Inclusive governance of sustainable Mediterranean coastal metropolis
The MEDSEATIES Project is a Mediterranean transnational cooperation project aiming at the empowerment of Mediterranean local authorities and private stakeholders in the multi-level decision-making processes related to the environmental, economic and urban management of coastal cities.

Mediterranean metropolitan areas are characterized by a lack in coordination and integration of coastal zone management. Thus, all the stakeholders involved in littoral areas – decision-makers, private sector and civil society – need a governance framework in order to act and react within a fairly short space of time.

The MEDSEATIES Project aims at initiating a transnational participatory process involving local authorities from 6 Mediterranean territories together with international actors, businesses, universities and civil society stakeholders, to identify, assess and recommend innovative governance systems and policy tools aiming a better management of urban coastal areas.

The participatory approach promoted by MEDSEATIES will allow more integration between the different sectors and stakeholders by promoting coordination in each participating territory within Local Working Groups, which initiate the first spaces of dialogue between intersectoral stakeholders. Such a participatory approach will be experimented in each territory through Pilot Projects involving innovative and participatory tools for local project planning, urban policy design or broader policies framing.

The project activities take place over 24 months during the years 2014 and 2015.

The 2007-2013 ENPI CBC Mediterranean Sea Basin Programme is a multilateral Cross-Border Cooperation initiative funded by the European Neighbourhood and Partnership Instrument (ENPI). The Programme objective is to promote the sustainable and harmonious cooperation process at the Mediterranean Basin level by dealing with the common challenges and enhancing its endogenous potential. It finances cooperation projects as a contribution to the economic, social, environmental and cultural development of the Mediterranean region. The following 14 countries participate in the Programme: Cyprus, Egypt, France, Greece, Israel, Italy, Jordan, Lebanon, Malta, Palestine, Portugal, Spain, Syria (participation currently suspended), Tunisia. The Joint Managing Authority (JMA) is the Autonomous Region of Sardinia (Italy). Official Programme languages are Arabic, English and French. (www.enpicbmcmed.eu).

The European Union is made up of 28 Member States who have decided to gradually link together their know-how, resources and destinies. Together, over a period of enlargement of 50 years, they have built a zone of stability, democracy and sustainable development while maintaining cultural diversity, tolerance and individual freedoms. The EU is committed to sharing its achievements and its values with countries and peoples beyond its borders.
PARTNERS

- Agency for sustainable Mediterranean cities and territories (AViTeM), France
- Aqaba Special Economic Zone Authority (ASEZA), Jordan
- Al-Fayhaa Urban Community, Lebanon
- City of Marseille, France
- City of Thessaloniki, Greece
- City of Genoa, Italy
- Toulon Provence Méditerranée Urban Community, France
- Pôle Mer Méditerranée - Sea Innovation Cluster, France
- Liguria Cluster of Maritime Technologies - (DLTM), Italy
- United Nations Development Programme, Lebanon
- UJ-Aqaba Branch University of Jordan, Faculty of Marine Sciences, Jordan
- Al-Manar University of Tripoli, Lebanon

ASSOCIATE PARTNERS

- Mediterranean Protected Areas Network (MedPAN)
- Center for Mediterranean Cooperation of the International Union for Conservation of Nature (UICN-Med)
- Coastal Protection Agency, France
- Autonomous University of Barcelona (UAB), Spain
- North Lebanon Local Economic Development Agency (LEDA), Lebanon
- Nice Côte d’Azur Metropole (NCA), France
- Plan Bleu - Environment and development in the Mediterranean
- Barcelona Metropolitan Area (BMA) - MedCities Network, Spain
- Regional Agency for Environmental Protection (ARPAL), Italy
- Thessaloniki Port Authority S.A. (THPA SA), Greece
- EGNATIA ODOS S.A., Greece
- Priority Actions Programme / Regional Activity Centre (PAP / RAC)
- Public Management and Territorial Governance Institute (IMPGT), Aix-Marseille University, France

For more information on the MEDSEATIES Project, please visit www.medseaties.eu
Founded in 2012, following the Ministerial Conference of the Union for the Mediterranean (UfM) in Strasbourg on Sustainable Urban Development, the AViTeM associates the French Government (Commissariat Général à l'Egalité des Territoires (CGET, ex-DATAR)), the Provence-Alpes-Côte-d'Azur (PACA) Region, Nice Côte d'Azur Metropolis, the Urban Community of Marseille (Marseille Provence Métropole), the Agglomeration of Toulon (Toulon Provence Méditerranée), the City of Marseille and the Public Establishment Euroméditerranée.

The main objective of AViTeM is to set up the means for the exchange of experience, expertise, cooperation and training to promote integrated and exemplary initiatives of urban and territorial development in the Union for the Mediterranean countries. AViTeM meets a strong demand of cooperation from Mediterranean countries in terms of processes, tools and methods, and help at the implementation of effective urban and territorial planning.

The Agency for sustainable Mediterranean cities and territories has three axes of action:

• Territorial cooperation, with exemplary integrated projects on urban and territorial development in Mediterranean countries;
• Training, marked by the creation of a high-level seminar Cycle dedicated to decision makers of Mediterranean countries;
• Capitalisation and experience sharing to allow the emergence of concepts and operational process for urban and territorial sustainable development.

AViTeM, as applicant and project leader, manages the project and activities general coordination at both action plan and administrative and financial levels.

It also provides operational support and project management assistance on experimental projects regarding sustainable territorial development.

Disseminating the findings of MEDSEATIES to a wide audience of beneficiaries, both at national and international levels, is the key action for the success of the project and its sustainability.

The added value of AViTeM is compelling while it answers an evolution of the Mediterranean countries to a larger territorialization of the public policies. Indeed, public authorities aim at going beyond sector logic, still prevailing today in public policies, and get involved in true integrated approaches of territorial and urban development, associating the various scales of public action.
UNDP has been active in Lebanon for over fifty years, supporting the nation through times of war and peace, challenges and successes. UNDP focuses on building effective relationships with national institutions and local communities for lasting change in people's lives.

UNDP partners with people at all levels of society to help build nations that can withstand crisis, and drive, and sustain the kind of growth that improves the quality of life for everyone.

UNDP plans and implements its programs in partnership with key stakeholders, from government, UN agencies, NGOs, international financial institutions and bilateral donors, to civil society, the private sector and universities.

The ART GOLD initiative has been designed to support the attainment of the Millennium Development Goals. It focuses on building capacity for Local Governance and Decentralized Participatory Development Management in programme countries.

UNDP ART GOLD Lebanon was launched in March 2007. It adopts a strategic planning approach to achieve balanced and sustainable development by relying on three main pillars, (i) the participatory approach ensured by the Working Groups, (ii) the Local Economic Development, and (iii) the support of the Decentralized Cooperation.

As international partner in the project benefiting from a strong experience and action in North Lebanon, UNDP role is two-fold.

First, UNDP supports Al-Fayhaa Urban Community in the implementation of activities in its territory mainly by contributing to the studies.

Secondly, UNDP coordinates the Governance Work Package, helped by its experience on governance models and participative approach. The aim is to elaborate a common governance framework in order to initiate coordination between stakeholders related to urban coastal zone management, at territorial and local level on the one hand, at trans-Mediterranean level on the other hand.

Within capitalisation activities, it plays a special role in the dissemination of project’s results and approach at Lebanese and international levels.

As an organization, UNDP have had to continually evolve in orientation and coverage to help in the identification of national needs and priorities in an often rapidly changing development and security setting in order to support the achievement of long-term development objectives.

**PRESENTATION**

UNDP strives to reflect the ability and resilience of the Lebanese to adapt to continuing development challenges. The UNDP’s role in the MEDSEATIES project is almost to help Al-Fayhaa Urban Community to develop and identify their needs and priority about coastal management.

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MUT provides superior education to its students and to its citizens-at-large. MUT will continuously review and update its curricula to meet market needs and changes in technology, while seeking to recruit instructors of the highest quality and character in the pursuit of its goals:

- To offer higher and quality education and research comparable to international standards, satisfying students’ and society’s needs for qualified knowledge.
- To graduate students that can easily meet the market needs and challenges.
- To promote the interaction between higher education institutes and the private sectors of industry and business by holding seminars, symposia and workshops to train students in the business field while simultaneously continuing their studies.
- To contribute to the academic, economic and social development of North Lebanon in particular and Lebanon in general.

The intention of MUT, being in line with the MEDSEATIES project’s general and specific objectives, is to help improving the local CZM. The great expectation of Al-Manar would be to set, with the help of MEDSEATIES Project, a museum for the Mediterranean Sea at the University of Tripoli campus illustrating the importance of this sea regarding history, flora, fauna, physical, chemical and morphological characteristics and general activities. The museum would be a valuable tool for education and awareness for MUT and for the country.

As scientific partner in the project, Al-Manar University role is three-fold. First, Al-Manar University is involved in the capitalization of results. Together with other technical and scientific partners MUT supports partner cities to target key stakeholders to address and to focus on: (i) the elaboration of capitalization strategy; (ii) the ‘MEDSEATIES Friends club’; (iii) the capitalization with other projects on similar subjects; (iv) two capitalization workshops to which most relevant projects will be invited; and (v) the capitalization of MEDSEATIES results and political commitment.

Secondly, Al-Manar University is proactive in the MEDSEATIES Governance Work Package by providing: (i) a state of the art and evaluation with current measures and initiative; (ii) an identification of the diversities in partner’s legal systems; (iii) an identification of key stakeholders; and, (iv) an initiation of local connections between the Local Working Groups.

Finally, MUT is committed in the MEDSEATIES Capacities Work Package by sharing experience and know-how transfer; communicating adapted tools to territories and targets groups; and raising public awareness related to coastal management.
The vision of The University of Jordan, Faculty of Marine Sciences (FMSC) is to be the centre of excellence in marine sciences and technology education in Jordan, to produce scholars who can help the country’s economic development through sustainable utilization of inland and marine aquatic resources.

In response to this goal, FMSC strives to educate scientists and policy specialists with the broad vision needed to address national, regional and global problems. Meeting these problems often demands expertise in several disciplines, and its interdisciplinary curriculum teaching, research, and outreach reflects this reality.

In pursuit of its vision, Faculty of Marine Sciences will strive to produce outstanding internationally accredited graduates in the fields of marine sciences/oceanography with capabilities of learning and research, and are capable of building international collaborations, to contribute to the enrichment of education, socioeconomics, environment and resources of the country with special reference to marine resources and environments.

The Marine Sciences Program at the faculty of marine science of the university of Jordan Aqaba branch shares the University’s strong commitment to teaching, research and public service. UJ-Aqaba strives to describe, understand and predict the processes that regulate marine systems and connect these to the other components of the Earth’s System, to assess the significance of change in marine systems and its consequences for humans and other organisms.

As scientific partner in the project, UJ-Aqaba role is two-fold.
First, UJ-Aqaba supports ASEZA in the implementation of activities in its territory by contributing to the studies on the Work Package Governance.
Secondly, UJ-Aqaba has expertise on biodiversity of the aquatic environment, fresh water and marine pollution, environmental education and awareness. It advises all the partners in matters specific to its expertise and elaborates the environmental diagnosis of each territory to prioritize environmental issues, focusing on anthropogenic activity.

The Jordanian coast of the Gulf of Aqaba represents the only marine access of Jordan, where most of the sea-based activities are concentrated. This environment is unique in terms of its special marine life, represented mostly by intensive coral reef ecosystems and seagrass meadows. Such valuable environment is precious in all aspects, including its ecological and socio-economic values.
Genoa is the capital of Liguria and the sixth largest city in Italy with a population of 598,537, within its administrative limits on a land area of 243.6 km². Genoa is one of Europe’s largest cities on the Mediterranean Sea and the largest seaport in Italy.

Genoa, which forms the southern corner of the Milan-Turin-Genoa industrial triangle of north-west Italy, is one of the country’s major economic centres.

The City covers an area of 243 square kilometres between the Ligurian Sea and the Apennine Mountains. The City stretches along the coast for about 30 kilometres from the neighbourhood of Voltri to Nervi, and for 10 kilometres from the coast to the north along the valleys Polcevera and Bisagno.

The City of Genoa is one of the world’s best kept travel destinations secrets. It features many famous landmarks and interesting tourist attractions and enjoys a pleasant, mild climate. Conveniently located near the North of Italy, Genoa is the gateway city to the Italian Riviera.

A good example of management is the Aquarium of Genoa which is the largest aquarium in Italy and the second largest in Europe. Built for Genoa Expo’92, it is an educational, scientific and cultural centre. Its mission is to educate and raise public awareness as regards conservation, management and responsible use of aquatic environments. It welcomes over 1.2 million visitors a year.

The urban regeneration that has involved the buffer zone in the Prà District, in the Western coast of Genoa might be an example of best practice because of the social impact on the local activities connected to the sea.

The City of Genoa is the local authority responsible for the activities implemented in its territory, with the support of Liguria Cluster.

As such, Genoa role is particularly important in the implementation of the Governance and Capacities Work Packages by contributing to the studies and tools requiring information and data from its territory.

Within the transversal work packages, Genoa also participates to the general implementation of the project by contributing to the Steering and Technical Committee and participating to the regular meetings.

By participating in the project MEDSEATIES, the City of Genoa wishes to transmit and exchange his experience in terms of coastal management.
Thessaloniki is the second largest city in Greece and the capital of the Greek region of Macedonia, the administrative region of central Macedonia and the Decentralized Administration of Macedonia and Thrace.

Thessaloniki is Greece’s second major economic, industrial, commercial and political centre, and a major transportation hub for the rest of south-eastern Europe; its commercial port is also of great importance for Greece and the south-eastern European hinterland.

This city is a popular tourist destination in Greece. Today the second city of Greece boast with the two universities, the international fair, the film festival, the Dimitria festivities and all the cultural activities at go on all year round.

Thessaloniki lies on the northern fringe of the Thermaic Gulf on its eastern coast and is bound by Mount Chortialis on its southeast. Its proximity to imposing mountain ranges, hills and fault lines, especially towards its southeast have historically made the city prone to geological changes.

**ROLE AND VALUE ADDED IN THE PROJECT**

Thessaloniki is the local authority responsible for the activities implemented in the territory.

As such, Thessaloniki role is particularly important in the realization of the Governance Work Package by contributing to the studies and tools requiring information and data from its territory.

Within the transversal work packages, Thessaloniki also participates to the general implementation of the project by contributing to the Steering and Technical Committee and participating to the regular meetings and implements capitalization activities according to the capitalisation strategy and recommendations provided by Aĺ-Fayhaa Urban Community.

As a large city and an important port, Thessaloniki met with the same problems as its Mediterranean partners in term of shoreline management.

**INTENTIONS / EXPECTATIONS**

To be able to share its experiences and its practices with the other MEDSEATIES project partners is an opportunity to improve their skills in the development of its own coastal areas.

**PRESENTATION**

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Sometimes affectionate, sometimes rebellious, she loves to seduce the visitor who seldom resists the charm of 111 different districts, the mild climate and the secrets of its gastronomy.

Although it is France’s second largest city, it has remembered and retained values of sharing that have shaped its territory for centuries and is still known as the « Phocaean city » in memory of the ancient Greeks from Asia Minor who founded the city here.

It is a port city with a strong identity, and has also kept abreast of the changes throughout time to become an important capital of the Mediterranean Basin open to the world.

Crossroads of civilizations and trade since ancient times, Marseille possesses a nature, land and sea heritage unique in its diversity. These assets, combined with a city in metamorphosis, have generated a vigorous revival of economic activity and have placed the city among the most popular tourist destinations.

The Department of International and European Relations manages the coordination of European Programs at the City. The Sea and Coastal Department provides the technical expertise in this project and is willing to share its experience in the governance of coastal zones.

In the framework of the project MEDSEATIES, the City of Marseille is planning to put in place a pilot project focused on Frioul islands located close to the core center of the agglomeration. The users of those islands are various and the problems encountered are numerous in terms of governance of this coastal zone.

The City of Marseille is the local authority responsible for the activities implemented in Marseille territory, with the support of Pôle Mer Méditerranée (Sea Innovation Cluster) and AViTeM. Marseille is the leader of the Communication Work Package. Thus, the city designs and develops the communication plan and tools and produces internal and external reports for communication once a year.

Marseille’ role is also important in the implementation of the Governance and Capacities Work on its territory by contributing to studies and tools that require information and data from its territory.

Finally, the City participates to the general implementation of the project with the organization of the first Kick-off meeting launching the project hosted in Marseille.

Marseille has a large experience in the management of coastal areas. By participating in the MEDSEATIES project, the City of Marseille wishes to transmit and exchange its experience in this area. The project might also be a springboard for new cooperation with Mediterranean and European partners.

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The Toulon area, as the third urban growth area of the French Mediterranean seafront and the first national Defense base, is strategically located. Its metropolitan ambition is furthered by the establishment of leading companies, the support of the world-class Sea Competitiveness Cluster and other major clusters.

Around the harbor, itself a site of Euro-Mediterranean interest, TPM is working on large-scale developments, notably in the field of tourism and innovation. TPM acts as coordinator for major investments, among which the establishment of the Marine Techno Park, high-tech sites, activity parks, network of business incubators and business centers, new university campuses, port infrastructures, ultra high-speed communication networks, etc.

ROLE AND VALUE ADDED IN THE PROJECT

The Urban Community of Toulon is the local authority responsible for the MEDSEATIES activities implemented in Toulon area, with the support of the Pôle Mer Méditerranée (Sea Innovation Cluster). As such, TPM’s role is particularly important in the realisation of the Governance and Capacities Work Packages. The Urban Community contributes to the studies and tools requiring information and data from its territory. These activities are complemented by the awareness raising action that Toulon Provence Méditerranée leads. TPM also implements capitalization activities and disseminates project results in its territory.

Within the framework of MEDSEATIES, Toulon Provence Méditerranée wishes to share its experience in integrated coastal zone management, notably through the coordination and the animation of the Bay Contract of Toulon and its watershed. This action plan, which started in 2002 and was renewed in 2013, pools all local stakeholders in a common project to restore the quality of water and marine habitats. TPM especially offers to share with all the MEDSEATIES partners the tool created to monitor the bay contract, in the form of a very precise dashboard.

INTENTIONS / EXPECTATIONS

After concluding the 2nd Bay Contract of Toulon and its watershed for 2013-2018, TPM is now preparing a Bay Contract for the îles d’Or, in the bay of Hyères-les-Palmiers. The issues of the project are significantly different, because the area combines several operations led by numerous actors. For maximal efficiency, it seems necessary to develop a new way of working all together. MEDSEATIES offers TPM the opportunity to implement a pilot project on this important topic.

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The cluster has been the focal point of investment in research and development into new techniques and technology applied to the maritime world.

The network of the Pôle Mer Méditerranée involves 380 members including major companies, SMEs, research institutes and academics. It stimulates and encourages innovation through collaboration around 6 Strategic Business Areas:

- Maritime safety and security;
- Naval and yachting;
- Marine mining and energy resources;
- Marine biological resources;
- Marine environment and coastal planning;
- Harbours, infrastructures and shipping.

ROLE AND VALUE ADDED IN THE PROJECT

As technical partner in the project, Pôle Mer Méditerranée’s role is two-fold.

First, the cluster supports the Urban Community of Toulon and the City of Marseille in the implementation of activities in their territories, mainly by contributing to the studies for the Governance Work Package.

Secondly, the cluster advises all the partners in matters specific to its expertise, especially related to urban coastal areas management, diverse networks, enterprises development and environmental protection.

As such, within the Technical Committee, the cluster coaches partner cities in gathering and mobilizing local stakeholders towards ‘clusterization’ process and advising them with governance models design.

Pôle Mer Méditerranée helps Liguria Cluster in elaborating the knowledge background for training sessions in the Capacities Work Package and also supports partner cities to target key stakeholders to well address issues to capitalise on.
ITALY/LIGURIA CLUSTER OF MARITIME TECHNOLOGIES (DLTM)

The Liguria Cluster of Maritime Technologies (DLTM) arises from the strong will of the local community and constitutes an emblematic collaboration between companies, research institutions and administration, which, starting from La Spezia, embraces the whole Region of Liguria.

INTENTIONS / EXPECTATIONS

DLTM operates mainly in the Region of Liguria and not for profit. Its primary purpose is to promote, in the Region of Liguria, a technology district intended as a geographic area and socio-economic environment in which triggers a strategy to strengthen the research and development in the field of marine technology and those linked to them, or complementary, as well as acceleration of the settlement and growth of entrepreneurial initiatives related to the same areas.

ROLE AND VALUE ADDED IN THE PROJECT

As technical partner in the project, DLTM role is threefold. First, it supports the City of Genoa in the implementation of activities in its territory, by contributing to the studies on the Governance Work Package. Secondly, it supports the process of cooperation, which needs to be settled by every city partners among local stakeholders, through adequate governance models and elaboration of policy recommendations. Then, DLTM coordinates the Capacities Work Package by producing an action plan to improve stakeholders’ decision-makers’ know-how and consciousness, and two internal and external reports once a year. Notably, DLTM coordinates the preparation of training sessions in territories as well as activities related to awareness raising, such as the spreading of innovative and integrated solutions for ICZM over territories involved in the project.

DLTM operates in accordance with the National Research Programme 2010-2012, as a territorial entity of sectorial governance for research processes, innovation and training, capable to involve all the actors in governance processes for the development of an integrated local and global planning, and the integration between research, innovation and training process, with the aim of achieving measurable impact in terms of growth of the territories intangible heritage. Its role will be essential in the MEDSEATIES project.
ASEZA was inaugurated in 2001 as an initiative by the Jordanian government to ensure that Aqaba’s commercial and cultural prominence develops to be a regional hub for trade, tourism, and culture. ASEZA is a service-oriented organization offering one-stop assistance covering all investment needs. ASEZA offers integrated services and assistance to every concerned business and ensures all governing laws and regulations of ASEZ are made public.

In 2002, ASEZA adopted a comprehensive Master Plan that encompasses development activities in the Zone for the promotion of portal, urban, tourist, commercial, academic and other investment sectors. Developed planning already covers many special areas such as:

- The Port Areas that includes the Main Port, the Container Port and the Southern Industrial Port. According to the Master Plan, a common location—the Main Port—is established to merge the three existing port area activities into one expanded entertainment, residential, hotel and cruises service center.

- The Coral Coastal Zone that is undergoing a wide residential, hotel and entertainment facilities construction process for the development of an advanced community resort, with respect to relative beach and coral reef protection requirements.

**ROLE AND VALUE ADDED IN THE PROJECT**

ASEZA is the local authority responsible for the activities implemented in Aqaba territory, with the support of the University of Jordan-Aqaba.

As such, ASEZA role is particularly important in the implementation of the Governance and Capacities Work Packages. Within the transversal work packages, ASEZA also participates to the general implementation of the project and will disseminate project results in its own territory, using the tools produced for the whole partnership.

ASEZA is responsible for the organisation of the closing public conference at the end of the project.

ASEZA is the key unitary agency with strong legal backing for environment protection in the Environment regulation and the adoption of a number of policies, including the zero discharge policy.

In 1997 a 7 Km length of shoreline was designated as a protected marine reserve. The Aqaba Marine Park was established to conserve and manage the natural near-shore marine environment of Aqaba south coast with its rich biodiversity, while allowing for certain tourist uses at sustainable levels.
Urban Community Al-Fayhaa is a union of three municipalities Tripoli, El-Mina and El-Beddawi, these cities occupy a territory of 30 km². Like other coastal stretches, urbanization and development projects are rapidly overtaking the area. These cities occupy a territory composed of 30 km² located in the Governorate of North Lebanon on the eastern shore of the Mediterranean sea and can be described as the easternmost port of Lebanon. Al-Fayhaa community is located 85 km north of the capital Beirut.

Tripoli is considered as a very ancient city. It dates back to the days of phoenicians (3000 years BC), it was the center of a Phoenician confederation. Nowadays, Tripoli is the administrative capital of the North of Lebanon, thus, it is considered the center of the Northern governorate where all regional governmental offices and services are very well established.

The Port of Tripoli is the 2nd major port in Lebanon. The port covers an approximate area of 3 square kilometers, with a water area of 2.2 square kilometers, and the land area composing of 320,000 square meters, and a 420,000 square meters dump area adjacent to the current port, reserved for the future Container Terminal and Free Market Zone.

The Al-Fayhaa Urban Community expects from MEDSEATIES project methods and experiences from the partners to apply Integrated Coastal Zone Management practices and to adopt tailored governance process.

The goal is to empower the local authority by identifying new tools and models of governance.
For more information on the MEDSEATIES Project, please visit www.medseaties.eu