

Under the Patronage of His Excellency  
**the Prime Minister of Lebanon Nawaf Salam**



# Programme

**Rebuilding Lebanon: Investment Framework,  
Business Opportunities, and Dispute Resolution**

10 June 2025

InterContinental Phoenicia  
Beirut, Lebanon

# Conference 2025

## About this event

His Excellency the Prime Minister of Lebanon, Nawaf Salam, will give the keynote address at this high-level conference, which brings together international and local stakeholders engaged in revitalising Lebanon's economy and rebuilding its infrastructure. The conference will focus on legal, financial, and regulatory perspectives and will feature speakers including cabinet ministers, judges, bankers, senior civil servants, academics, arbitrators, journalists, and advocates, among others.

Critical elements of the rebuilding effort are public-private partnerships (PPPs), as well as the broader institutional and structural ecosystems required for Lebanon's sustainable recovery. Central to the discussion is the role of dispute resolution and ADR frameworks in fostering investor confidence, providing a stable environment for resolving commercial and investment-related disputes, and ensuring that arbitral awards are recognised and enforced by national courts in Lebanon and globally.

This event goes beyond dialogue – it aims to serve as a catalyst for meaningful action. It offers a platform to exchange ideas, forge collaborations, and drive tangible progress in Lebanon's reconstruction across multiple sectors.





## About Ciarb

Ciarb is an independent, charitable membership organisation committed to supporting the effective resolution of disputes. We champion all aspects of dispute resolution across arbitration, mediation and adjudication, setting robust ethical standards. Ciarb delivers learning and networking opportunities, qualifications, mentorship, research and resources, events, and best practice guidance for its members and ADR practitioners globally. Our global network comprises 44 Branches connecting more than 17,000 members across 150 jurisdictions worldwide.

The Ciarb Lebanon Branch plays a pivotal role in the region by fostering a culture of dispute resolution, providing training, and connecting professionals in the field. Through its initiatives, Ciarb Lebanon supports the development of legal frameworks, enhances arbitration skills, and serves as a trusted partner in the regional ADR community.

As part of Ciarb's broader commitment to strengthening legal institutions worldwide, the Lebanon Branch has taken an active role in convening leaders across law, investment, and development to foster dialogue on Lebanon's recovery and reconstruction—particularly at this moment of renewed momentum and institutional focus. Visit: [www.ciarb.org](http://www.ciarb.org).



# Programme

<b>09:00 – 09:30</b>	<b>Registration &amp; Networking Breakfast</b> A chance for participants to connect informally before the formal sessions begin.
<b>Opening Session</b>	<b>Welcome &amp; Opening Speeches</b>
<b>09:30 – 09:40</b>	<b>Welcome and Opening Remarks – Mr. Ziad Obeid, Chairman, Ciarb Lebanon Branch</b> Brief welcoming comments to introduce the day's programme and frame the overarching themes of the conference.
<b>09:40 – 10:00</b>	<b>Address by the President of Ciarb – Prof. Dr. Mohamed Abdel Wahab</b> Reaffirming Ciarb's global commitment to strengthening dispute resolution and legal frameworks in post-crisis and reform-driven economies.
<b>10:00 – 10:30</b>	<b>Keynote Address – His Excellency the Prime Minister of Lebanon, Nawaf Salam</b> Lebanon's Reform Agenda – A Vision for Economic Recovery and Institutional Strengthening.
<b>Morning Session</b>	<b>Vision &amp; Policy Framework</b>
<b>10:30 – 11:45</b>	<b>Panel 1: Rebuilding Lebanon's Investment Framework – A Roadmap to 2031</b> This panel will launch the day's substantive discussions with a forward-looking perspective on Lebanon's economic trajectory. It will examine the policy and institutional reforms needed to unlock investment and restore confidence, drawing on recent assessments by the International Monetary Fund (IMF) and other global organizations.  <b>Topics for Discussion</b> <ul style="list-style-type: none"><li>– Insights from the latest IMF report: Key challenges and policy priorities.</li><li>– Essential reforms: Restoring institutional confidence, governance, and the rule of law.</li><li>– Privatisation &amp; PPPs: Lessons from successful models.</li><li>– Banking &amp; Financial Reform: How to stabilize the sector and regain investor trust.</li></ul> <b>Panelists</b> <ul style="list-style-type: none"><li>– H.E. Dr. Amer Bisat, Minister of Economy of Lebanon</li><li>– Dr. Mazen Soueid, Chairman, Investment Development Authority of Lebanon (IDAL)</li><li>– Prof. Dr. Ishac Diwan, Economist and former World Bank Country Director</li><li>– Mr. Firas Abi-Nassif, Chairman and Co-Founder, Teleios Capital Partners</li><li>– Ms. Ana Novik, Head of the Investment Division, Organisation for Economic Co-operation and Development, Paris</li></ul> <b>Moderator</b> Dr. Maha Yahya, Director of the Malcom H. Kerr Carnegie Middle East Center
<b>11:45 – 12:00</b>	<b>Coffee Break &amp; Networking</b>

<b>Midday Session</b>	<b>Business &amp; Investment Opportunities</b>
<b>12:00 – 13:15</b>	<p><b>Panel 2: Investment &amp; Growth Drivers in Lebanon’s Key Economic Sector</b></p> <p>This panel will explore Lebanon’s most promising economic sectors, highlighting where tangible opportunities lie for investment and growth – both within Lebanon and in the broader regional reconstruction landscape.</p> <p><b>Topics for Discussion</b></p> <ul style="list-style-type: none"> <li>– Energy &amp; Natural Resources: Offshore oil &amp; gas—where do we stand?</li> <li>– Infrastructure &amp; Construction: Rebuilding roads, ports, and essential services.</li> <li>– Tourism &amp; Hospitality: Revitalizing Lebanon’s competitive edge in tourism.</li> <li>– Telecom, IT and Innovation: attracting investment in telecom and tech sectors.</li> <li>– Regional Outlook: Lebanon’s position in the regional reconstruction landscape, including Syria’s rebuilding process.</li> </ul> <p><b>Panelists</b></p> <ul style="list-style-type: none"> <li>– H.E. Joseph Saddi, Minister of Energy and Water of Lebanon</li> <li>– H.E. Fayez Rasamny, Minister of Public Works and Transport of Lebanon</li> <li>– Mr. Bashar Rihani, Board Member and Director of Transportation, DAR</li> <li>– Mr. Albert Kostanian, Economist and Journalist, LBCI</li> <li>– Ms. Chirine Salha, Shareholder and Board Member, Société des Grands Hotels du Liban, Owner of Hotel Phoenicia, Beirut</li> </ul> <p><b>Moderator</b></p> <p>Ms. Raya Jalabi, Middle East Correspondent, Financial Times</p>
<b>13:15 – 13:45</b>	<p><b>Spotlight dialogue: Public Sector Renewal – Young Talent, Digital Reform and Lebanon’s Next Generation of Leadership</b></p> <p>In this dynamic exchange, an Economic Adviser to the Prime Minister of Lebanon and the respective Chiefs of Staff of the Ministries of Tourism and Artificial Intelligence offer a unique window into the renewal of Lebanon’s public sector. As the country charts a course toward reform, these young public leaders represent a new wave of talent reshaping public service from within. The conversation will explore how institutional reform, digital governance, and youth empowerment intersect to build a more agile, accountable, and forward-thinking state – one better equipped to serve Lebanon’s citizens and attract investment.</p> <p><b>Panelists</b></p> <ul style="list-style-type: none"> <li>– Dr. Dima Krayem, Economic Adviser to the Prime Minister of Lebanon</li> <li>– Mr. Ghassan Haddad, Chief of Staff of the Ministry of Tourism</li> <li>– Mr. Jad Mneymneh, Chief of Staff of the Ministry of Artificial Intelligence</li> </ul> <p><b>Moderator</b></p> <p>Ms. Diane Assaf, Partner, Eptalex law firm, and Founder of “Lawwithdiane” social media platform</p>
<b>13:45 – 14:45</b>	<b>Networking Lunch</b>
<b>Afternoon Session</b>	<b>Strengthening Lebanon’s Administrative, Regulatory and Dispute Resolution Frameworks</b>

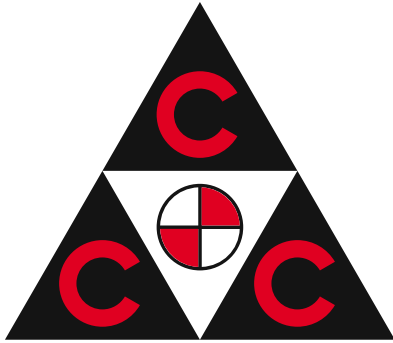
<b>14:45 – 15:15</b>	<p><b>Fireside Chat: Legal and Judicial Reform in the Digital Age</b></p> <p>An engaging conversation featuring Lebanon’s Minister of Justice, H.E. Adel Nassar. This session will explore Lebanon’s comprehensive legal and judicial reform agenda – including the recently approved draft law on judicial independence, broader efforts to modernise the public sector, and the country’s readiness to reform its dispute resolution framework.</p> <p><b>Moderator</b></p> <p>Dr. Joseph Bahout, Director of Issam Fares Institute for Public Policy and International Affairs</p>
<b>15:15 – 16:30</b>	<p><b>Panel 3: Lebanon’s Arbitration &amp; ADR Landscape – The Status Quo and Its Reform</b></p> <p>This session will take stock of Lebanon’s current dispute resolution framework and examine how reform can support economic revitalisation. Drawing on experiences from Europe and the MENA region, the panel will explore how legal infrastructure and institutional design can evolve to meet the needs of modern investment. The discussion will also explore the growing role of expert determination, mediation, and dispute boards, particularly in large-scale infrastructure and construction projects.</p> <p><b>Topics for Discussion</b></p> <ul style="list-style-type: none"> <li>– Where does Lebanon stand today?</li> <li>– Arbitration framework and judicial attitudes toward arbitration.</li> <li>– Comparative insights from France: the evolution of its arbitration law and what Lebanon might draw from this experience.</li> </ul> <p><b>Regional Landscape</b></p> <ul style="list-style-type: none"> <li>– Lebanon’s standing compared to Special Economic Zones in the MENA region.</li> <li>– Lebanon’s position versus arbitration hubs such as Dubai, Riyadh, Cairo and Doha.</li> <li>– Key lessons from regional investor–State disputes.</li> </ul> <p><b>Reform Pathways</b></p> <ul style="list-style-type: none"> <li>– Strengthening regulatory bodies for sectoral efficiency.</li> <li>– Leveraging digitization and AI for institutional reform and dispute resolution.</li> <li>– The role of ADR and Dispute Boards in infrastructure projects and FDI attraction.</li> </ul> <p><b>Panelists</b></p> <ul style="list-style-type: none"> <li>– Mr. Sami Tannous, Regional Managing Partner for MENA, Freshfields, Dubai</li> <li>– Mr. Tom Wilson, Co-Chair of the Middle East Practice, Squire Patton Boggs, Dubai</li> <li>– Dr. Raëd Fathallah, Partner, Bredin Prat, Paris</li> <li>– Mr. Julien Fouret, Partner, Holman Fenwick Willan, Paris</li> <li>– Mr. Marwan Sakr, Chartered Arbitrator, Co-Founding Partner, SAAS Lawyers, Beirut</li> </ul>

	<p><b>Co-moderators</b></p> <ul style="list-style-type: none"> <li>– Mr. Neil Hart KC, Barrister, Essex Court Chambers, London</li> <li>– Ms. Claudine Helou, Board Member Ciarb Lebanon, Partner, HSLF law, Beirut</li> </ul>
<b>16:30 – 16:45</b>	<b>Coffee Break &amp; Networking</b>
<b>16:45 – 18:00</b>	<p><b>Special Roundtable Discussion: Can Lebanon Become a Leading Arbitration Hub?</b></p> <p>This concluding session will look ahead: what would it take to position Lebanon as a serious seat for international arbitration? With insights from judges, practitioners, and academics, this multigenerational exchange, co-moderated by current and past Ciarb global presidents, will explore the key ingredients of reform and regional positioning.</p> <p><b>Topics for Discussion</b></p> <p>Legislative &amp; Institutional Reforms:</p> <ul style="list-style-type: none"> <li>– Is new arbitration legislation needed to enhance Lebanon’s appeal?</li> <li>– Should Lebanon establish specialised arbitration courts or judges, as in Singapore and elsewhere?</li> </ul> <p>Judicial Training &amp; Attitudes Toward Arbitration:</p> <ul style="list-style-type: none"> <li>– The role of judicial training in fostering an arbitration-friendly environment.</li> <li>– How can courts be encouraged to enforce arbitration clauses more consistently?</li> </ul> <p>Positioning Lebanon as a Regional Arbitration Hub:</p> <ul style="list-style-type: none"> <li>– The role of institutions like Ciarb Lebanon in driving reforms and building capacity.</li> <li>– Cross-border collaboration opportunities to enhance Lebanon’s status in international arbitration.</li> </ul> <p><b>Participants include</b></p> <ul style="list-style-type: none"> <li>– Judge Carla Kassis, Vice-Chair, Ciarb Lebanon Branch, Honorary Judge</li> <li>– Judge Zalfa El Hassan, Board Member, Ciarb Lebanon Branch and President of the Tribunal of First Instance of Beirut</li> <li>– Mr. Mohamed Alem, Former Chairman of the Ciarb Lebanon branch, Founder and Senior Partner, Alem &amp; Associates, Beirut</li> <li>– Ms. Nadine Debbas Achkar, Chartered Arbitrator, Visiting Professor of Legal Studies at NYU Abu Dhabi, Judge on the Supreme Court of the Kingdom of Bahrain</li> <li>– Ms. Jennifer Keyrouz, Counsel, SAAS Lawyers, Beirut</li> <li>– Mr. Karl Moussali, Partner, Jones Day, London</li> </ul> <p><b>International commentator</b></p> <p>Mr. Roland Ziade, Partner and Global Co-Head of International Arbitration, Linklaters, Paris</p> <p><b>Co-moderators</b></p> <ul style="list-style-type: none"> <li>– Prof. Dr. Mohamed Abdel Wahab C.Arb, President of the Ciarb, Founding Partner, Zulficar &amp; Partners, Cairo</li> <li>– Prof. Dr. Nayla Comair Obeid, Past President of the Ciarb, Founding Partner, Obeid &amp; Partners, Beirut</li> </ul>
<b>18:00</b>	<p><b>Closing Remarks (5–7 mins)</b></p> <p>Chairman, Ciarb Lebanon Branch – Summary of key takeaways and an outlook on Ciarb’s Lebanon’s upcoming initiatives.</p>



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