a working system, laws, police, judges, court that can enforce the law where justice should prevail, this is how a healthy society should function and could bring a change in behavior because of Justice. Most times, the theory is applied to explain conflict between social classes in ideas such as socialism and communism.
The two main conflict theories that we study in sociology are Marxism and feminism which see society divided by social class and gender respectively. According to the Thomas-Kilmann[6] Conflict Mode Instrument (TKI), used by human resource (HR) professionals around the world, there are five major styles of conflict management—collaborating, competing, avoiding, accommodating, and compromising.

Types of conflict — Conflict can be divided into different types including task conflict, relationship conflict, and value conflict — They can benefit from different approaches to conflict resolution. The main causes of conflict are:
Information conflicts arise when people have different or insufficient information or disagree over what data is relevant.
Values conflicts are extremely emotional and sometimes violent. Participants sometimes violate their own values. Conflicts are created when people have perceived incompatible belief systems. Where a person or group tries to impose its values on others or claims exclusive right to a set of values, disputes arise.
Interest conflicts occur when an individual's personal interests – family, friendships, financial, or social factors – could compromise his or her judgment, decisions, or actions.
Relationship conflicts a disagreement between people (e.g., partners, friends, siblings, or co-workers). The root of the conflict might be something like a difference of opinion, experience, taste, perspective, personality, or beliefs.
Structural conflicts are caused by oppressive patterns of human relationships. These patterns are often shaped by forces external to the people in dispute. Often, the disputants have no reason to be in conflict other than the structural problem that is imposed. Example (the level of economic development, cultural patterns, and decision-making institutions,...).

6 Kenneth Thomas and Ralph Kilmann

The immediate effects of conflict are starkly clear. They include deaths and injuries, population displacement, the destruction of assets, and the disruption of social and economic systems. But one day the fighting stops, life in conflict-affected areas gradually returns to normal.

Most common conflict

Resolving conflicts due to misunderstandings or mistaken perceptions. This is one of the most common types of conflict. They arise when there's a failure in the communication between two people due to personality differences, non-compliance with rules and policies, misunderstandings, or competition.

There are two major conflicts patterns: internal and external,

1. Internal conflict is when a character struggles with their own opposing desires or beliefs.
2. External conflict sets a character against something or someone beyond their control.

When conflicts arise, it passes through stages of different levels and has a cycle, it's different from clashes which are sudden violent confrontation. Stages are:

- Latent Stage: People are not yet aware of conflict.
- Perceived Stage: People aware a conflict exists.
- Felt Stage: Stress and anxiety sometimes aggressiveness arises.
- Manifest: Conflict is open and can be observed.
- Aftermath: Outcome of conflict, resolution or dissolution.

Conflict life cycle:

- Impeding crisis,
- Outbreak of violence
- War
- Post-crisis
- Stable peace

To address conflict and manage potential clashes, it's important to listen actively. Let everyone have their say, describe the problem, how each person feels, understand each other's perspective. Listening is the most important part of communication, think before reacting. Our tendency in conflict is to react immediately. Attack the problem - NOT each other! Conflict is very emotional. Use direct communication. Look for common interests and focus on the future. Try to invent options for mutual benefit to reach a wise agreement.

It is essential to not ignore the conflict because it will arise sooner or later. Clarifying the issues is already defusing a clash by bringing parties together to try to identify the solution.

Discussion and sharing different opinions in front of a third party to try to figure out the main issues of the conflict, then establish a common goal and find a way to meet this goal. Determining the roles of each party is very important to avoid resurgence of conflict.

Give each side equal time to have their say. Embrace a positive approach in the meeting and if necessary, set ground rules. Encourage all involved to share their thoughts openly and honestly as well as comprehend the causes of the conflict and identify solutions.

In short, talk directly, assuming that there is no threat of physical violence and a will to resolve the conflict, using the right voice tone without aggressivity, no blaming or calling names, choose the good time for the meeting and plan ahead by preparing the parties in conflict for the meeting. Set rules or expectations.

Trying to resolve a conflict is not easy, and the difference between conflict resolution and conflict management is that conflict management can sometimes lead to conflict resolution in the medium to long run by finding a compromise. Conflict resolution seeks to reduce or eliminate conflict; conflict management helps the parties to create an open-mindedness within their relationship. This can often lead to resolution as the parties learn to listen to each other and be more open to other experiences.

In conclusion, compromise is the most common form of conflict resolution. In compromise, both parties have to concede something and, therefore, reach an agreement. When conflict is resolved effectively, it leads to many benefits, such as accom-

plishing goals and strengthening relationships. But conflict can also be damaging. If handled ineffectively, conflict can quickly turn into personal dislike, and even lead to a breakdown of relationships.

6. CLIMATE CHANGE MITIGATION AND ADAPTATION – CLIMATE CHANGE INTEGRATION IN NATURAL RESOURCE MANAGEMENT

A surge of research in recent years has shown a strong link between climate change and the likelihood of conflict. Displacement of people due to lack of natural resources required for their livelihood is a global risk for security that is increasingly gaining importance among national defense and security agencies. Recent research has found that climate change will likely increase the future risk of violent armed conflict within and between countries by around five times, estimating that climate change and climate variability has influenced between 3% and 20% of armed conflict risk within countries over the past century.

The relationship between climate change and conflict is complex and context-specific, but it is undeniable that climate change is a threat and crisis multiplier that is already increasing food insecurity, water scarcity and resource competition, while disrupting livelihoods and spurring migration. In Afghanistan, research has shown that reduced harvest due to climatic effects has pushed people into poverty, making them easy recruitment by extremist groups. In Africa, conflict between farmers has increased due to climate-induced changes in grazing patterns.

Climate-related conflict affects mainly countries that are already conflict prone or suffer from lack of natural resources. The ICRC[7] report "When Rain turns to Dust", released in 2020, shows that countries mired in conflict are disproportionately impacted by climate variability and extremes, due to the limited adaptive capacity of people, systems, and institutions already coping with the consequences of conflicts. This includes countries of the MENA region, like Lebanon. A 2018 study identified the effect of climate on conflict occurrence for countries in Western Asia in the period 2010–2012, when many countries were undergoing political transformation. It indicated that climate-related conditions affected the likelihood of armed conflict and played a significant role as an explanatory factor of asylum seeking during the period studied. Therefore, community peace and conflict resolution efforts should adjust and adapt their methodology to address the increased risks triggered by climate change. Climate change does not cause conflict directly, but it changes the conditions that facilitate social interaction, with the potential to increase the likelihood that conflict results. For example, conflict can arise between different communities that share a common natural resource that will be impacted by climate change. This is particularly important if the two communities have a history of conflict, where climate change can exacerbate this existing conflict by influencing its duration, severity, and likelihood of ending quickly.

To understand climate's impact on conflict dynamics and identify strategic entry points for intervention, it requires a thorough understanding on the potential impact of climate change on the community in question and its natural resources. This can include impact on community economics, food prices, agriculture, water resources, biodiversity, natural habitats, among others.

When it comes to climate change, it is not the current state of existing natural resources and community conditions, but how these resources and conditions will be in the future. For example, when developing a water management plan on how to share a specific water source, the management plan should address that the existing amount of water resources will be less in the future, and its distribution should account to this future availability, which is rarely considered in natural resources management plans.

7 International Committee of Red Cross

Addressing climate change impact on conflict depends on a number of factors, most importantly the progress in global effort to mitigate climate change. The most effective and cost-efficient way to avoid climate induced conflict is to avoid the future impacts of climate change. Addressing conflicts under a two-degree Celsius global temperature increase is different than a three-degree Celsius global temperature increase scenario. There are certain scenarios where addressing global conflict due to climate change becomes impossible. Therefore, increasing global effort to reduce emissions is necessary and urgent, without which adaptation to climate change including avoiding armed conflict would become impossible.

In the Hima for Peace concept, climate change impact on natural resources of the Hima and surrounding communities in general needs to be assessed, including the potential conflict that can arise among the communities due to these impacts. The Hima management plan will then take into consideration these impacts and address them through a series of steps and actions. The below methodology outlines the process on how to implement the Hima for Peace concept.

7. IMPLEMENTING HIMA FOR PEACE METHODOLOGY

Wetlands are valuable ecosystems occupying around 6% of the world's land surface. Wetlands are dynamic areas, influenced by both natural and human factors. In order to maintain their biological diversity, and productivity, and to permit the wise use of resources, there is an urgent need to conserve them through well focused management actions.

Based on the above, RAMSAR secretariat took the initiative to develop "Ramsar Handbook for the wise use of wetlands, 2007. Managing wetlands: Frameworks for Managing Wetlands of International Importance and other Wetlands sites, 3rd edition, Vol. 16, Ramsar Convention secretariat, Glands, Switzerlands.

Further, a summary guide has been prepared to help managers of sites under Ramsar Convention on wetlands. This summary guide provides a summary of the handbook while highlighting other sources of useful information on wetlands management planning[8].

The current Hima methodology was based on this summary guide for wetlands management, but it has been adapted to cover all ecosystems and human communities.

8 Chatterjee, A., Philips, B., & Stroud, D.A., (2008). Wetlands Management Planning A Guide for Site Managers WWF, Wetlands International, IUCN, & Ramsar Convention. 76 pp.

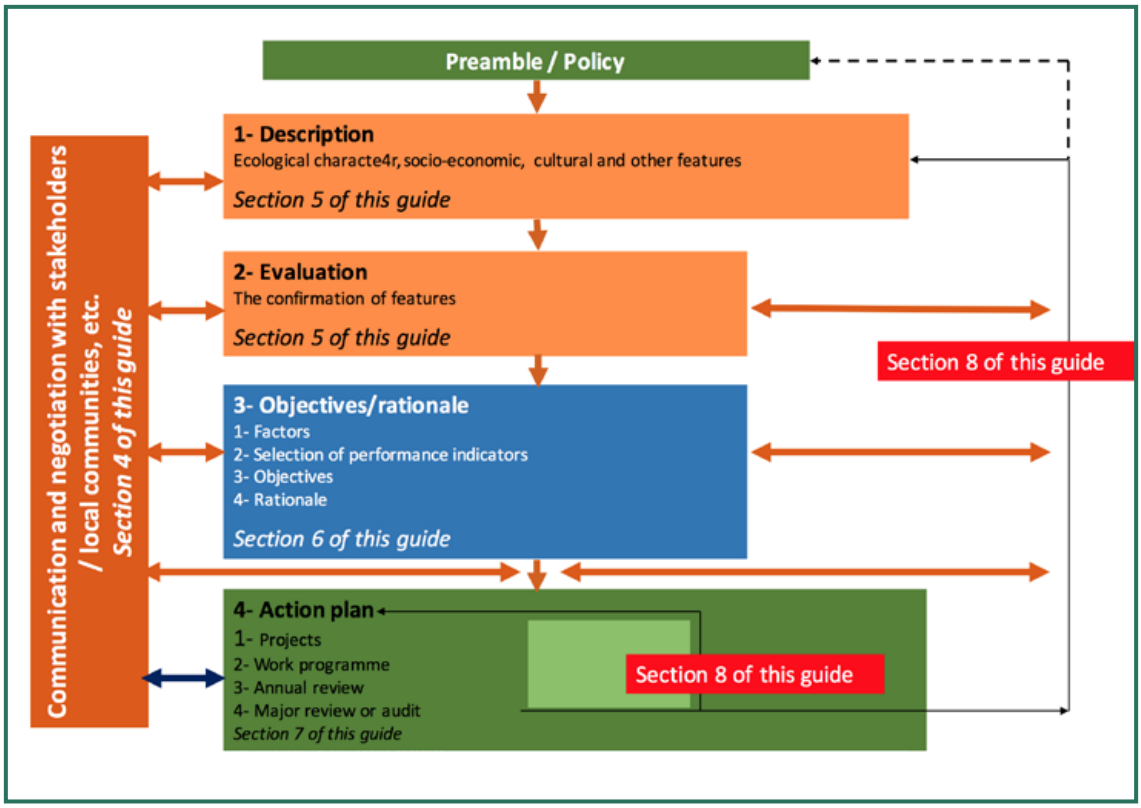


Figure 1: ***Management planning process***

This figure (figure 1) provides an overview of the management planning process with its different and complementary sections. It starts with "description" of the site from ecological to socio-economic, cultural and other special factors. This is followed by an "evaluation" section that analyzes and evaluates the collected data in the description section. Based on the above, threats and problems are identified where the problem tree is developed. Switching it will result in the objective tree identifying the objectives of the management plan as section three. To satisfy the objectives, an action plan is developed in section four, constituting the actions needed for the conservation of the site (Figure3).
The whole process makes sure of the full involvement of community representatives from the Hima site. The local committee should reflect accurate representation of the local community especially underprivileged groups such as women and youth.

Participatory tools for data gathering and collection

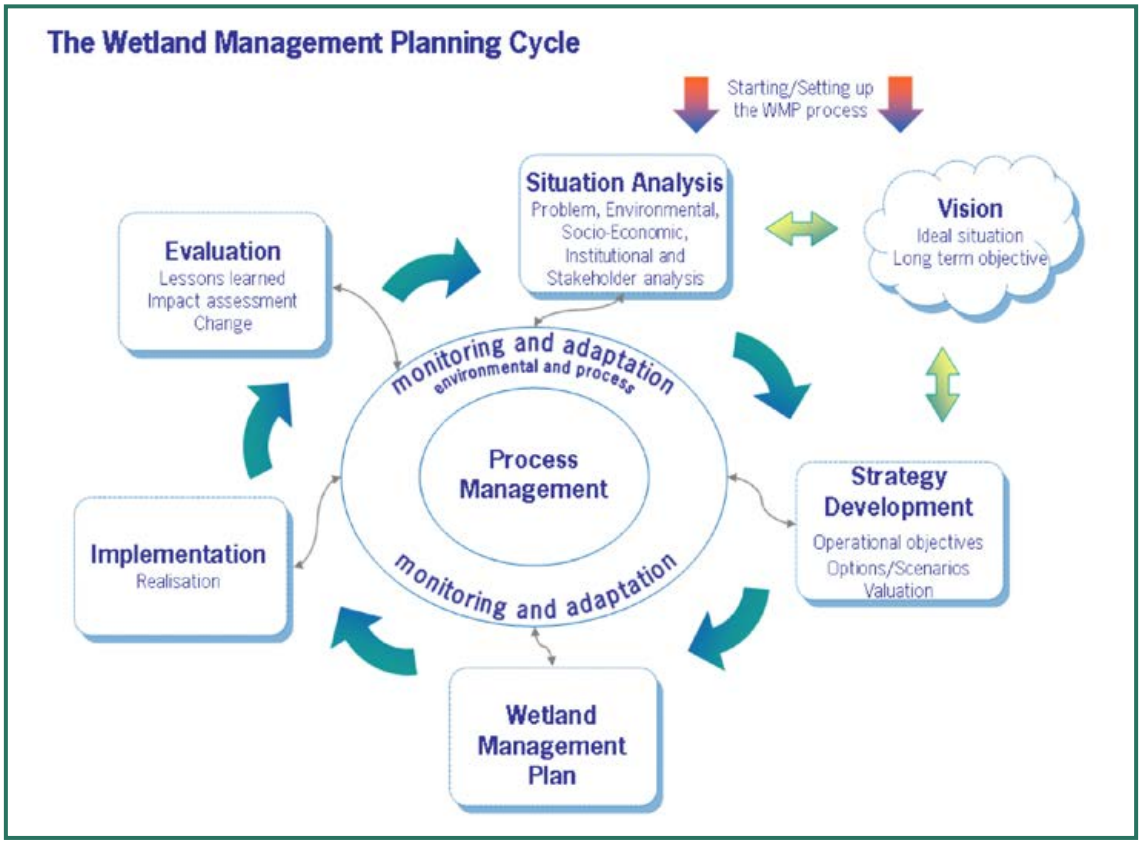


Figure 2: ***Wetlands Management Planning Cycle***

The Management Planning Cycle supports the participatory process for the development of the site management plan. The Management Planning Cycle sets the process for data gathering and situational analysis, setting a common vision for the Hima for Peace site, strategy development, development of management plan, implementation, evaluation and monitoring (Figure 2).

The management plan for the Hima is developed with the full involvement of the local community. The involved group should represent the local community as religions, sects, families, gender and alienation to political parties. Special concern should be taken into consideration within Hima for Peace to involve conflicting parties whether within the same village/Hima or neighboring villages/ Himas.

Representatives of conflicting parties whether internal or external should be invited to common discussions towards the development of the Hima for Peace site management plan. Every person should be encouraged to raise his voice and express his opinion in a calm peaceful setting. All representatives should be ready to listen to others even if they disagree on their opinion.

The Wetlands Management Planning Cycle starts with the situation analysis. The situation analysis is mainly studying the site from all perspectives and it includes:

- Stakeholder analysis (including conflicts)
- Visions and opportunities
- Problems and issues
- Biological/physical environment
- Resource assessment: Human Resources, and Natural resources
- Climate Change impact on natural resources
- Current use of natural resources and how this use will be impacted due to future climate change impacts
- Organizations
- Infrastructure
- Policies, legal setting & institutions
- Economic conditions and markets
- Social and cultural setting

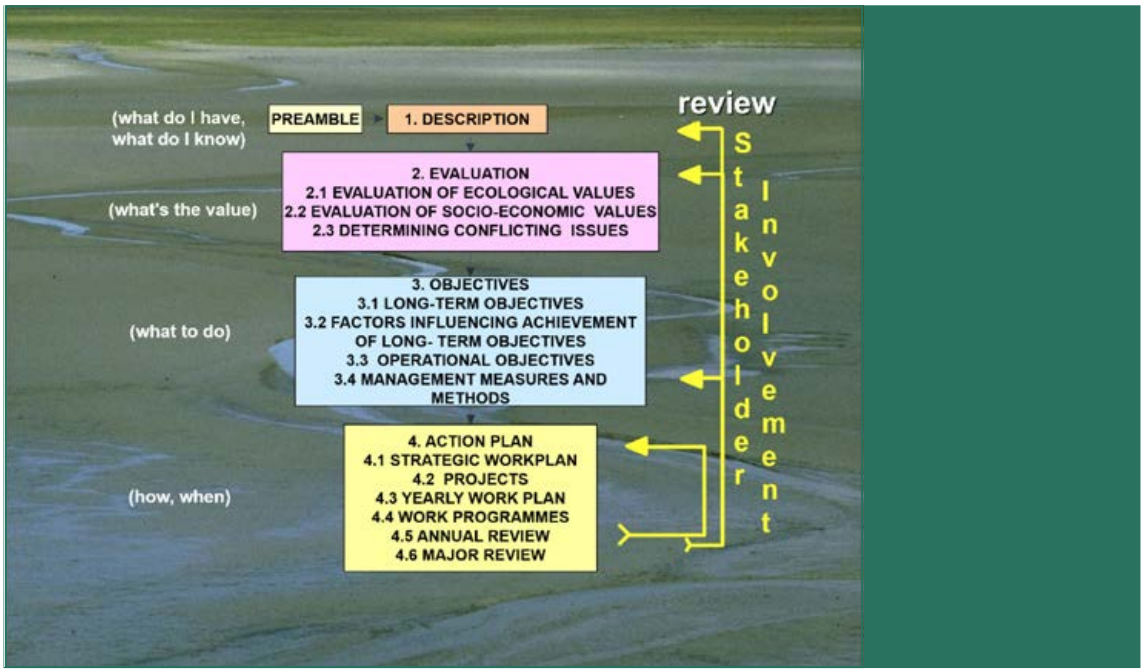


Figure 3: ***Overview of Management Planning Process***

Stakeholder Analysis

The stakeholders[9] representing different target groups from various sectors, are important in understanding a system and assessing their respective interest (and involvement) in that system. To do the stakeholder analysis a set of questions must be put to identify the main stakeholders of a site and then RAAKS, Rapid Appraisal for Agricultural Knowledge tool is used to identify the position and impact of each stakeholder.

Figure 4: ***Consultation Meeting with local committee***

9 An agency, organization, group or individual who has a (direct or indirect) interest in the project / program, or who affects or is affected positively or negatively by the implementation and outcome of it.

Stakeholder Analysis Checklist (RAAKS)

Stakeholders	Position (Rank the power in decision Making)	Impact (Rank the impact they have on Hima management)
Farmers		
Ministries		
Donors		
NGOs		
Municipalities		
Private sector		
Local Police		
Religious entities		
Hunters		
Educational institutions		
Health care entities		

Scale from 1-5 (1= highest)

Figure 5: ***Template for RAAKS Stakeholder Tool***

In collaboration with the local community representatives, relevant stakeholders should be identified; from local to national, who would have an impact on the Hima site or could be impacted by actions of the Hima management plan. For the Hima for Peace, all stakeholders including elements of conflicts should be highlighted and included. Then, the position or power in decision making, and impact on Hima management should be highlighted using the scale from 1 - 5 where 1 is the highest score (Figure 5).

Visioning

Vision as stated is a statement that describes a hopeful or dream future state; i.e. it is a statement identifying and analyzing what changes the project / programme / organization would like to bring about in the future to a given time period after about 10- 20 years. Vision: also called 'development goal' or 'overall objective'. The realization of a shared vision requires planning for action, and detailing strategies of how goals and vision over time will be realized.

Vision is a shared aspiration or dream for the Hima site. Thus, every member of the local committee should raise his voice and declare his opinion in order to reach a common agreed vision. This should be stressed especially within Hima for Peace where conflicting views might arise.

Nevertheless, in a climate constrained world, this vision should be rooted in the physical reality of a climate future. For example, if climate change will make the Lebanese Cedar tree extinct, the future vision of a prosperous Lebanon cannot include the Cedar tree.

There are different ways of reaching a vision (guided dreaming, rich picturing, role play, and resource mapping); however, the most effective one is the rich picturing. Rich picturing as the saying states "a picture is of a thousand words." Rich picturing is a drawing of the future situation that illustrates the main elements and relationships that need to be taken into consideration or are important in a particular situation and helps to see all the interactions and connections between different stakeholders and issues. It is called a rich picture because it illustrates the richness and complexity of a situation (Figure 6).

Figure 6: ***Example of Rich picture (aspired future situation)***

Problem Analysis

Figure 7: ***Consultations within Municipality***

Data gathering for problem analysis is the process of identifying and analyzing what problems affect people (or organizations, or institutions) and ecosystems in a given geographic context at any level (local, national, regional, international). The data gathering should include climate change impact on the Hima site. The main data gathering is usually done through desk research in addition to "semi-structured interviews" using open ended questions with main site stakeholders.

Data collection is a crucial stage that gives the true picture about the situation in the Hima site for further analysis. Thus, it is important to make sure of the involvement of all representative stakeholders especially conflicting parties in order to reach a complete overview of the situation. Further, climate change impact is crucial to take into consideration as it might change the whole situation of the site.

Problem analysis is mostly done through problem tree identification and Rich Picture (current situation). Based on the data collection, and participatory approach involving local committee members, Rich picture is used to visualize the current situation in the Hima site. It is important to stress the involvement of conflicting parties in order to get a comprehensive picture of the situation. Try to get conflicting parties to work together in groups.
Problem tree analysis helps to illustrate the linkages between a set of complex issues or relationships by fitting them into a hierarchy of related factors (Figure 8). The problem tree analysis starts by brainstorming with stakeholders which problems or concerns they consider to be priority, select the core problem (or 'starter problem', identify the direct/ main causes of the starter problem and what other causes are leading to the same starter problem.
Climate change is a delineate problem and should be taken into consideration during the brainstorming session. It is expected to have an impact on all ecosystems.
Brainstorming the current problems & factors within the local committee members with the help of a facilitator is important in order to highlight and agree on the problem tree for the Hima site, especially within conflicting views and opinions (Figure 9).

It is used to:

- **Link together the various issues or factors which may contribute to an institutional problem**
- **Help to identify the underlying or root causes of an institutional problem**
- **The major assumption underlying the problem tree is the hierarchical relationship between cause and effect**

*Figure 8: **Example of Rich Picture** (current situation)*

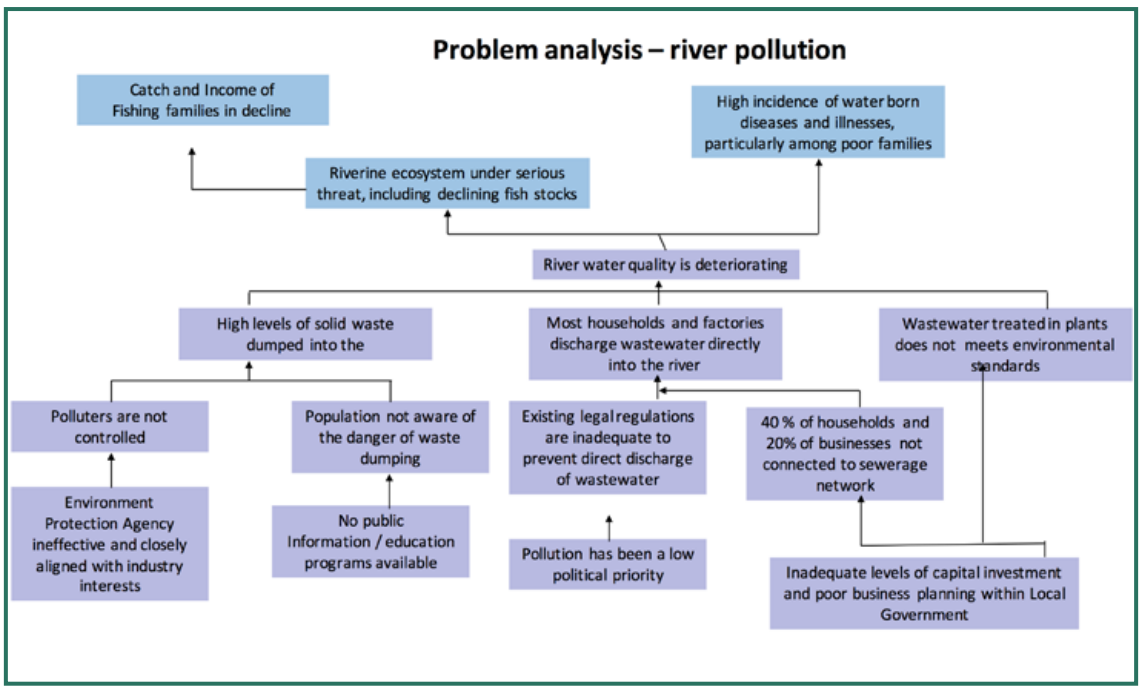


*Figure 9: **Example of problem tree***

Objective Tree

The next step would be translating the problem tree into the objective tree (from negative to positive). Thus, moving from "means" to "ends". The idea here is to transfer each factor into a positive element or activity (Figure 10).

Local committee members have an important role in suggesting the solutions and activities. Thus, their involvement is crucial to identify and suggest the set objectives.

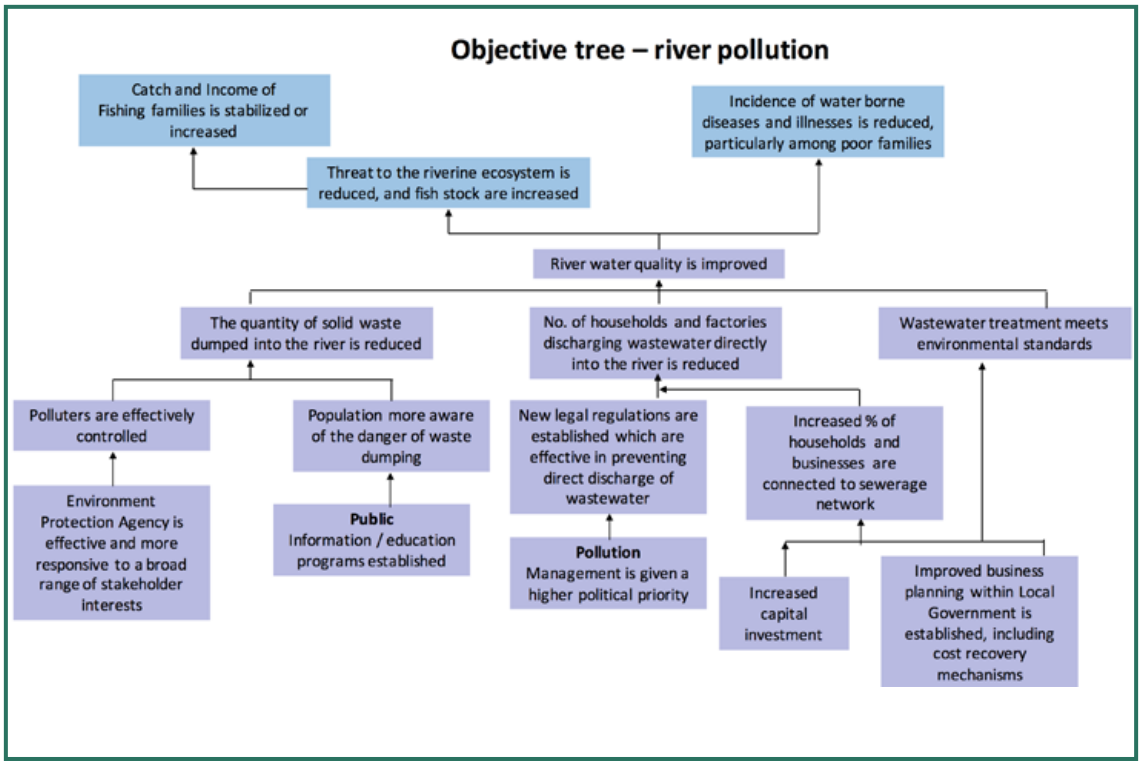


Figure 10: ***Example of Objective Tree***

Strategy Development

The strategy analysis is divided to three parts:

- Clustering:

To create a simple overview of objectives in terms of similarity in sector, activity or expertise
Draw dotted line around the cluster / strategy, then name each cluster / strategy. It is expected that one of the clusters might be highlighted to address climate change impact, while another would concentrate on addressing conflict using Hima site as common ground (Figure 11).

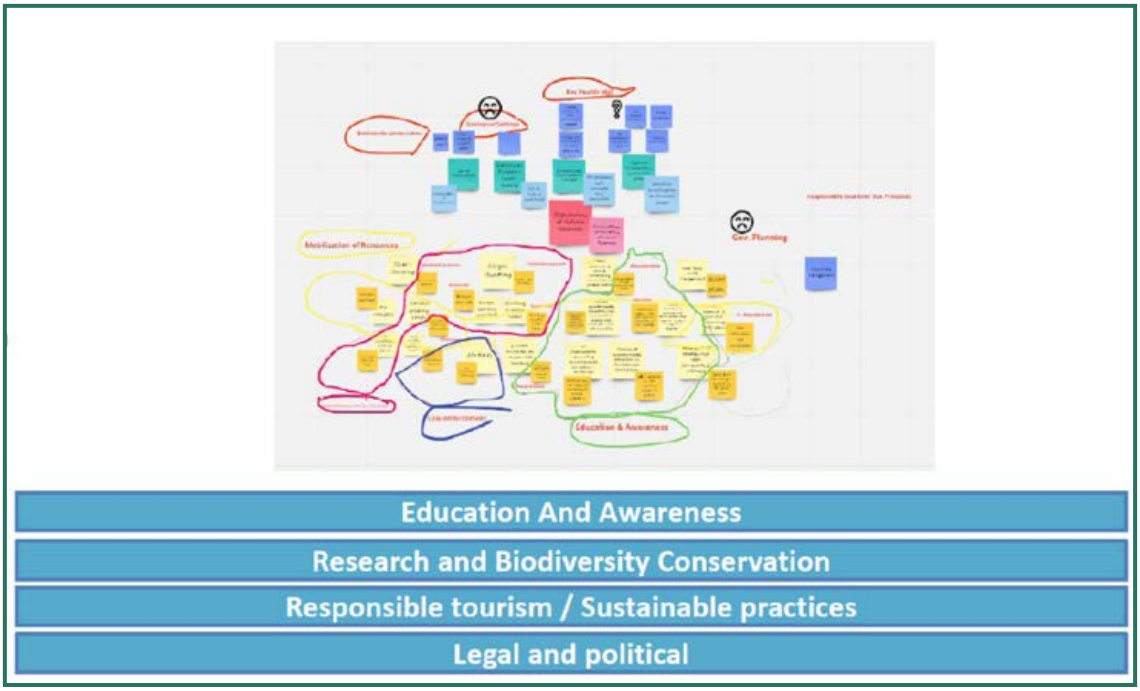


Figure 11: ***Example of clusters***

- **Scoping:**

To focus down the choice of a goal for the project by making explicit priorities for project implementation; that is, identify preliminary choice of intervention strategies. This can be done by eliminating the objectives that are out of our hand.

- **Scoring:**

Decision on choice of actions / strategies (The more positive, the higher the score)

Selection criteria	Strategy 1 Awareness	Strategy 2 Tourism	Srategy 3 Agriculture	Strategy 4 Policy dev.
Relevance	4	1	2	3
Cost	1	3	2	4
Sustainability	2	4	1	3
Subtotal	7	8	5	10
Feasible in terms of time	3	2	4	1
Participation by stakeholders	1	4	2	3
Technical capacity available	1	4	3	2
TOTAL	12	18	14	16

Figure 12: ***Example of Decision Matrix***[10]

10 Reference for tools and methodologies: Wageningen Institute

Using objective criteria, the selected strategies will be given the appropriate scores. The strategy with the highest score is the most realistic to implement. Thus, select the highest 3 - 4 strategies for implementation and to include in the management plan. Under each cluster / strategy, several objectives under each strategy should be identified in collaboration with the local committee members as relevant to the Hima site (Figure 12).

Action Plan

In order to realize the objectives, several activities or steps should be identified for each objective. Further, the timeframe for each activity should be selected & highlighted. Collectively, strategies, objectives, activities and timeframe constitute the action plan ready for implementation (Figure 13).

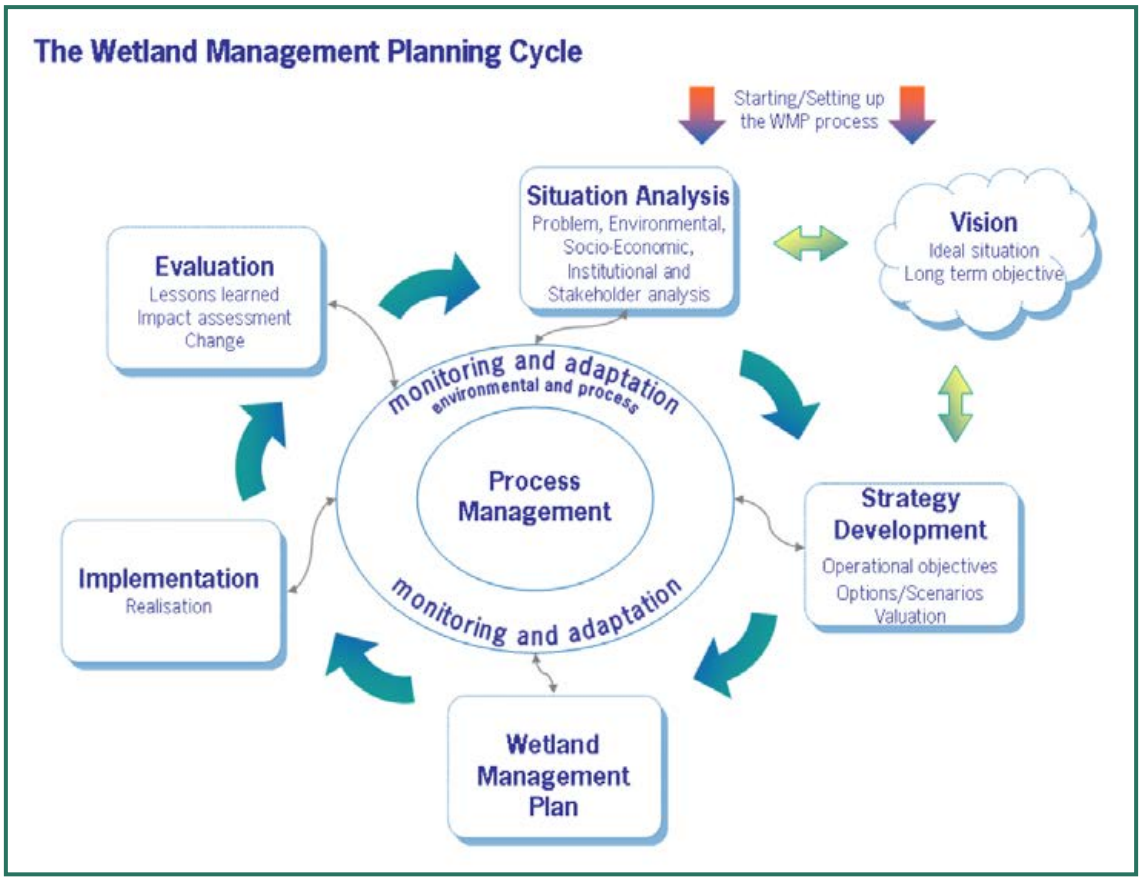
EDUCATION & AWARNESS

OBJECTIVE 1

By 2026, the Hima committee with the collaboration of snow (educational program) will ensure the delivery of environmental education sessions (total 50 sessions, with 20 students each) as an extra curriculum activity in Mansoura for children aged 8-12 on tailored themes related to HIMA Mansoura

Activities	2022	2023	2024	2025	2026
Identify 5 themes to be delivered	X				
Adapt and validate the themes to design packages	X		X		X
Create communication tools for promotion		X		X	
Deliver the session		X	X	X	X

Figure 13: ***Example of objective action plan***



Each activity should have an estimate cost for its implementation. Thus, collectively developing a business plan for the Hima management plan.

The developed strategies, objectives and activities are ready now to be presented within project proposals adapted for funding as needed.
Once the funding is approved, objectives and activities will be implemented in collaboration with the local community for the benefit of nature and people. Proper implementation is assured through monitoring, evaluation, and adaptive management along the process.

Homat Al Hima training on climate change

III. CONCLUSIONS AND RECOMMENDATIONS

1. CASE STUDY OF KAYFOUN / CHEMLAN NEIGHBORING COMMUNITIES

Water Scarcity in the Middle East

The Middle East is one of the most water-stressed regions and is highly vulnerable to climate change. The natural resources stress is leading to economic stress, which is also closely linked to the rise of religious fundamentalism, a key trigger of conflict in the region. As stress on natural resources increase due to climate change impacts and increased unsustainable governance of these natural resources, potential for conflict is increasing. In addition, internationally agreed targets for biodiversity conservation are increasingly putting pressure on national governments to increase the size of strict protected areas to protect vulnerable ecosystems. Usually, these ecosystems are located in rural communities where locals depend on for their livelihood, creating an additional conflict between local community and national authority. Several conflicts have risen between neighboring communities in Lebanon due to conflict over natural resources, especially if the communities are from different religious sects. This environmental governance approach has become a trigger for conflict, which climate change and other sources of biodiversity impact is fueling even further. Sectarian tension in Lebanon was the main driver of the civil war in late 70s and early 80s. With the current socioeconomic and political crisis, sectarian tension is rising again rapidly, which could reignite conflicts, especially around the use of natural resources.

Kayfoun and Chemlan

Kayfoun and Chemlan are two neighboring communities that belong to a region where a long history of tension occurred specially during the civil war. Back then, both villages, along with some surrounding areas, were fierce battle grounds. Although these two villages are closely next to each other, they have major differences in their cultures and socioeconomic status. There are diverse political party affiliations in the two villages as well. People's mentalities and economic statuses are also divergent. Currently, the two villages share a common water resource - a well, which triggers conflicts among the two communities especially within the current economic crisis that Lebanon is facing. In addition, more than 5,000 displaced Syrian refugees have moved to Kayfoun recently, which is the double of its original residents. This has increased the pressure on available water resources.

Chemlan

Chemlan was first mentioned in history books as early as the 12th century. More recent, Chemlan is a land owned by Shehab Family. In the year 1828, a part of this land was donated to the Antonine Monastery by Emir Haidar Shehab. Over the years, Chemlan was inhabited by several families including the Hitti's, Tabib's, Jabbour's, Farajallah's, Chebli's, Eid's, and Moukaddem's families.

The Syriac origin of Chemlan means Completeness and Perfection. It is considered one of the best touristic destinations for its climate and quietness. Chemlan was the home of Phillipe Hitti (1886 –1978), a professor and scholar at Princeton & Harvard University, who wrote about Arab & Middle Eastern history, Islam, and Semitic languages. It has been chosen as a main residence for many prominent figures such as German orientalist Dr. Bauer, former Syrian President Mr. Al Atassi and it has

been selected as well for the (MECAS[11]) for teaching diplomats and ambassadors.
The village preserves its own picturesque nature that is covered mostly by pine, olive, and oak trees, and by limiting tall buildings and heavy construction activities.

Kayfoun

The Syriac origin of Kayfoun means a stone quarry. It was considered a summer town back in the 1958, due to its calm nature. It is covered by pine trees that were affected during the civil war, but have nourished again later on. There is a water well in its valley from which water is pumped into the village, as well as the neighboring village - Chemlan. However, in this current economic situation, it is becoming harder and harder to pump water due to the lack of resources (fuel and money), and thus people from both villages are obliged to buy water twice a week to satisfy their needs.

Current status of the two villages

SPNL, along with the two municipalities of the two villages, has been working on common activities that would shorten distances between the two villages and bridge them together. This included the establishment of Hima center in each of these villages and recruiting locals from the community; thus providing job opportunities related to biodiversity conservation and peace building.
Further, a hiking trail was established linking the two villages together with both villages and local communities. The trail was titled “Hima for Peace” trail.
SPNL has established a Biblical Garden in Chemlan village, as well as a Quranic Garden in Kayfoun village, where the goal is to promote biodiversity as stated in the holy books, and provide the residents with a peaceful place to spend their time in.
SPNL has also worked on an open public event in Chemlan village that left a great positive impact there and in the surrounding villages, for it helped in bridging several villages together. It included playing zones for kids, stands of different local products that were displayed and sold, and food stations which were all run by locals. This event has played a role in exposing small businesses and new products to the local communities in the surrounding villages and consequently has helped locals in generating more income. Which was really unique in this event is that Kayfoun locals were helping as if this event is happening in their own village. The unity of the local communities that were working with the SPNL team members is what made that event successful.
Moreover, it is of great importance to shed light on how the two communities of Kayfoun and Chemlan have recently become really closer and started visiting each other in special occassions. This was highlighted in Ashoura, which is a solemn day for mourning the martyrdom of Al Hussein for Shiat Muslims. This is a special day in Kayfoun village. The priest of Chemlan, along with the mayor, has visited the mosque and presented a talk to the audience. This was a very important step that absolutely promotes peace between the two villages. Although their two religions differ, they both have one goal to promote peace and unite people together.

11 Middle East Center for Arab Studies.

2. DEVELOPED COMMON MANAGEMENT PLAN OF KAYFOUN / CHEMLAN IN A PARTICIPATORY APPROACH

Executive summary

The Kayfoun and Chemlan Management Plan – KCMP outlines a comprehensive strategy towards making Hima Kayfoun and Chemlan recognized sustainable tourism destinations in Lebanon, and more specifically in Mount Lebanon. This will be reached while ensuring sustainable livelihoods for local communities, promoting renewable energy and responsible water management, preserving, and valorizing local culture and agriculture, and advancing biodiversity conservation and valorization through research and science.

Key Strategic Aims

1. Promote ecotourism and nature-based tourism to support sustainable livelihoods and conservation efforts.
2. Strengthen science-based biodiversity conservation efforts to protect ecosystems and enhance resilience.
3. Enhance sustainable agriculture and water management practices to ensure food security and resource sustainability.

Action Plan

The action plan outlines detailed activities, indicators, responsible entities, and timeframes for achieving the strategic aims.
Key initiatives include:

- Developing a comprehensive marketing strategy to promote Hima Kayfoun and Chemlan as sustainable tourism destinations.
- Investing in eco-friendly infrastructure and facilities, including hiking trails, bicycle trails, and facilities powered by renewable resources.
- Designing and implementing a variety of eco-tourism attractions and activities.
- Establishing a comprehensive regulatory framework for sustainable practices: Ecotourism and Agriculture.
- Providing vocational training for local communities in sustainable livelihood skills.
- Facilitating access to microfinance loans and support programs for local entrepreneurs.
- Promoting the development of local handicrafts, culinary experiences, and cultural performances.
- Establishing a multi-stakeholder platform for knowledge sharing and collaboration.

Expected Outcomes

- Increased recognition of Hima Kayfoun and Chemlan as exemplary destinations for sustainable tourism practices.
- Enhanced sustainable livelihoods for local communities through diverse employment opportunities.
- Preserved and revitalized local culture and heritage.
- Safeguarded biodiversity and enhanced ecosystem services.
- Coordinated and effective sustainable development.
- Strongly engaged and highly skilled local communities.

KCMP provides a roadmap for transforming Hima Kayfoun and Chemlan into thriving sustainable tourism destinations, ensuring long-term benefits for local communities, the environment, and the region's cultural heritage. In this manner, the Hima approach will achieve its objective of fostering beneficial transformations for the well-being of both: people and nature.

1. Introduction

1.1 Context

The Kayfoun-Chemlan region in Lebanon faces a complex interplay of challenges, including biodiversity loss, climate change impacts, and conflicts over shared resources (such as water and forests). These challenges threaten the livelihoods and well-being of local communities, the health of the natural environment, and the region's cultural heritage.
KCMP emerges from the urgent need to address these challenges in a holistic and integrated manner, fostering sustainable development, community empowerment, and environmental resilience. The

plan recognizes that the future of these regions highly depends on the ability of local communities to adapt to climate change, manage their natural resources sustainably, and transform conflicts by adopting convenient alternatives for an enhanced livelihood.

1.2 Methodological Approach

Participatory Approach: Rooted in the Hima Methodology

KCMP is a practical reflection of the Hima approach, a traditional community-based natural resource management system originated from our Arabian Peninsula and currently revived and embedded in the Lebanese heritage with the efforts of Society for the Protection of Nature in Lebanon - SPNL. This approach is officially adopted as Protected area category under the Lebanese Law.

The KCMP's participatory approach is founded on three interconnected pillars: participation, engagement, and conversion. These pillars, aligned with the Hima Methodology, represent the essential elements of community engagement in management planning, emphasizing holistic thinking and the exchange of diverse perspectives.

- Participation: Empowering Local Communities

Participation is a core principle that acknowledges the intrinsic value of involving local communities in decision-making processes. Their active participation is crucial in shaping the direction of conservation and protection efforts, as they are the primary custodians of the land and its resources.

In the context of KCMP, participation meant that community members were not mere observers but active contributors. Inspired by the Hima Methodology's emphasis on local knowledge and expertise, they were invited to share their traditional knowledge, concerns, and aspirations for the Kayfoun-Chemlan Area. Through workshops, meetings, and dialogues, their inputs were not only recorded but also strongly integrated into the structure and details of the management plan.

- Engagement: Fostering a Sense of Ownership

Engagement emphasizes the continuous involvement of stakeholders in the ongoing processes of conservation and management. It extends beyond participation by highlighting the sustained interaction, collaboration, and sense of ownership that individuals and communities have in managing their environment.

In the context of KCMP, engagement meant fostering a lasting connection between the community and the conservation efforts. Echoing the Hima approach focus on community-based stewardship, it aimed to ensure that community members remained actively involved, not just during planning but throughout the upcoming implementation and monitoring phases.

- Conversion: Transforming Ideas into Action

Conversion signifies the transformation of ideas and aspirations into tangible actions on the ground. It highlights the need to translate sustainable concepts into practical solutions that benefit both the environment and the community.

In the context of KCMP, conversion meant that the ideas and visions generated through community participation and integration were translated into actionable strategies and initiatives that respond to the community's needs, the local capacities and conservation priorities sought to be realized through the implementation of the Hima approach in the area,

Methodology Inspired through the Hima Manual by Society for the Protection of Nature in Lebanon - SPNL

The KCMP employed the following steps, inspired by the Hima Manual:

Participatory session:

- Selection of a working group from the villages of Kayfoun and Chemlan, ensuring representation from both communities.
- Provision of training on the Hima Methodology to the working group, equipping them with the knowledge and skills to effectively participate in the management planning process.
- Organization of four sessions to guide the working group through the HMP steps, from situation analysis to stakeholder mapping, problem/objectives tree development, and finally to the formulation of the action plan with its strategic aims, objectives, and activities.

Management Plan Development:

- Considering external factors, then mapping and engaging stakeholders for a better understanding of the ongoing interactions that are happening between the different local community groups and their surrounding environment.
- Identifying and classifying problems from the main roots to the resulting causes and effects, towards transforming them into positive objectives that will be placed under different strategies to create a holistic action plan.

By adhering to these principles and implementing a methodology inspired by SPNL's Hima Manual, the KCMP successfully engaged local communities and integrated their perspectives into the management plan, ensuring a participatory, inclusive, and sustainable approach to conservation and development in the Kayfoun-Chemlan Area.

2. Objectives of the KCMP

The KCMP is a three-year adaptive aimed at achieving the following objectives:

Empower local communities to enhance their livelihoods.

- Foster sustainable livelihood opportunities through ecotourism, agriculture, and traditional practices.
- Provide training and resource support to strengthen local capacities and promote self-reliance.
- Ensure equitable distribution of benefits from conservation and development efforts.

Minimize the impact and stress on natural resources.

- Promote sustainable resource management practices to conserve biodiversity and ecosystem services.
- Implement climate change mitigation and adaptation measures to enhance resilience.

Establish a unified vision for both communities.

- Facilitate dialogue, mutual understanding, and collaboration between Kayfoun and Chemlan.
- Develop a shared vision for the future of the Kayfoun-Chemlan Area that aligns with the interests of both communities.
- Foster a sense of shared responsibility for the conservation and development of the region.

Harmonize efforts to achieve more impactful outcomes.

- Establish a collaborative governance structure that includes representatives from both communities and relevant stakeholders.
- Coordinate conservation and development efforts to maximize synergies and minimize duplication.

Develop a comprehensive and practical three-year action plan.

- Engage stakeholders and local communities in a participatory process to identify strategic aims and objectives.
- Convert ideas and aspirations into actionable strategies and initiatives.
- Establish clear timelines, responsibilities, and indicators for each action.

3. Site Description

3.1 Geographical Location

Kayfoun and Chemlan are situated in the Mount Lebanon Governorate, approximately 23 kilometers from Beirut, the bustling capital of Lebanon. They reside within the district of Aley along the western slopes of the Mount Lebanon range. The elevation of the area ranges from 720 to 900 meters above sea level, creating a picturesque backdrop of mountains and valleys.

The villages are embraced by a diverse array of natural habitats, dominated by oak forests. These habitats provide a multitude of ecosystem services, playing a vital role in water purification, soil conservation, climate regulation, and biodiversity preservation.

3.2 Climatic Factors

Mount Lebanon with snow cover in Lebanon

The climate of Kayfoun and Chemlan is characterized by distinct seasons: cool, wet winters and warm, dry summers. The average annual temperature hovers around 15 degrees Celsius, while the average annual rainfall amounts to approximately 800 millimeters. December and January receive the highest rainfall, while July and August experience the least.

The climate assessment report developed by Dr Georges Mitri highlights significant changes and trends in the climate of Kayfoun and Chemlan, particularly in rising temperatures and increased frequency of hot days and tropical nights. While precipitation shows variability, the overall trend in vulnerability to climate change is increasing, necessitating timely and effective adaptation and mitigation strategies in these regions.

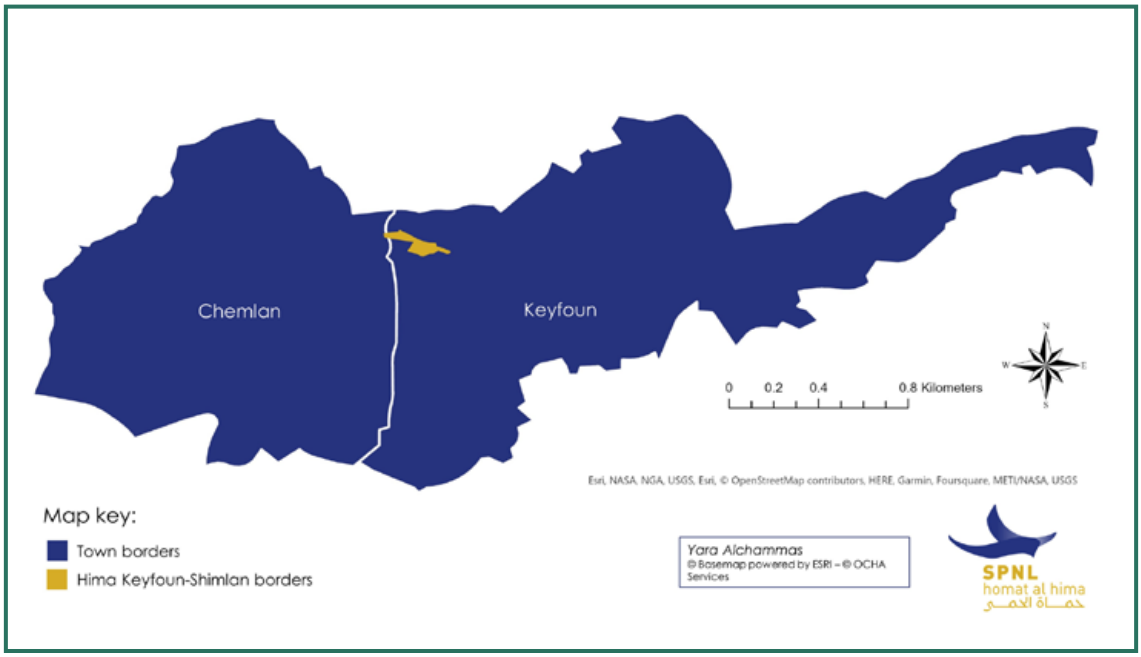
Feature	Kayfoun	Chemlan
Location	Mount Lebanon Governorate	Mount Lebanon Governorate
Distance from Beirut	23 kilometers	23 kilometers
Distance from Beirut International Airport	16 kilometers	16 kilometers
Distance from Alay	6 kilometers	6.5 kilometers
Elevation from sea level	800 meters	750 meters
Population	3,000	1,000
Surrounding villages	Chemlan & Souk el Gharb	Kayfoun & Ainab
Water sources	Natural springs	Natural springs
Average annual temperature	15 degrees Celsius	15 degrees Celsius
Average annual rainfall	800 millimeters	800 millimeters
Wettest months	December, January	December, January
Driest months	July, August	July, August

Table 1. ***Summary table for the geographical and climatic characteristics of Kayfoun and Chemlan***

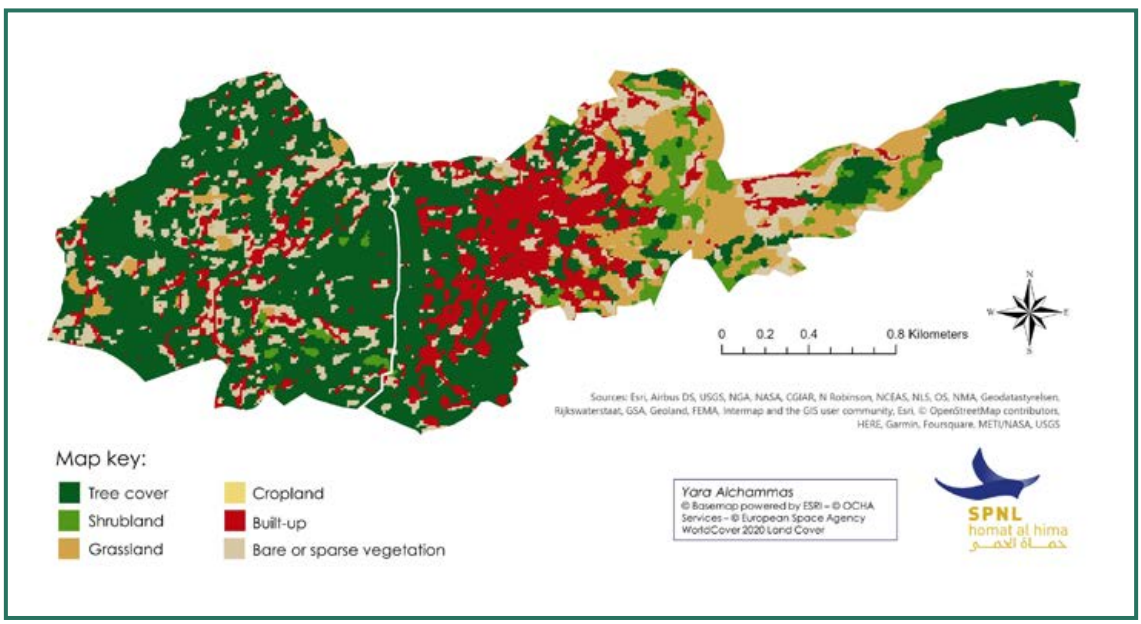
Conclusion

3.3 Natural Characteristics

- Landcover



Map 1. ***Kayfoun-Chemlan with the Hima borders***



Map 2. ***Kayfoun-Chemlan landcover***

- The majority of Kayfoun/Chemlan's green cover consists of Oak forests.
- There are also areas of field cultivation in large areas, moderately dense herbaceous vegetation, shrub vegetation, and sparse herbaceous vegetation.
- There is a well expanded urban area in the center of the village, as well as some urban sprawl on croplands.

Overall, the landcover map shows that Kayfoun and Chemlan are two rural villages dominated by urban areas surrounded by forests and croplands. The dense oak forests are the most common green landcover type in both villages, followed by field cultivation in large areas and shrub vegetation.

- Flora and Fauna

Located in the Aley region of Lebanon, Hima Kayfoun and Chemlan are two upland areas that boast a rich tapestry of biodiversity. These areas, nestled within the Damour River Valley, range in elevation from 500 to 1,000 meters above sea level and provide a haven for a diverse array of flora and fauna.

General Flora

The upland sites of Hima Kayfoun and Chemlan are characterized by a mixed broadleaf and conifer forest. The forest canopy is dominated by evergreen and deciduous oak (*Quercus calliprinos* and *Q. infectoria*), wild pine (*Pinus brutia*), and stone pine (Pinus pinea). Interspersed among these giants are broadleaf trees such as sumach (*Rhus coriaria*), carob (*Ceratonia siliqua*), terebinth (*Pistacia palaestina*), lentisk (*P. lentiscus*), and laurel (*Laurus nobilis*). The understory is adorned with shrubs such as myrtle (*Myrtus communis*), buckthorn (*Rhamnus punctata*), thorny broom (*Calicotome villosa*), spiny caper (*Capparis spinosa*), globe everlasting (*Helichrysum conglobatum*), and Calabrian putoria (*Putoria calabrica*).

Medicinal Plants

The region is renowned for its abundance of medicinal plants, particularly from the Lamiaceae and Hypericaceae families. These include *Origanum syriacum*, *Satureja thymbra*, *Thymbra spicata*, *Lavandula stoechas*, *Teucrium polium*, *T. divaricatum villosum*, *T. creticum*, *Salvia fruticosa*, *Nepeta curviflora*, *Hypericum thymifolium*, *Dittrichia viscosa*, *Anthemis cotula*, and *Ptilostemon chamaepeuce*.

Phytogeography

The upland sites of Hima Kayfoun and Chemlan belong mainly to Eumediterranean phytography. Eumediterranean vegetation, prevalent at elevations between 500 and 1,000 meters, is distinguished by deciduous oak, redbuds, storax, and herbs such as *Origanum syriacum*, *Phlomis longifolia*, *Allium trifoliatum*, and *Dioscorea orientalis*.

General Fauna

This area is home to a diverse array of animal life. Typical mammals found (Resident or just crossing the area) in this region include fox (*Vulpes vulpes*), jackal (*Canis aureus*), wolf (*C. lupus*), hyena (*Hyaena hyaena*), wild cat (*Felis silvestris*), mongoose (*Herpestes ichneumon*), badger (*Meles meles*), marten (*Martes foina*), squirrel (*Sciurus anomalus*), porcupine (*Hystrix indica*), hedgehog (*Erinaceus concolor*), shrews, rock hyrax (*Procavia capensis*), hare (*Lepus capensis*), mole rat (*Nannospalax leucodon*), mice, and wild boar (*Sus scrofa*). The area also boasts a rich bat fauna, with many species of Myotis, Eptesicus, Pipistrellus, Rhinolophus, and Rousettus bats.

Avifauna

The avifauna of Kayfoun/Chemlan is remarkably diverse, with a total of 22 recorded resident bird species. Additionally, the region is a haven for migratory birds, with over 50 species passing through or overwintering in the area.

The resident avifauna of Kayfoun/Chemlan includes a variety of raptors, owls, passerines, and corvids. Raptors such as the Common Kestrel and the Long-legged Buzzard are adept predators, while owls like the Barn Owl and the Tawny Owl provide essential rodent control. Passerines such as the Eurasian Jay, the Great Tit, and the White-spectacled Bulbul add vibrancy and diversity to the region's avifauna.

The migratory bird species that visit or overwinter in Kayfoun/Chemlan represent a wide range of habitats and ecological niches. From insectivores like the European Bee-eater and the Spotted Flycatcher to long-distance migrants like the White storks and Great white Pelicans.

3.4 Socio-economic characteristics

Within a region scarred by conflict, Kayfoun and Chemlan exist as neighboring communities linked by proximity but divided by a history of tension. During Lebanon's Civil War, these villages, along with the surrounding areas, were the sites of fierce battles. Despite their closeness, Kayfoun and Chemlan exhibit significant cultural and socioeconomic differences. Political affiliations within the two villages are sharply divided, reflecting contrasting mindsets and economic realities. Currently, the sharing of a common water source – a well – fuels conflicts between the communities, especially considering Lebanon's ongoing economic crisis.

The arrival of 5,000 Syrian refugees in Kayfoun has caused problems for the village. The number of people in Kayfoun has increased, which has put a strain on the village's water resources, housing, employment, and public services. Chemlan, on the other hand, has a different problem: there are not enough youth in the village. This could make it difficult for the village to grow in the future. Both challenges in Kayfoun and Chemlan need to be considered and addressed while developing and then implanting KCMP.

Current Situation of the two villages (SPNL involvement)

SPNL, along with the two municipalities of the two villages, has been working on common activities that would shorten distances between the two villages and bridge them together. This included the establishment of Hima center in each of these villages and recruiting locals from the community; thus, providing job opportunities related to biodiversity conservation and peace building.
Further, a hiking trail was established linking the two villages together with both villages and local communities. The trail was titled "Hima for Peace" trail.

SPNL has established a Biblical Garden in Chemlan village, as well as a Quranic Garden in Kayfoun village, where the goal is to promote biodiversity as stated in the holy books, and provide the residents with a peaceful place to spend their time in.

General Economic situation in the area

The economic landscape of Kayfoun and Chemlan is characterized by a growing reliance on non-traditional income-generating activities, particularly seeking employment in private or public sector and service-providing businesses.
While agriculture has traditionally been the mainstay of the communities' livelihoods, recent challenges have made it increasingly difficult to sustain solely through these means. This is partly due to factors such as limited access to arable land, water scarcity, and fluctuations in market prices for agricultural products.

Considering these challenges, local communities in Kayfoun and Chemlan have demonstrated a remarkable willingness to explore alternative income-generating opportunities. Nature-based tourism and ecotourism have emerged as promising avenues for economic diversification and development. The region's rich natural heritage, including its diverse ecosystems, scenic landscapes, and cultural attractions, presents a unique opportunity to capitalize on the growing global demand for sustainable travel experiences.

Both communities have expressed a strong interest in investing in nature-based tourism and ecotourism. They recognize the potential of these activities to create new jobs, boost local businesses, and enhance the overall economic well-being of the region. Moreover, they are eager to showcase their cultural heritage and traditions to visitors, promoting a sense of pride and cultural preservation.

This readiness and willingness to embrace nature-based tourism and ecotourism are driven by several factor, but the most important one is the starting point established by SPNL and the municipalities under the Hima approach where some facilities are already well set and ready for the community to invest in.

4. Strategic elements

4.1 SWOT Analysis

Strengths	Weaknesses	Opportunities	Threats
Unique natural beauty and biodiversity	Limited infrastructure	Develop new ecotourism products and services	Over tourism / irresponsible tourism
Rich cultural heritage	Lack of marketing and branding	Attract investment in tourism infrastructure	Climate change
Growing interest in ecotourism	Lack of coordination among stakeholders	Develop partnerships with local businesses	Economic instability
Strong community support	Susceptibility to climate change	Promote the area as a destination for sustainable tourism	Political instability
		Develop a strong brand (Hima for peace and Hima trails)	

*Table 2. **SWOT analysis summary from Kayfoun and Chemlan***

4.2 Preliminary Vision

During the second day of the participatory Hima Management Plan workshop, the working groups with representatives from both villages agreed on the following preliminary vision form KCMP:

"Kayfoun and Chemlan solidly placed on the eco-touristic map of Lebanon while creating potential income generating alternatives to sustain livelihoods."

This vision was revised, and a final one was shaped parallel to the development of the action plan (Section 5). The final vision is embedded within the conclusion (section 6).

4.3 Stakeholder analysis

The stakeholder mapping table for the KCMP identifies 15 key stakeholders, including the municipalities of the villages, rich and important families, investors, Ministry of tourism, Ministry of environment, media, and landowners. These stakeholders are all considered to be highly important for the endorsement and implementation of the management plan since they have a significant amount of power in decision-making and actions' implementation.

#	Stakeholder	Role	Power in decision-making	Power in implementation	Average rate	Importance
1	Municipalities of the villages	Local authtority of the Hima site, which is the protected area within the area of interest. Additionally, it's the local governmental body for the management of the areas.	4	5	4.5	High
2	Municipalities of the neighboring villages	Government agencies are responsible for the administration of the neighboring villages. These could help creating a network within Aley to enhance the tourism sector.	3	4	3.5	Medium
3	Political parties	Political organizations that represent the interests of different groups of people in the villages.	3	3	3	Medium
4	Religious entities	Religious organizations that play an important role in the 2 villages	3	3	3	Medium
5	Rich and important families	Influential families that have a lot of power and influence in the villages and can help engaging the local communities	4	4	4	High
6	Investors	People or businesses that are interested in investing in the villages or are already investing.	4	4	4	High
7	Media (conventional and social media)	Organizations that produce and disseminate news and information. Media is the key to shed the light on the importance of the area of interest, and making it shine on the tourism map of Lebanon.	4	4	4	High
8	CSOs and NGOs	Civil society organizations and non-governmental organizations that work on a variety of issues in the villages and could support in various components towards the development of the villages	3	3	3	Medium
9	Landowners	People who own land that could be linked to the Hima area or to other touristic zones	4	4	4	High

10	Local experts	People who have expertise in the management of protected areas, ecotourism, agriculture, community engagement, and other relevant fields	3	3	3	Medium
11	External experts	People from outside of the villages who have expertise that are missed from inside the villages	3	3	3	Medium
12	Ministry of tourism in Lebanon	Government agency responsible for the promotion and support of tourism in Lebanon	4	4	4	High
13	Ministry of agriculture in Lebanon	Government agency responsible for the development and regulation of the agricultural sector in Lebanon	3	4	3.5	Medium
14	Ministry of information in Lebanon	Government agency responsible for the regulation of the media and communication sector in Lebanon	3	3	3	Medium
15	Ministry of environment in Lebanon	Government agency responsible for the protection of the environment in Lebanon (Protected area, Hima)	4	4	4	High

Table 3. ***Stakeholders log for Kayfoun and Chemlan***

Results and interpretation

The Power Players: Municipalities, Rich Families, and Investors

The stakeholder mapping table reveals that the most powerful stakeholders in the endorsement and implementation of the management plan are the municipalities of the villages: Kayfoun and Chemlan, the rich and important families, and the investors. These stakeholders have a high degree of power in both decision-making and implementation, meaning that they will play a critical role in shaping the future of Kayfoun and Chemlan as tourism/ecotourism destinations.

The Government's Role

The government also plays an important and strategic role in the management plan. The Ministry of Tourism, Ministry of Environment, and Ministry of Agriculture all have significant power in some areas, and they will need to work closely with the other stakeholders to ensure its success. All implemented actions under the different strategic aims will need support from the ministries to ensure alignment with national guidelines and to maximize support on the national level.

The Media: A Powerful Partner

The media is another important stakeholder, as it can play a key role in promoting the villages as a tourist destination and raising awareness of the importance of the natural and cultural heritage of Kayfoun and Chemlan. The media can also help to hold the other stakeholders accountable for their commitments and ensure their engagement on a long term from more impactful actions.

Landowners: Key to Success

Landowners are also essential stakeholders, as they control the land that will be used to develop new tourism infrastructure and attractions. It is important to ensure that landowners are on board with the management plan and that they are willing to cooperate with the other stakeholders. Hima, being municipal land will be supported by the municipality, but as we move towards a landscape approach combining different villages for a unique tourism experience, private land will inevitably be involved in the tourism plan.

4.4 Problems analysis

Central Problem	Causes	Consequences
Challenges in positioning Kayfoun and Chemlan as prominent ecotourism destinations in Lebanon while ensuring sustainable livelihoods for local communities	**Limited infrastructure, lack of marketing and branding, lack of coordination among stakeholders, susceptibility to climate change, irresponsible potential**	**Economic stagnation, environmental degradation, cultural erosion, community dissatisfaction**
Limited infrastructure	Inadequate roads and transportation options, lack of sufficient accommodation and dining facilities	Hindering accessibility for tourists, limiting visitor options
Lack of marketing and branding	Low awareness of the area's unique natural beauty and cultural heritage among potential tourists, absence of a strong brand identity to differentiate the area from other tourism destinations	Limiting tourist arrivals, hindering destination recognition
Lack of coordination among stakeholders	Inefficient communication and collaboration between government agencies, local communities, and tourism businesses, unclear division of responsibilities and lack of shared vision for sustainable tourism development	Ineffective planning and implementation of sustainable tourism initiatives, hinderance to community engagement and benefits sharing
Susceptibility to climate change	Vulnerability to droughts, floods, and wildfires threatening the area's natural resources and tourism infrastructure, limited adaptation strategies to mitigate the impacts of climate change on tourism activities	Damage to natural resources, disruption of tourism activities, increased vulnerability to climate-related disasters
Irresponsible tourism	Uncontrolled tourist influx could strain the area's natural resources and disrupt the tranquility of local communities, inadequate waste management systems and infrastructure could lead to environmental degradation.	Damage to ecosystems, pollution of water resources and soil, disruption of local communities' way of life
Economic stagnation	Limited revenue from tourism hindering economic growth and development opportunities for local communities, lack of employment opportunities in the tourism sector restricting income generation and poverty reduction efforts	Reduced economic opportunities for local communities, limited poverty reduction efforts
Environmental degradation	Unsustainable tourism practices can damage fragile ecosystems and reduce biodiversity, increased waste generation and pollution can harm water resources and soil quality	Loss of biodiversity, degradation of natural resources, pollution of water and soil

Cultural erosion	Mass tourism can homogenize local traditions and erode the unique cultural identity of the area, lack of respect for local customs and heritage can lead to conflicts and misunderstandings	Loss of traditional practices and cultural identity, increased conflicts and misunderstandings
Community dissatisfaction	Limited involvement of local communities in tourism decision-making processes can lead to resentment and disengagement, unfair distribution of tourism benefits can create social divisions and inequity	Reduced community support for tourism, social conflicts and inequity

Table 4. ***Problems log for Kayfoun and Chemlan***

Based on the participatory workshop and the situation analysis for the sections 3 and 4, this problem mog was developed to identify the central problem that should be targeted by KCMP and to go through a detailed breakdown to reach the root problem that will be tackled by KCMPS' strategy aims and objectives. Nine root problems were identified, and they will shape the objectives logs presented in the section 4.5

4.5 Objectives Analysis

Strategic theme	Objectives	Indicators	Means of Verification	Assumptions
Eco-tourism / Nature-based tourism	Conduct a comprehensive survey to identify unique natural attractions, historical sites, and cultural events within the Hima Kayfoun and Chemlan region.	Number of unique natural attractions, historical sites, and cultural events identified.	Survey report.	Communities are willing to participate in the survey, and the municipalities will endorse these efforts.
	Establish guided tours for the shared forest, collaborating with local guides and community members to design and conduct tours that respect both Chemlan's desire for limited access and Kayfoun's interest in open recreational spots.	Number of guided tours conducted.	Number of participants in guided tours.	Local guides and community members are willing to participate in the development and implementation of guided tours.
	Develop an eco-tourism marketing plan to promote the region as a destination for responsible and environmentally conscious travelers.	Number of marketing materials developed.	Number of visitors to the region.	There is interest in eco-tourism in the region.

	Collaborate with local businesses to establish eco-friendly lodging and dining options that support sustainable practices.	Number of eco-friendly lodging and dining options established.	Number of guests at eco-friendly lodging and dining options.	Local businesses are willing to adopt sustainable practices.
Science and Biodiversity Conservation	Train community members in basic biodiversity monitoring techniques, including species identification, habitat assessment, and data collection methods.	Number of community members trained in biodiversity monitoring techniques.	Training materials.	Communities are interested in learning about biodiversity monitoring.
	Establish a community-driven biodiversity monitoring program to track changes in flora and fauna over time, providing valuable data for conservation efforts.	Number of monitoring sites established.	Number of monitoring events conducted.	Data collected from monitoring program.
	Facilitate workshops to identify research interests within the community and collaborate with local universities and research institutions to conduct studies on the region's biodiversity.	Number of workshops conducted.	Number of research projects initiated.	Research findings.
	Establish a network of biodiversity conservation volunteers to assist with monitoring, research, and outreach activities.	Number of biodiversity conservation volunteers recruited.	Number of volunteer hours contributed.	Outreach materials.
Agriculture and Water Management	Provide training sessions on modern and sustainable agricultural techniques, emphasizing crop rotation, pest control, and water conservation methods.	Number of training sessions conducted.	Number of farmers participating in training sessions.	Number of farmers adopting sustainable farming practices.
	Develop a sustainable water pumping system that ensures equitable access to clean water for both Kayfoun and Chemlan residents, while minimizing the impact on the environment.	Water pumping system installed and operational.	Water quality testing results.	Funding is available for the development of the water pumping system.
	Organize community events to clean and cultivate abandoned agricultural areas, promoting sustainable farming practices such as organic farming and soil conservation.	Number of abandoned agricultural areas cleaned and cultivated.	Number of farmers adopting sustainable farming practices.	Communities are willing to participate in the revitalization of abandoned agricultural areas.

Table 5. ***Problems log for Kayfoun and Chemlan***

4.6 Strategic aims

Strategic Aim	Summary Outcome
1. Promote ecotourism and nature-based tourism to support sustainable livelihoods and conservation efforts	Increased recognition of Kayfoun and Chemlan as exemplary destinations for sustainable tourism, with improved visibility, guided tours, eco-tourism marketing, and collaboration with local businesses fostering responsible and environmentally conscious travel.
2. Strengthen science-based biodiversity conservation efforts to protect ecosystems and enhance resilience.	Enhanced community capacity in biodiversity monitoring, leading to a robust community-driven monitoring program, increased collaboration with research institutions, and the establishment of a network of biodiversity conservation volunteers.
3. Enhance sustainable agriculture and water management practices to ensure food security and resource sustainability.	Adoption of sustainable farming practices, improved water access and conservation, and revitalized agricultural areas through training sessions, the development of a sustainable water pumping system, and community events promoting sustainable farming.

Table 6. ***Objectives log for Kayfoun and Chemlan***

5. Action plan

The Action Plan KCMP is the executive side of this ambitious strategy to promote sustainable development and address the region's environmental and socio-economic challenges. Within a 3-year timeframe from January 1, 2024, the plan is structured around 3 strategic aims, 11 objectives, and 32 activities.

The first strategic aim focuses on promoting ecotourism and nature-based tourism, recognizing the potential for these activities to generate income for local communities while preserving the region's natural beauty. The plan includes conducting comprehensive surveys to identify unique attractions, establishing guided tours, developing an eco-tourism marketing strategy, and encouraging sustainable lodging and dining options.

The second strategic aim prioritizes science-based biodiversity conservation, recognizing the importance of protecting the region's diverse flora and fauna. This aim encompasses training community members in biodiversity monitoring techniques, establishing a community-driven monitoring program, facilitating research collaboration, and creating a network of conservation volunteers.

The third strategic aim addresses agriculture and water management, acknowledging the need for sustainable practices to ensure food security and resource sustainability. The plan includes providing training on sustainable agricultural techniques, developing a water pumping system, and organizing community events to clean and cultivate abandoned agricultural areas.
The implementation of the KCMP Action Plan will require collaboration among various stakeholders, including local communities, government agencies (Mainly municipalities), non-profit organizations, and private sector.
The detailed plan is embedded in Annex 3 – KCMP detailed action plan.

6. Conclusion

The Kayfoun-Chemlan Management Plan (KCMP) marks a significant step forward in our collective efforts to achieve sustainable development, empower local communities, and preserve our rich natural and cultural heritage. This plan is rooted in a participatory approach, reflecting the aspirations and wisdom of the local communities, whose active involvement has been crucial in shaping a vision for the future.
With strategic aims focused on establishing Kayfoun and Chemlan as leading eco-tourism hubs, empowering local communities, and preserving cultural heritage alongside biodiversity conservation, the KCMP provides a comprehensive framework for action. The carefully crafted objectives and activities outlined in this plan are not mere ideals, but practical steps designed to bring about tangible, positive change.

The success of this plan hinges on the commitment and collaboration of all stakeholders involved. The establishment of a Hima committee, working closely with the Society for the Protection of Nature in Lebanon (SPNL), signifies an ongoing commitment to the plan's implementation, follow-up, and adaptation to evolving circumstances. The Hima committee, comprising local representatives and community members, will serve as the guardian of this living document, ensuring its flexibility and responsiveness to emerging challenges and opportunities.

As we embark on the journey outlined in this management plan, we recognize that change is constant, and adaptability is key. The plan's continuous follow-up and evaluation mechanisms, spearheaded by the Hima committee, will provide the necessary feedback loops for refinement and adaptation. This dynamic process ensures that the KCMP remains a living, breathing document, responsive to the needs and nuances of the Kayfoun-Chemlan community.
In this spirit of shared stewardship, the Kayfoun-Chemlan Management Plan stands not as a rigid blueprint but as a testament to our collective

commitment to a sustainable and resilient future. Through ongoing collaboration, shared responsibility, and a commitment to adaptability, we look forward to realizing the following vision that was inspired by the working groups discussion, situation analysis and the action plan development.

KCMP vision: ***Kayfoun and Chemlan: A Transformation into Thriving Eco-Tourism Destinations, Fostering Community Empowerment and Natural-Social Resilience.***

© Emile Boustani

3. LESSONS LEARNED OF THE ADJUSTED HIMA METHODOLOGY

(success and failure)

The participatory approach adopted in the development of the Kayfoun-Chemlan Management Plan (KCMP) has yielded valuable insights into the effectiveness of the adjusted Hima Methodology. This section highlights key successes, challenges, and areas for improvement to inform future applications of this methodology in other Hima initiatives.

Successes:

1. Strong community participation: The working group of 10 members representing both villages actively participated in all workshops and provided valuable insights and feedback. This ensured that the management plan reflects the needs and aspirations of the local communities.

2. Open and inclusive discussions: SPNL's efforts in creating a friendly atmosphere and facilitating discussions led to a collaborative environment where even opposing interests were considered and addressed constructively. This resulted in a shared vision and common goals for the future of Kayfoun-Chemlan.

3. Conversion of ideas into action: By adopting the Simplified Hima Management Plan Tool, the workshops effectively translated community ideas into actionable strategies and initiatives. This paves the way for concrete steps towards the desired future.

4. Identification of strengths and weaknesses: The sessions helped both villages identify their unique strengths (e.g., active community, available services, amentias) and weaknesses (e.g., weak law enforcement, lack of youth, bad infrastructure). This awareness is crucial for developing targeted interventions and enhancing resilience.

5. Shared vision and common goals: Despite initial differences, the workshops successfully facilitated the creation of a common vision for Kayfoun-Chemlan's future, focusing on eco-tourism, renewable energy, and cultural heritage promotion. This shared vision provides a unifying force for collective action.

Failures and Challenges:

1. Conflicting interests: Two main areas of conflict emerged between the villages: the management approach of the shared forest and water resource accessibility. These issues required further dialogue to find mutually beneficial solutions. These areas should be monitored throughout the plan's implementation to avoid any emerging complications.

2. Limited outreach: While the working group effectively represented by the 10 participants, broader community engagement beyond the group could strengthen ownership and support for the plan.

3. Capacity building needs: Both villages lack adequate infrastructure and technical knowledge. Building their capacity through training and resources is essential for successful implementation.

4. Financial resources: The plan's success hinges on securing funding for initiatives like eco-tourism infrastructure, renewable energy installations, and cultural heritage promotion. Exploring various funding sources and developing sustainable financial models is crucial.

5. Long-term commitment: Maintaining momentum and ensuring long-term commitment from both communities and stakeholders is necessary for the plan's success. Clear accountability mechanisms and periodic monitoring are essential to keep everyone invested.

4. RECOMMENDATIONS

Building upon the lessons learned from the KCMP process, this section presents a set of recommendations to enhance the success of future Hima management plans and strengthen the overall impact of the Hima approach. These recommendations focus on addressing key challenges and fostering conditions that support effective implementation and long-term sustainability.

Continue inclusive engagement:
Expand engagement beyond the working group to reach a wider audience in both villages. Community meetings, information sessions, and awareness campaigns can generate broader support and ownership.

Address inter-village conflicts:
Facilitate further dialogue and collaborative problem-solving to find mutually acceptable solutions to the forest management and water resource challenges. Consider involving external mediators if necessary.

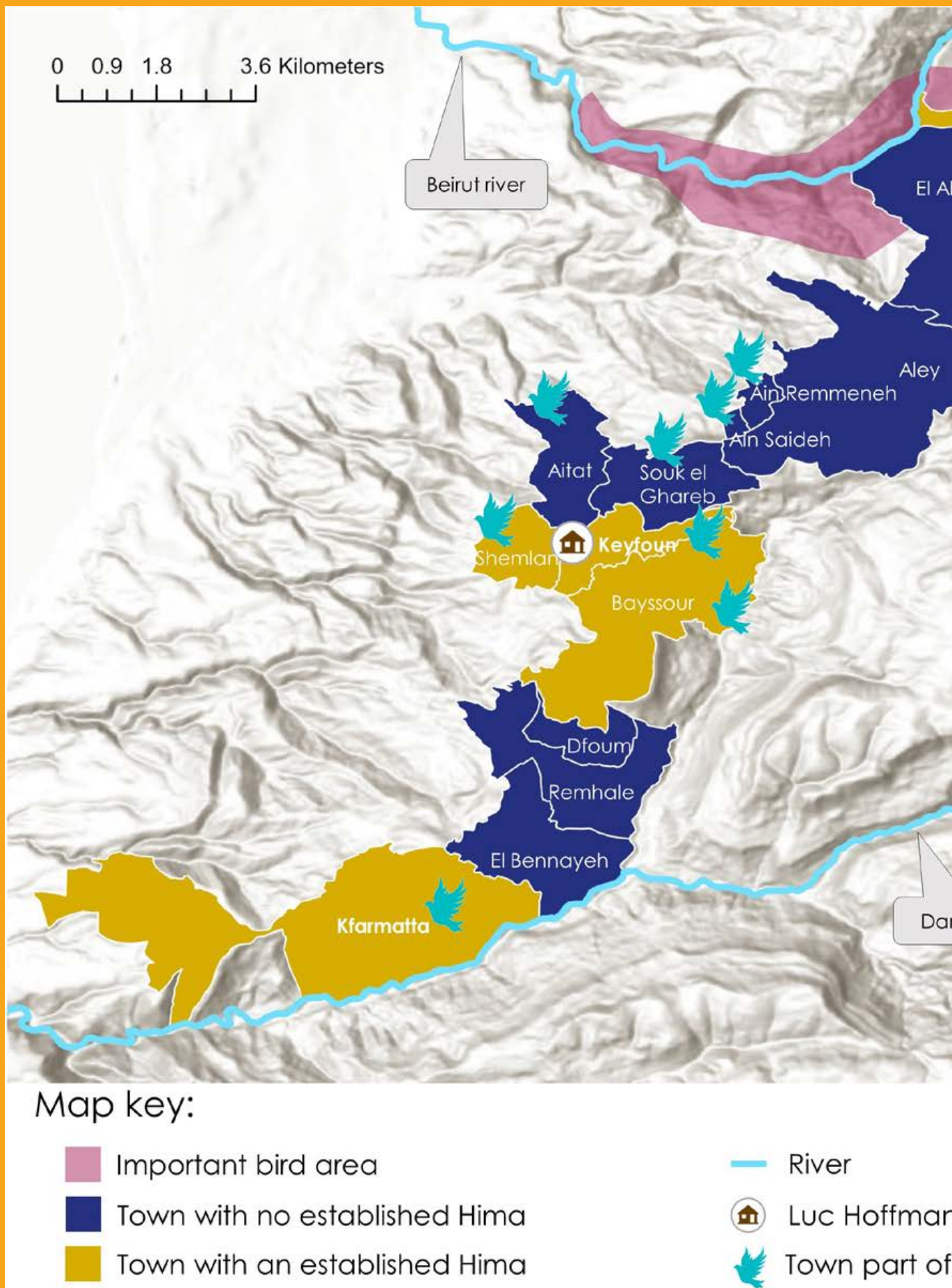
Enhance capacity building:
Develop targeted training programs and resource allocation strategies to address the specific needs of each village, particularly infrastructure development and technical skills improvement.

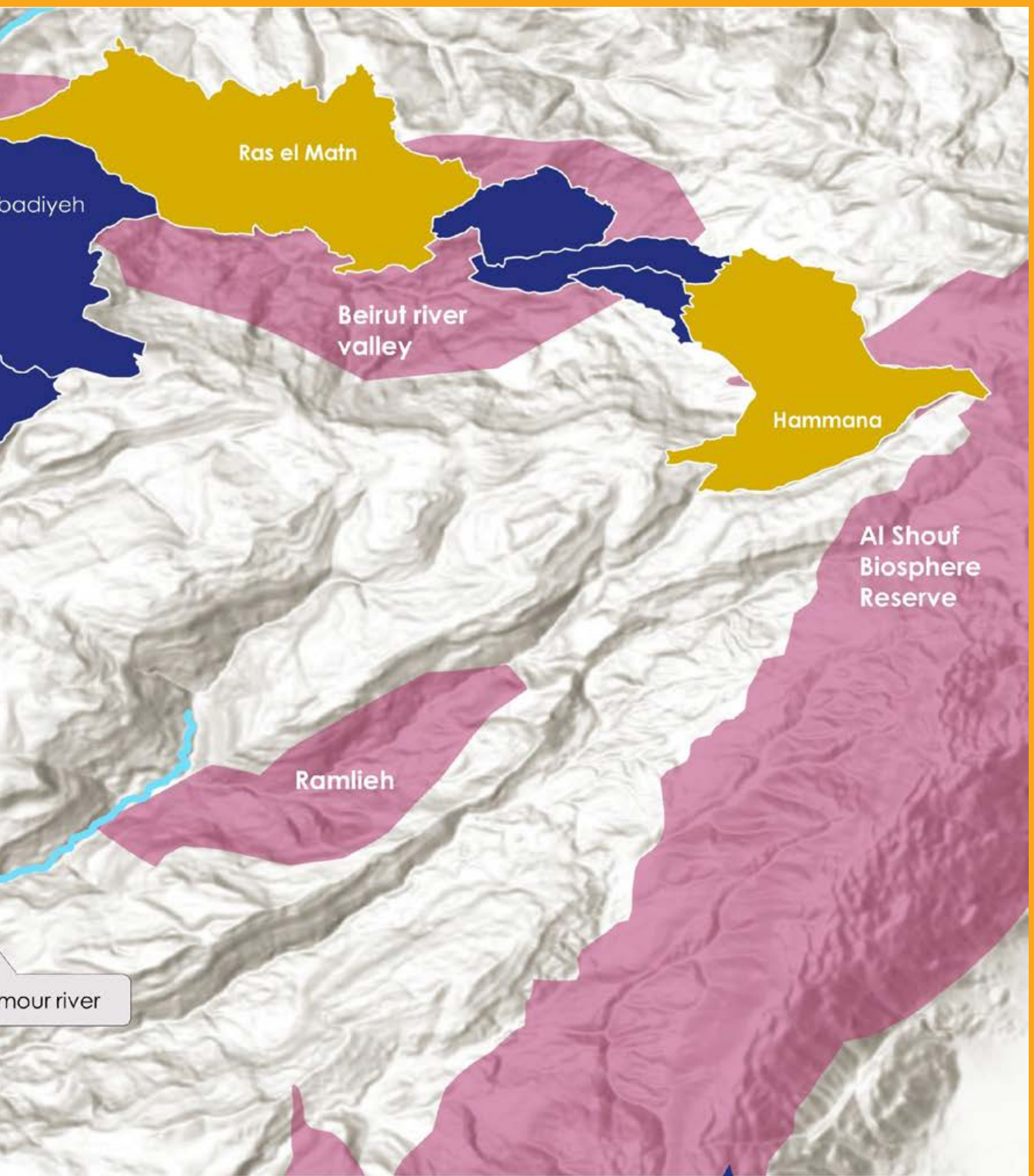
Secure funding:
Explore diverse funding sources, including grants, public-private partnerships, and community fundraising initiatives. Develop sustainable financial models and business plan for long-term operation and maintenance of projects.

Establish accountability mechanisms:
Clearly define roles and responsibilities for all stakeholders involved in the implementation and monitoring of the plan. Regular progress reports and community feedback sessions can ensure transparency and accountability. Breaking down the plan into milestones that could be achieved through small funds could help keep the community motivated and excited to achieve the core goal.

Promote advocacy and partnerships:
Build collaborative relationships with local agencies, NGOs, and other stakeholders. Advocate for policy changes and resource allocation that support Hima's goals and objectives.

Monitor and adapt:
Regularly assess the plan's progress and adapt strategies as needed. Continuous monitoring and evaluation are crucial for ensuring the plan remains relevant and effective in achieving its goals.


0 0.9 1.8 3.6 Kilometers
Beirut river
El Al
Aley
Ain Remmeneh
Ain Saideh
Aitat
Souk el Ghareb
Shemlan
Keyfoun
Bayssour
Dfoum
Remhale
El Bennayeh
Kfarmatta
Dar
Map key:
Important bird area
Town with no established Hima
Town with an established Hima
River
Luc Hoffman
Town part of



SPNL
homat al hima
حمـــاة الحمـــى

nn Hima Center
Hima for Peace

Yara Alchammas
© Basemap powered by ESRI – © OCHA Services

And We created from water every living thing

Credits

Content by | Bassima Khatib, Elie El-Haddad, Fatima Hayek, Wael Hmaidan, André Bechara, Dalia Malaeb

Layout and Design | Karim Farah
Printing | ...

Society for the Protection of Nature in Lebanon (SPNL), Beirut 2023

BirdLife INTERNATIONAL PARTNER

SPNL homat al hima

Robert Bosch Stiftung