

MINISTRY OF TOURISM (MOT)  
COUNCIL FOR DEVELOPMENT AND RECONSTRUCTION (CDR)  
REPUBLIC OF LEBANON

JAPAN INTERNATIONAL COOPERATION AGENCY (JICA)

**THE STUDY ON  
THE INTEGRATED TOURISM DEVELOPMENT PLAN  
IN THE REPUBLIC OF LEBANON**

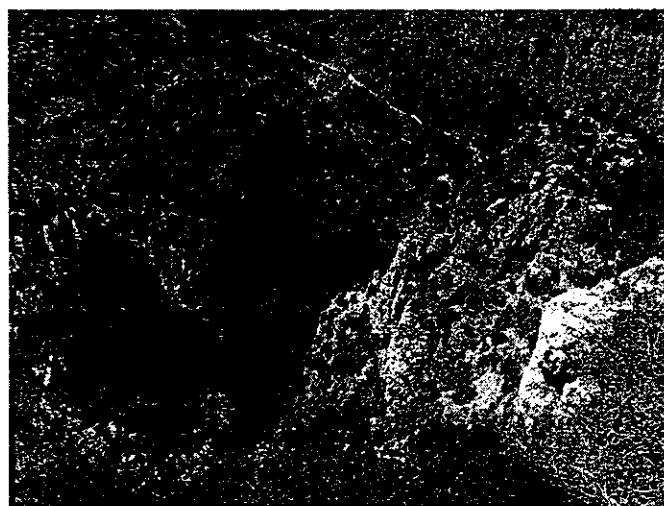
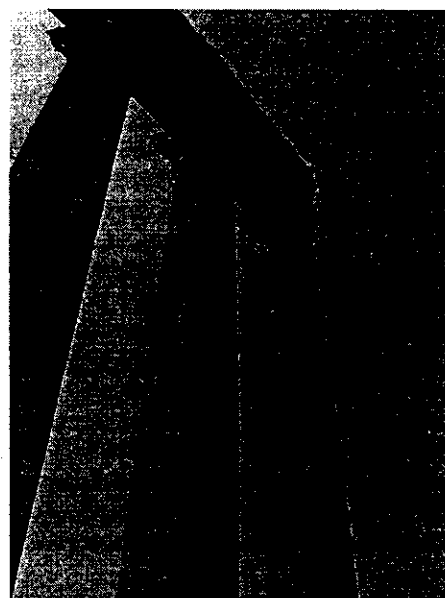
DRAFT FINAL REPORT

Vol. 1 Executive Summary

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## Draft Final Report

### List of Volumes

- Vol. 1 Executive Summary
- Vol. 2 Master Plan Report
- Vol. 3 Feasibility Study Report
- Vol. 4 Sector Review Report
- Vol. 5 Appendices

### Volume One

### Executive Summary

### Table of Contents

1	Introduction.....	1
2	National Settings .....	2
3	Tourism Demand .....	3
4	Tourism Supply.....	6
5	SWOT Analysis .....	7
6	Planning Methodology .....	8
7	The Regional Setting.....	9
8	The Development Plan .....	11
9	Implications for the Subareas .....	16
10	The Regional Setting.....	17
11	The Development Plan .....	18
12	Implications for the Subareas .....	22
13	Implementation Considerations .....	23
14	The Priority Projects.....	24
15	Implementing Arrangements .....	28
16	Niha Eco Village Development and Site Management.....	31
17	Aanjar Site Management and Village Tourism.....	32
18	Old Qaa Mountain Village Complex.....	33
19	Zahle Heritage Redevelopment .....	33
20	Qadisha Cedars Management Program .....	34
21	Crown Villages Destination .....	35
22	Bcharre Tourism Development Council Strengthening.....	35
23	Cedars Ski Area Development.....	36
24	Initial Operation Plan.....	37

## **List of Abbreviations**

ATCL	Automobile & Touring Club of Lebanon
ATM	Arab Trade Market
AWTTE	Arab World Travel & Tourism Exhibition
B1~B6	Project code for the Bcharre Study Area
BIA	Beirut International Airport
BK1~BK13	Project code for the Bekaa Valley Study Area
BTDC	Bcharre Tourism Development Council
BVHC	Bekaa Valley Handicraft Cooperative
BVTDC	Bekaa Valley Tourism Development Council
CAS	Central Administration of Statistics
CDR	Council for the Development and Reconstruction of Lebanon
CHUD	Cultural Heritage and Urban Development
CIF	cost, insurance, and freight
COM	Council of Ministers
Coop.	Cooperative
DGA	Directorate General of Antiquities
DGCA	Directorate General of Civil Aviation
EIA	Environmental Impact Assessment
EIB	European Investment Bank
ESTs	Environmentally-sound Technologies
EU	European Union
FAO	Food and Agriculture Organization
Fob	Freight on board
GCC	Gulf Cooperation Council
GCF	Gross Capital formation
GDP	Gross Domestic Product
GEF	Global Environment Facility
GIS	Geographic Information System
IDAL	Investment Development Authority of Lebanon's
ITB	International Tourismus-Borse
JICA	Japan International Cooperation Agency
MEA	Middle East Airline
MICE	Meeting, Incentives, Conventions and Exhibition
MOA	Ministry of Agriculture

MOE	Ministry of Environment
MOEW	Ministry of Energy and Water
MOT	Ministry of Tourism
NCHT	National Council for Health Tourism
NCMS	National Center for Marine Sciences
NGO	Non-governmental Organizations
NTCL	National Tourism Council of Lebanon
OCW	overseas contract worker
OMT	Organization Mundial Turismo
PCO	Professional congress organizer
PIU	Project Implementation Unit
SARS	Severe Acute Respiratory Syndrome
SMAP	Short and Medium Action Programme
SWOT	Strengths-Weakness-Opportunities-Threats
TMA	Trans Mediterranean Airline
TOR	Terms of Reference
UNDP	United Nations Development Program
UNEP	United Nations Environment Program
UNESCO	United Nations Educational, Scientific and Cultural Organization
WTM	World Travel Market
WTO	World Tourism Organization
WTTC	World Travel and Tourism Council

## EXECUTIVE SUMMARY

### 1 Introduction

***Requested by the Government of Lebanon and funded by the Government of Japan***

In response to the request of the Government of Lebanon, the Government of Japan decided to implement the Study on the Integrated Tourism Development Plan. The Japan International Cooperation Agency (JICA) selected consultants to undertake the Study through a competitive bidding. Consequently, a team of experts organized by PADECO Co., Ltd. and RECS International Inc. was contracted as the JICA Study Team.

***The Ministry of Tourism as the counterpart agency together with the Council for Development and Reconstruction***

The Government of Lebanon designated the Ministry of Tourism (MOT) as the counterpart agency, with the Council for Development and Reconstruction (CDR) as the co-sponsor. MOT formed a Steering Committee consisting of representatives of various agencies for overseeing and advising the work of the JICA Study Team.

***Four objectives of the Study as specified by the Scope of Work***

Objectives of the Study are:

- (1) To review and analyze present conditions in the tourism sector,
- (2) To formulate regional master plans for the study areas, i.e. the Bekaa Valley and the Bcharre Highlands,
- (3) To create pilot projects and analyze them through feasibility studies, and
- (4) To transfer technology to the Ministry of Tourism.

***Study duration 11 months in three phases***

The Study has been undertaken in three phases from May 2003 to March 2004. A review of the Lebanon's tourism sector was reported in the Progress Report issued in September 2003. The Interim Report, submitted in December to complete the second phase, presented master plans for the Bekaa Valley and for the Bcharre Highlands, the two subject areas of the Study. Phase three for feasibility studies has been conducted from January through February 2004.

***JICA-Net distant learning of Japan's best practices***

Japan's best practices for regional tourism were introduced through informational seminars to Lebanese public and private sector personnel via JICA-Net, a computer network designed for distant e-learning.

## Tourism Sector Overview

### 2 National Settings

***Remarkable economic recovery from the war, but the tourism sector still far from the pre-war level contribution***

The Lebanon's economy made a remarkable recovery from the war, supported by international aids, open economic policy with the liberal banking system, and overseas remittance, among others. Particularly, the "Horizon 2000", the US\$ 20 billion reconstruction program of the Government launched in 1993, helped to attain the high economic growth rates: 8% in 1994, and the 7% level sustained in the next three years. The tourism industry, once contributed to 20% of the GDP before the war, however, has not recovered fully, currently contributing to 9% of the GDP.

***Tourism master plan prepared, supported by WTO, but the national policy for tourism development still to be established***

A tourism master plan was prepared in 1997 with the technical assistance of the World Tourism Organization (WTO), containing 72 priority actions. Building on the Horizon 2000 and the WTO strategy, the Government of Lebanon set a national strategy for tourism development, focusing on eight priority areas including the Qadisha Valley and the mountain areas. A coherent national policy for tourism development in Lebanon, however, is still to be established formally.

***MOT, the primary government institution to administer the tourism sector, constrained by limited budget and staff capacity***

MOT's administrative functions include licensing, regulating and monitoring the development and management of tourism facilities throughout the country. Marketing function of MOT, transferred in 1992 from the National Tourism Council of Lebanon (NTCL), take up a major portion (36.5% in 2002) of its budget (US\$ 5.0 million in 2002), which is still small as compared to other tourist destination countries in the region. MOT accommodates the offices of the newly created National Council for Health Tourism (NCHT) and former NTCL personnel.

***Other players in the tourism sector with various roles***

An Inter-Ministerial Council for Tourism Development exists, chaired by the Prime Minister, with ad hoc membership and irregular meetings to discuss various policy issues related to tourism. CDR has not provided funding for tourist accommodations or attractions by the private sector, but it can undertake tourism-related activities under the "Integrated Development and Environment" program. Many NGOs undertake activities having impact on the tourism sector. The private sector is active and well organized in the tourism industry, but operates mainly in Beirut and its vicinities.

***Increasing roles of the tourism sector expected for socio-economic development of Lebanon***

The macro economy of Lebanon is characterized by the large and increasing trade deficits that are compensated by capital inflow and net non-merchandise flow including overseas remittance and tourism receipt. As the economic growth has slowed down in recent years, and the Government cannot increase its expenditure much to maintain macro-economic stability, the tourism revenue as

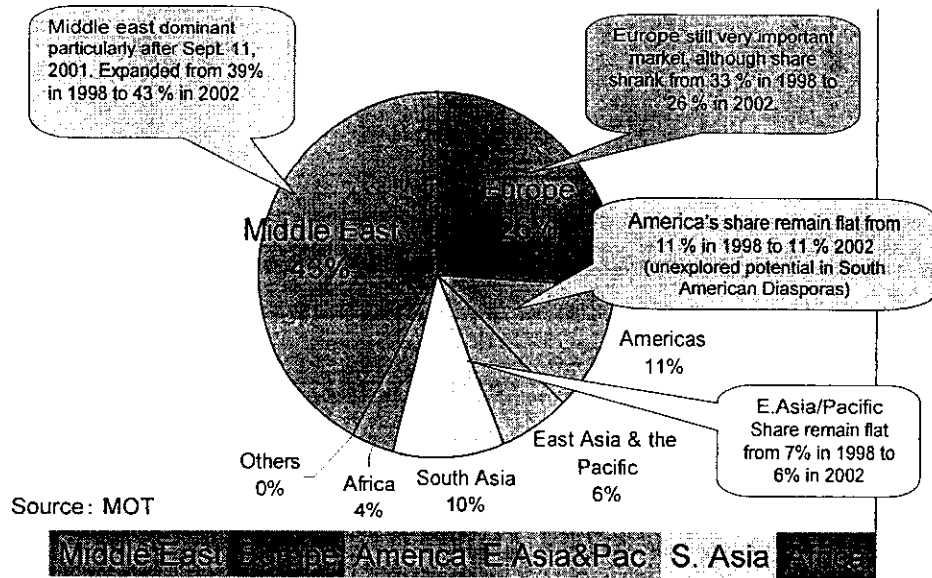
well as the overseas remittance would be more important to fill the investment-savings gaps. The current Five Year Development Plan of Lebanon targeted at 15% of the GDP by 2003 as the tourism sector's contribution.

### 3 Tourism Demand

- Visitor arrivals growing rapidly with changes in the market structure*** The total visitor arrivals to Lebanon was almost one million in 2002, expanded by 1.6 times since 1998. The total visitor arrival in 2003 reached one million, the largest in more than 30 years. Arrivals from Middle East and South Asia increased at 14.2% and 26.3% per annum, respectively during 1998 -2002, while the growth of visitors from Europe, East Asia and Pacific, and Americas has been slow. Consequently, the share of Europe decreased from 33% in 1998 to 26% in 2002 (Exhibit S1). Visitors from Middle East expanded particularly after the 9/11 incident.
- Visitor arrivals declining at all the major tourism sites*** The total visitor arrivals at 11 major tourism sites in Lebanon decreased in 2001 and 2002 respectively from the previous year. Of the nine archaeological sites, Baalbeck has a dominant share of visitors (77,594 in 2002), but has lost its visitor volume by 40% from 1999 to 2002. Jeita Grotto suffered much smaller decline, 10% in 1999-02, to receive 249,492 visitors in 2002 (Exhibit S2).
- Visitors from different countries exhibiting widely varying preferences for tourism products*** Culture-oriented visitors, as represented by visitor arrivals at Baalbeck, have generally larger shares for most European countries, ranging around 20% of the total arrivals of respective nationality. The shares vary widely among countries in Middle East, ranging from 31% for UAE to 3.4 % for Egypt and 1.9% for Saudi Arabia. The share is 45% for visitors from Japan (Exhibit S3).
- Domestic visitor volume larger than foreign visitor volume indicating increasing importance of domestic tourism in Lebanon*** At major tourism sites, including Baalbeck, Beit ed Dine and the National Museum, the number of Lebanese visitors is larger than foreign visitors. The same is true for other sites within easy access from Beirut such as Saida and Fakra (Exhibit S4). The importance of domestic tourism would increase as income levels increase in Lebanon. Also with the established tourism sites of international class, the development of domestic tourism would constitute important part of the differentiation strategy for the tourism in Lebanon as a whole.

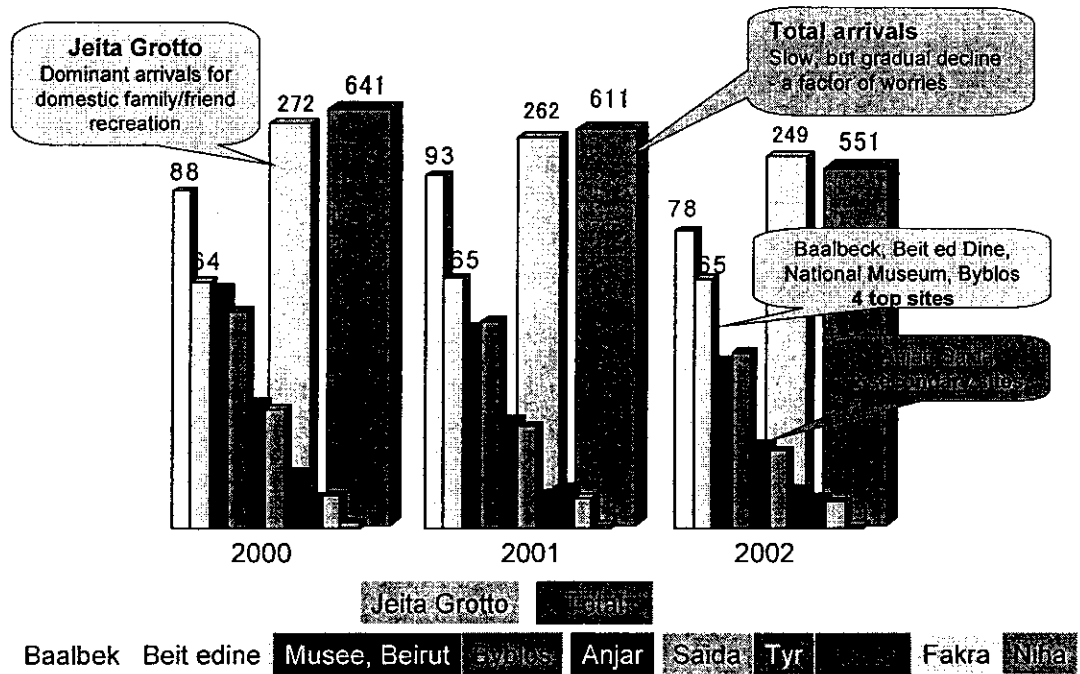
### Exhibit S1 Market Share by Major Regions 2002

(source: MOT)



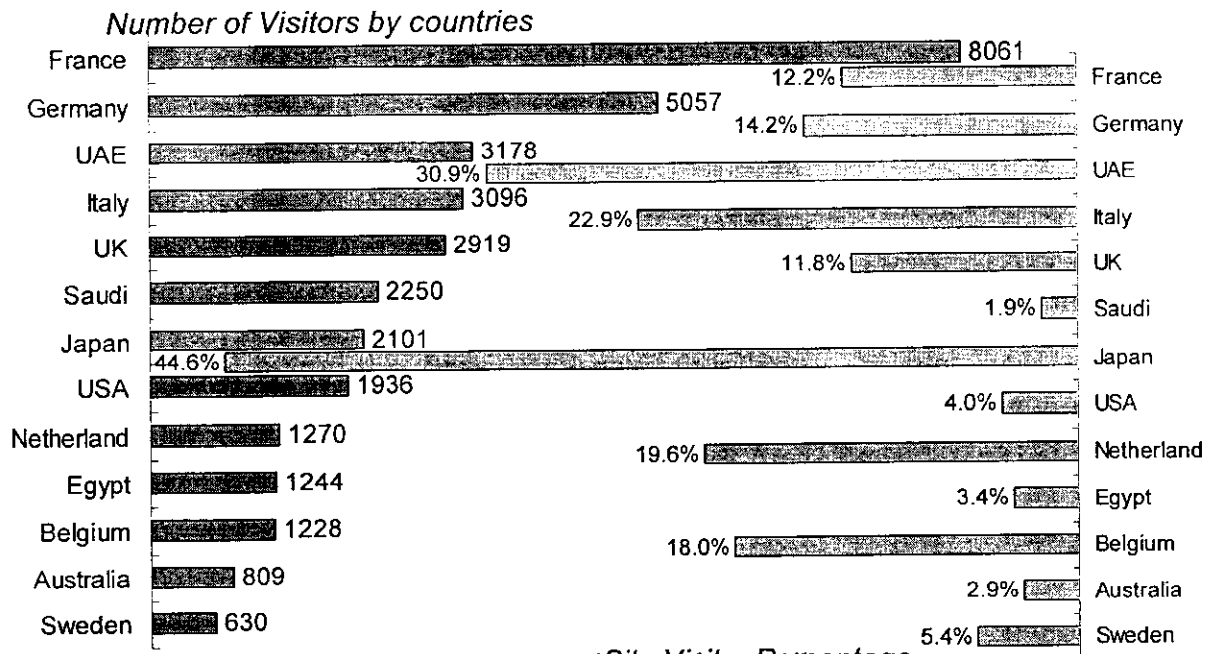
### Exhibit S 2 Visitors Arrivals in Major Sites 2000-2002

(Source: MOT, thousand)

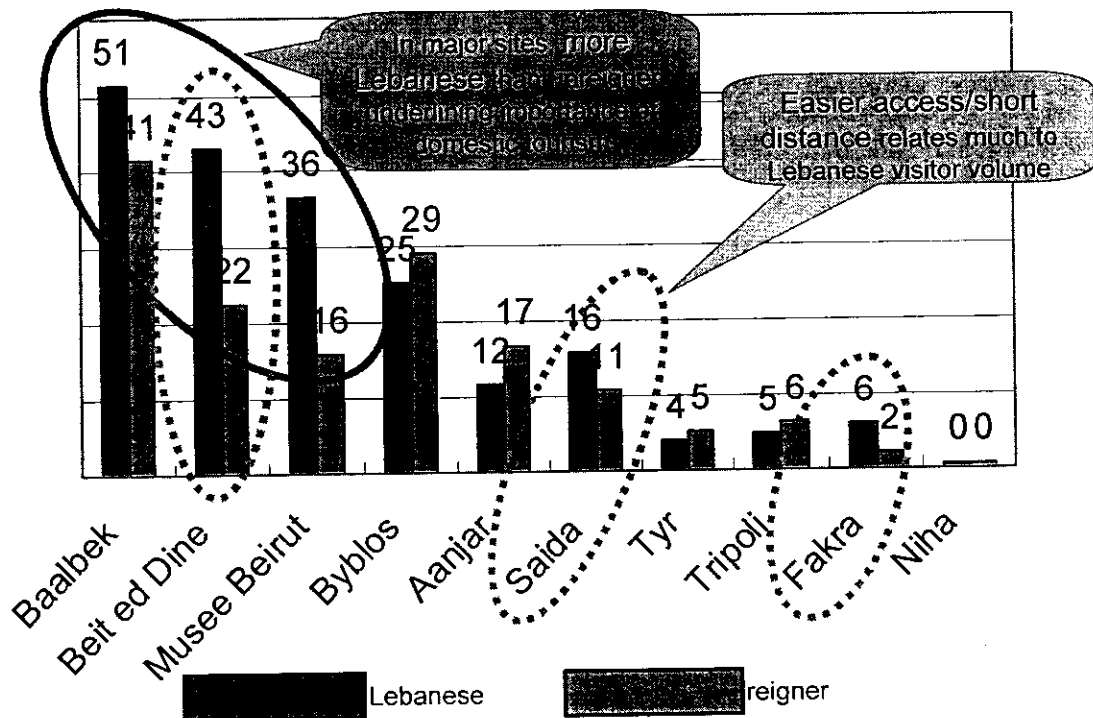




**Exhibit S 3 Number of Visitors and site visitor percentage by Country**  
(source: MOT)



**Exhibit S 4 Site visitor percentage**  
(source: MOT)



## 4 Tourism Supply

<b>Various tourism resources distributed throughout the country</b>	The tourist map issued by MOT shows some 90 tourism resources, including archaeological sites and monuments of different ages and cultures, beach resorts, cedars areas, grottoes, nature sites, and ski resorts. MOT promotes and 19 sites by issuing specific brochures, including all the areas covered by the Study, except the Qaa area.
<b>Tourist accommodations and related facilities concentrating in Beirut and Mount Lebanon</b>	Of the 303 hotels of different classes listed by MOT, 68 are in Beirut and 155 in Mount Lebanon with more concentration of higher class hotels (Table S1). Hotel bed capacity is also concentrated in Beirut (30% share) and Mount Lebanon (51%).
<b>Road system generally adequate for tourism needs, but some improvements necessary</b>	Lebanon has a road system comprising 6,333 km paved roads with the density of 0.60 km/km <sup>2</sup> , and an extensive network of rural roads. In the Bekaa region, international and primary roads are well developed and being improved further, while some secondary roads connecting local tourism resources need improvement. The access to Bcharre also needs to be improved.
<b>The Beirut international airport – effective gateway for international tourism</b>	The Beirut international airport is considered one of the best in the region, currently offering its services to about 40 foreign airlines. The access to the airport would need to be improved as the number of foreign visitors is expected to increase significantly in the future.
<b>Water supply and sewerage steadily improved, but still inadequate in service coverage and distribution</b>	Water supply and sewerage have been improved steadily, but their service coverage is still low especially in rural areas. Coastal cities have been prioritized for installation of wastewater treatment.

Table S1 Number of Hotels and Bed Capacity by Region

	Beirut	Mount Lebanon	North	Bekaa	South	Total
No. of Hotels	68	155	53	17	10	303
No. of Rooms	4,877	8,237	1,568	603	294	15,579
No. of Beds	7,292	12,463	2,895	1,027	614	24,291
(%)	30.02	51.31	11.92	4.23	2.53	100

Source: MOT (July 2002)

## 5 SWOT Analysis

### ***Mixture of socio-cultural assets and varied natural resources constituting the major strength***

The Country's moderate summer climate, good food, and family activities constitute a major strength for the GCC, Levant, and the Lebanese Diaspora vacation/leisure based market. The Country's mixture of socio-cultural assets including its archaeological and religious sites, built heritage, and living traditions are assets for cultural tourism, and secondarily for the MICE and cruise segments and for the nature-based segment. The Country's rich natural beauty and nature reserves from the sea to the mountains offer important diversity of products for nature based hikers. The Lebanese multi-lingual, technically competent work force, facilities, and telecommunications network is a major strength for MICE, medical, and educational tourism.

### ***Lack of established policy and a coherent strategy at the root of many weaknesses***

The crippling image of instability throughout the region is a weakness with respect to all markets except domestic, Levant, Gulf and Diaspora, who are familiar with the actual conditions in Lebanon, although a perceived "high-priced" destination affects Lebanon's competitiveness with the Levant market. Another weakness is conservation and presentation of the cultural heritage, and the living heritage including high quality handicrafts. Other weaknesses include an inadequate market/tour operators' recognition of less well known tourism assets. There is a lack of a unified marketing strategy and promotional linkages between the public and the private sectors, and a lack of connectivity between tourism sites and local communities in terms of economic benefit. There is a large gap in hotel and restaurant infrastructure between Beirut and the rest of the country, and there is a need to enhance services training.

### ***Opportunities abound for reinvesting in tourism in the right way***

Lebanon's unique product is a selling point for cultural markets, for the winter skiers, and for the nature-based tourists. It can be better branded, and it can be sold as a year round product to provide non-seasonal jobs for local communities. In the unique segment of the Diaspora, family ties can lead to business ties, and these can be tapped to market Lebanon in distant target countries. The GCC and Levantine vacation/leisure market is family based and likes the familiarity of Lebanese food and tradition and activities for children, and there is an opportunity to better cultivate their loyalty with target marketing and new attractions and events. The medical community can "keep ahead of the pack" by constantly innovating new techniques and therapies for health and wellness treatments.

**Limited financial and human resources to be devoted to overcoming threats of shifting competitive conditions outside and the image of instability**

Shifting competitive conditions outside of Lebanon can threaten all segments including business. With normalcy in the region, the Arab vacationing families can shift back to summertime destinations in Europe and North America. Improved health and wellness treatments in the region may cut Lebanon's competitive advantages in the market unless Lebanon maintains its technological edge. Continued regional instability and Lebanon's negative image within the Levant may discourage tourists from visiting. Inaction to correct this negative image is a serious threat.

## Master Plan for Regional Tourism Development

### 6 Planning Methodology

**Planning combining technical and participatory approaches**

The planning approach to the regional tourism development in Lebanon combines the technical approach by the JICA Study Team in close collaboration with MOT, CDR and other related agencies, and the participatory approach through communications with municipalities and representatives of the private sector as well as local people.

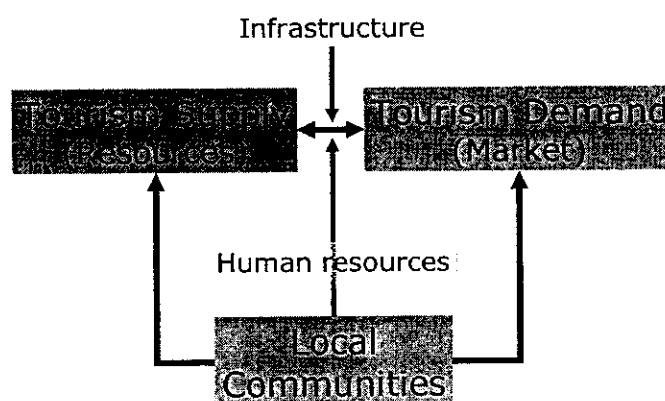
**Three aspects examined by the technical approach for coherent planning**

The technical approach examines the regional tourism development from three aspects: tourism supply, tourism demand, and regional/local communities. Tourism demand and supply are reconciled by human resources and facilities offered by local communities at the highest yet sustainable level supported by infrastructure (Exhibit S5).

**Participatory planning with local stakeholders**

The participatory approach has been effected by a series of focus group discussions as well as individual interviews at different stages of the study. Community views were reflected in the analysis of existing conditions, the formulation of strategy, and the elaboration of projects.

**Exhibit S5 Three Aspects of Regional Tourism Development**



## Part I The Bekaa Valley Virtual Museum

### 7 The Regional Setting

<b>Natural Environment and Initial Environmental Examination (IEE)</b>	The Bekaa Valley is rich in flora and fauna. In order to protect them, an IEE was carried out to identify potential environmental problems with regard to proposed projects. No major impact was projected, and a detailed EIA was found to be unnecessary.
<b>Key Resources of the Bekaa – a heritage rich land</b>	Baalbek is an internationally established banner attraction, which requires better presentation and links to the surrounding community. However, many other tourism resources are waiting to be better promoted and developed with rural/agro, cultural, and nature based resources., i.e., the North Bekaa, Aanjar, Niha, and Zahle,
<b>Strengths and weaknesses</b>	Key strengths and weaknesses related to tourism in the Bekaa Valley have been clarified through focus group discussions, surveys and data analysis. They are summarized in Table S2.
<b>Infrastructure generally adequate</b>	The international highway bisecting the area is to be improved by 2005. The road system is generally adequate for tourism use, except unsightly landscapes, traffic jams on security checkpoints, and shortage of signage. Wastewater treatment and solid waste management facilities are under preparation for Zahle and Baalbek municipalities and have been completed in Aanjar. In other municipalities human wastes are treated by septic tanks for disposals in soil and surface water.
<b>Baalbek socioeconomy - rapid urbanization and young population</b>	The Baalbek qaza had 225,000 inhabitants in 1997. The population in the Baalbek city increased rapidly due to urbanization in 1975-90 to reach some 60,000, with another 38,000 living in surrounding villages. The Baalbek population is young with nearly 40 % in the 5-10 age group. The economy of Baalbek city is dominated by manufacturing, construction and services, but agriculture still employs 10 % of the total employment, while in the qaza 19.6 % of the total employment is in agriculture.
<b>Zahle socioeconomy - the largest population of all the qazas in the Bekaa Valley and agro-based but diversified economy</b>	The current population in the Zahle qaza is reported to be about 150,000, of which Aanjar has some 5,000 and Niha 1,800. Sitting in the central part of the Bekaa Valley, the Zahle qaza is a dominantly agricultural area, but the agriculture accounts for 10.1 % of the total employment. Mining and quarrying, manufacturing and utilities employ 16.7 %, construction 10.0 %, and services 63.2 % of the total employment.

**Table S2 Strengths and Weaknesses Related to Tourism in Bekaa Valley**

Key Strengths	Key Weaknesses
<ul style="list-style-type: none"> <li>• The banner cultural attraction of Baalbek Qala'a; the only internationally known place in this valley and Lebanon's best known heritage site.</li> <li>• Rich stock of cultural resources: a great variety of cultural resources widely distributed.</li> <li>• The nation's "breadbasket", famed for its variety of food products and gastronomy.</li> <li>• Zahle's sophistication, offering a mix of historic architecture, fine dining, shopping and entertainment, and staging of cultural events to celebrate its heritage.</li> <li>• Scenic beauty with varied panoramas that contrast nicely with Lebanon's coastal terrain and with Syria's landscapes.</li> <li>• Accessibility to markets, located within a brief drive from two major metropolitan areas, Beirut and Damascus, the Valley within can emerge as a favorite weekend destination for leisure and recreational purposes.</li> <li>• Willing communities, many community leaders and business people having relations and business contacts in foreign countries which they can tap to invest their businesses, and many having studied and worked abroad with an understanding of tourism.</li> </ul>	<ul style="list-style-type: none"> <li>• Cultural sites heavily concentrated in Baalbek</li> <li>• Failure to cultivate various market segments, relying substantially on cultural travel, which focuses mainly on one site, that of Baalbek.</li> <li>• Lack of stewardship for tourism without awareness of tourists' expectations, not thinking in terms of destination development, on the part of both the government officials and business leaders.</li> <li>• Little use of distinct traditions containing stories and themes not effectively portrayed at its cultural sites or museums or in its arts and crafts, to enliven, enlighten and entertain.</li> <li>• Fragmentary efforts to promote positive images or branding of the Bekaa Valley, to places other than Baalbek and Aanjar, or of the variety of agricultural products originating in this breadbasket.</li> <li>• Minimal interpretive information with few professional guides to enrich and educate the visitor about city center and key sites and make them more memorable.</li> </ul>

## 8 The Development Plan

### ***Objectives of the regional tourism development reflecting the national policy***

Objectives of the regional tourism development in the Bekaa Valley have been established, reflecting the national policy of sustainable and balanced development. They are (1) to protect and promote the Bekaa's rich cultural and environmental heritage, and (2) to make effective use of the heritage to expand the cultural and nature-based tourism in order to alleviate poverty and improve quality of life through tourism.

### ***Bekaa Valley Virtual Museum – weaving the thread of local attractions to expand tourism development and alleviate poverty***

The Virtual Museum strategy promotes the Bekaa Valley as an area of linked attractions, each thematically supporting the other to draw visitors from one area to another to increase length-of-stay and expenditures in communities. The regional development approach invests local stakeholders in various tourism-related activities reflecting their skills and interests. It weaves stakeholders' living and built heritage into a comprehensive tourism marketing strategy. More specific strategies for different areas of the Bekaa Valley are given in Table S3.

### ***Tourism strategy for demand driven development of tourism products and marketing through training, infrastructure and institutional strengthening***

The strategy for regional tourism development in the Bekaa Valley has been derived to enhance existing resources for demand driven development of tourism products and marketing. The strategy derivation and expected outcome of strategy implementation are illustrated in Exhibit S6.

### ***Training for demand driven services and products and aggressive marketing***

The strategy addresses the needs of human resource development through training in a variety of areas including proactive marketing and the production of demand driven services, handicrafts, and agro products.

### ***Environment friendly infrastructure and attractive facilities***

The strategy recommends environment any friendly infrastructure and the design and construction of aesthetically pleasing facilities that are compatible with their natural and cultural settings.

### ***Institutional strengthening to encourage the local initiative***

The strategy encourages the local initiative to develop various tourism products, to conduct proactive marketing, and also to enhance implementability and viability of proposed projects.

### ***15 programs and subprograms formulated under the strategy***

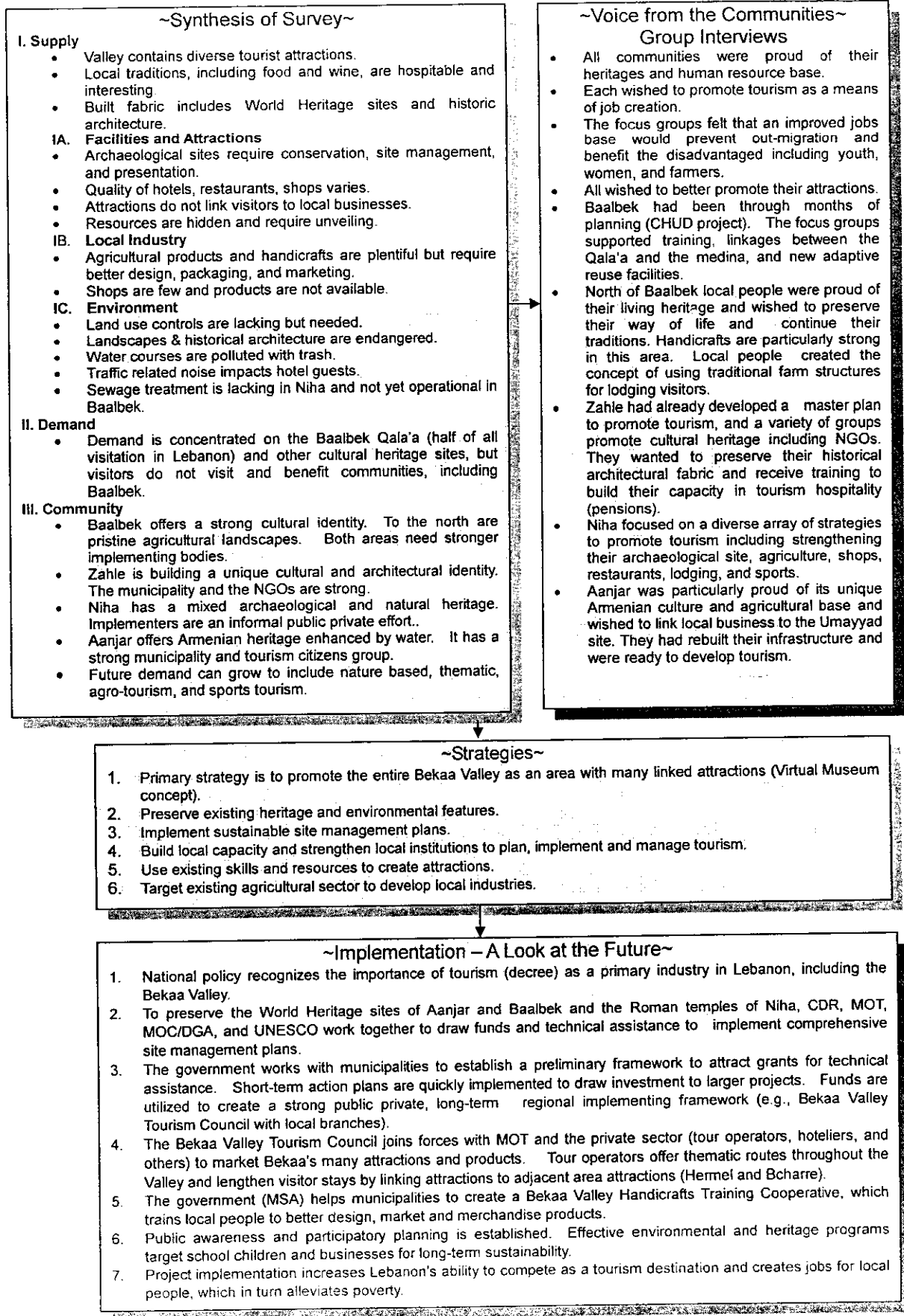
A total of 15 programs and subprograms have been formulated for the regional tourism development in the Bekaa Valley: two for Baalbeck, one for North Bekaa, two for Zahle, two subprograms for Niha, three subprograms for Aanjar, and five additional proposals to serve the Bekaa Valley as a whole (Table S4)

**Table S 3 Strategic Framework for Different Areas of the Bekaa Valley**

Area	Strategic Framework
Baalbeck	Integrating the Qala'a site and the Medina, and also various tourist attractions by both physical (e.g. trails, adaptive use of historical buildings) and non-physical (e.g. institutional strengthening) measures, and integrating women and youth in tourism activities.
Zahle	taking the existing urban redevelopment plan as the core and anchoring other initiatives to it through a participatory process, such as adaptive reuse of historical buildings, creation of events, and promotion of thematic tour routes.
Aanjar	enhancing the preservation and presentation of the Umayyad site and linking it with the living heritage of Armenian culture by utilizing traditional skills and products, and organizational strengthening.
Niha	creating a model eco-village or environmentally and culturally oriented and economically active/lively community as a host community for the management of local archaeological sites, supported by new socio-economic activities and enhanced links with the broader environmental community.
North Bekaa	Linking and promoting the living heritage of various rural communities and at Qaa through renovation and adaptive use of farm buildings in combination with traditional skills and a rural way of life to establish a model for rural tourism that would benefit women and youth as well as farmers.



## Exhibit S6 Development strategy for the Bekaa



**Table S 4 Master Plan Programs for the Bekaa Valley**

Code	Title	Objectives	Components	
BK1	Baalbeck Heritage Redevelopment	(1) To create sustainable cultural heritage tourism, capitalizing on local resources; (2) To increase tourist visits and spending; and (3) To increase income and job opportunities.	(i) Training and institutional strengthening. (ii) Construction of visitor facilities and creation of special events. (iii) Promotion and marketing.	
BK2	Baalbeck Hotels	(1) To adaptively reuse historic buildings for preservation and lodging; and (2) To increase mid-range accommodations for increasing number of visitors.	(i) Facilitation of negotiations between property owners, investor/management company, and the municipality. (ii) Contract management for construction, (iii) Training of woodworkers and handicraft workers for interiors, and (iv) Promotion.	
BK3	Old Qaa Mountain Village Complex (Rural gite)	(1) To link and promote the living heritage activities of the North Bekaa; (2) To restore and adaptively reuse antiquated farm buildings; and (3) To create job opportunities in rural areas.	(i) Development of rural site standards, design and construction standards, and landscape regulations. (ii) Institutional development (North Bekaa Valley Tourism Development Committee), (iii) Site management and special events planning, (iv) Marketing and promotion, and (v) Construction of visitors/handicraft center with other facilities.	
BK4	Zahle Heritage Redevelopment	(1) To preserve and promote the cultural heritage of Zahle to attract more tourists; and (2) To adaptively reuse historical buildings.	(i) Institutional strengthening (Zahle heritage NGO/Tourism Council), (ii) Creation of visitor attractions (e.g. Bacchus wine route), (iii) Training for local guides through the museum, (iv) Marketing and promotion, and (v) Visitor center, museum of wine and poetry.	
BK5	Zahle Berdawni River Clean-up and Awareness Program	(1) To restore and preserve the cleanliness of the Berdawni river as a main element in Zahle cityscape and tourism; and (2) To cultivate environmental awareness among children to support sustainable tourism.	(i) Creation of clean-up event, (ii) Curricula development for environmental education of the elementary school, and (iii) Training for environmental education, development and promotion of special events, etc.	
BK6	a. Eco-Community Development	(1) To revitalize the socio-economy of Niha through new agro-processing and other tourism-related activities; (2) To pilot a complementary environmental conservation and socio-economic development model through rural tourism; and (3) To enhance cultural heritage value of the Roman archaeological sites.	(i) Model eco-tourism lodge with renewable energy system, (ii) Institutional development (cooperative by the public-private partnership), (iii) Infrastructure (road improvement, trail and sewerage), (iv) Training for local guides, and (v) Marketing and promotion.	
BK6	b. Archaeological Sites Management	(1) To protect and better promote the Niha's archaeological heritage; and (2) To contribute to long-term sustainability with increasing visitors.	(i) Site management planning, (ii) Training for site staff and guides, (iii) Roads, trail and sewerage, (iv) Mini-visitors center, and (v) Marketing and promotion.	

Code	Title	Objectives	Components	
BK7	a. Aanjar Management	(1) To protect and promote the archaeological site; and (2) To increase tourist visits and spending for local benefits.	Site	(i) Site management planning, (ii) Training for site staff and guides, (iii) Adaptive reuse of existing facilities for visitors center and exhibition galleries, (iv) Organized parking arrangements, and (v) Brochure and website creation.
BK7	b. Aanjar Tourism	(1) To preserve and promote the Armenian heritage of Aanjar, and (2) To create attractions to draw visitors to the village and offer them local products and services.	Village	(i) Tourism development planning, (ii) Institutional strengthening, (iii) "Gold Souk" with workshops, (iv) Visitors center/Armenian heritage galleries, (v) Creation of special events, and (vi) Marketing.
BK8	Aanjar Akhtamar (agro-processing)	(1) To increase value-added of local agricultural products; and (2) To increase income and job opportunities.		(i) Expansion of existing agro-processing facilities (solar collector and drying platform), (ii) Museum with a dairy shop, (iii) Special events (e.g. wine classic festival), (iv) Training for vineyard tours, etc., and (v) Promotion
BK9	Bekaa Valley Wine Route	(1) To create new tourism attractions or strengthening existing ones related to wine and other local products; and (2) To establish a thematic tourism route featuring wine of the Bekaa Valley.	Wine	(i) Institutional development (Bekaa Valley Tourism Development Council and Bekaa Valley Handicrafts Cooperative), (ii) Thematic route development, (iii) Training, and (iv) Marketing and promotion.
BK10	Bekaa Destination Project	(1) To establish a comprehensive Bekaa Valley marketing and identity packages under the concept of the virtual museum; (2) To link local people's skills and ability to market products; and (3) To create high quality tourism for sustainability.	Valley	(i) Planning by the qaza government, (ii) BOT concession through competitive bidding, and (iii) Construction of infrastructure and operation by the successful private operator.
BK11	Bekaa Valley Fair Grounds	(1) To promote family-oriented leisure and recreational opportunities; (2) To promote local agricultural products; and (3) To create cultural, trade attractions of broad public appeal.	Fair	(i) Organizational setup, (ii) Training for special events planning, and (iii) Promotion.
BK12	Bekaa Marathon-Run Peace	(1) To create an international sporting event; and (2) To draw attention of international visitors.	Valley for	(i) Visitor information kiosk, (ii) Road signage, and (iii) Training for the visitor kiosk and information management.
BK13	Bekaa Project	(1) To improve visitors awareness of tourism resources in the Bekaa Valley; and (2) To promote the Bekaa Valley as a tourist destination.	Gateway	

## 9 Implications for the Subareas

<b><i>Baalbek – tourism to the Qala'a and the Medina</i></b>	Visitor circulation from the Qala'a or temples site into the local community and its enhanced cultural heritage attractions would be improved to increase visitor length-of-stay and spending. The city's historical architectural fabric and living heritage would be preserved and better promoted to tourists. Through training and promotional activities, cultural tourism would be strengthened to bring new life and job opportunities to Baalbek.
<b><i>North Bekaa – a model for rural tourism</i></b>	Communities such as Ras Baalbek, Fekeha, and Qaa would become involved in tourism, utilizing existing skills and promoting their traditional way of life. Local people would be trained to market their unique offering and create products that better meet demand. The built heritage including abandoned farm buildings at the foot of Qaa Mountain would be renovated and adaptively reused as a model for rural tourism development. Implementation would particularly benefit rural women, farmers, and the youth through agro product and handicraft sales and hospitality and guiding.
<b><i>Zahle – The city of wine, gastronomy and poetry</i></b>	The City becomes a major player on the cultural heritage circuit. An existing heritage building is renovated and transformed into a combined Visitors Center/Museum of Wine, Gastronomy and Poetry, strategically located to draw tourists in two directions - to downtown businesses and towards the Berdawni restaurants. Zahle becomes part of the Bacchus Wine Route, a thematic tour of the Bekaa. Training and marketing programs strengthen disadvantaged members of the community, particularly farmers and women through the development of "buy local" products.
<b><i>Niha – Effective pilot project for eco-tourism</i></b>	A small community becomes an environmentally sustainable model for combined culture and nature based tourism, harnessing the intellect of the community to create renewable energy systems and agro processing that is effectively juxtaposed against the ancient Roman heritage. The entire community benefits from the creation of a larger job base.
<b><i>Aanjar – Major tourist destination in the Bekaa</i></b>	The World Heritage Umayyad history of Aanjar and its unique Armenian heritage are linked to become a major tourist destination. The Umayyad site is conserved and better presented through an effective site management plan. Aanjar clusters its existing restaurants with new attractions, including a gold souk and visitors center/Armenian exhibition gallery, to present its now hidden attractions for public participation.

## Part II The Bcharre Highlands

### 10 The Regional Setting

<b>Cultural and natural environment and IEE</b>	Bcharre is rich in traditional stone villages and monasteries, ancient mountains and terraced landscapes of the magnificent Qadisha Valley, the famous Cedars of Lebanon, and other flora and fauna. In order to protect it, an IEE was conducted, and a further environmental impact assessment has been carried out during Phase 3.
<b>Key resources – a land rich in historical and religious symbolism</b>	The Qadisha Valley and the Cedars of the Lord are a universally recognized religious, cultural, and natural asset with the World Heritage status. The sites require better protection. To enhance pilgrimage and other visitors' needs, both sites need better visitor management, circulation, and promotion.
<b>Strengths and weaknesses</b>	Key strengths and weaknesses related to tourism in the Bcharre Highlands have been clarified through focus group discussions, surveys and data analysis. They are summarized in Table S5.
<b>Infrastructure needs for access and local roads, and sewerage</b>	The access road from Chekka and some local road sections are going to be improved by CDR. The access from the Bekaa is closed during winter, and the physical conditions are inadequate for tour passengers. Some local roads suffer from narrow sections and inadequate safety equipment. Wastewater is discharged directly into surface water or through septic tanks for disposal in soil. Municipalities contract with private companies for garbage collection. These are matters of increasing concern as more tourists are expected to visit in the future.
<b>Bcharre socio-economy - decreasing resident population with high unemployment rate</b>	The current resident population of the Bcharre qaza is more or less 20,000. The population increases significantly in summer as many migrants return, close to 50,000. Agriculture employs 19.5% of the labor force, of which some 40% are engaged in apple production. Manufacturing industries employ 8.9% of the qaza labor force. The unemployment rate in the Bcharre qaza is reported to be 11.3%, the highest of all the qazas in the North. The total population of the Bcharre municipality is reported to be about 5,000 in winter and 15,000 in summer.

**Table S5 Strengths and Weaknesses Related to Tourism in Bcharre Highlands**

Key Strengths	Key Weaknesses
<ul style="list-style-type: none"> <li>• Scenic beauty of Bcharre, offering a unique combination of a dramatic gorge with green terraces, situated below sweeping mountain landscapes.</li> <li>• Beauty of the crown villages with pleasing architecture, atmospheric churches and town centers, spectacular valley views and delightful festivals celebrating local traditions and personages.</li> <li>• Symbolism of Cedars and Qadisha Valley as a powerful, unique and lasting advantage for Bcharre drawing the cultural visitors.</li> </ul>	<ul style="list-style-type: none"> <li>• Incompatible recreational activities in the valley by families and groups of picnickers using the valley floor for recreational purposes creating a disrespectful atmosphere at times and causing some damage to the road and riverside areas.</li> <li>• Minimal interpretive information to enrich the value of visits to key sites and make them more memorable.</li> <li>• Fragmentary efforts to promote the unique combination and strengths.</li> </ul>

## 11 The Development Plan

### ***Objectives of the regional tourism development reflecting the national policies***

Objectives of the regional tourism development in the Bcharre highlands have been defined, reflecting the national development policy for sustainable and balanced development as well as income generation and poverty alleviation. They are (1) to protect and enhance the Bcharre's unique mix of cultural and natural resources, and (2) to utilize these resources to expand the tourism industry and generate economic benefits for local communities in a sustainable manner.

### ***Strategic framework reflecting the concern of the Patriarchate for the Qadisha Valley and the Cedars of the Lord and effecting the participatory development and management***

The strategic framework is set by the concern of the patriarchate for the primary religious significance and secondary environmental and cultural significance of the Qadisha Valley and the Cedars of the Lord. Within the framework, participatory development and management should be effected, involving all the stakeholders. More specific strategies for different areas of the Bcharre highlands are given in Table S6.

### ***Tourism strategy for demand driven development of tourism products and marketing through training, infrastructure and institutional strengthening***

The strategy for regional tourism development in the Bcharre highlands have been derived, aiming at enhancing existing cultural and natural resources for demand driven development of tourism products and marketing. The strategy derivation and expected outcome of strategy implementation are illustrated in Exhibit S7.

### ***Institutional strengthening for better management of the World Heritage site***

The strategy supports the establishment of effective management organizations for the Qadisha Valley and the Cedars of the Lord to better preserve and promote the World Heritage site, to upgrade and

expand the Cedars ski resort in a manner compatible with the Cedars reserve, and to create unique identities and attractions in the villages that will bring them greater economic benefits.

**Environmentally friendly  
infrastructure and  
attractive facilities**

To avoid the disturbance of the Qadisha Valley itself, while ensuring visitors the experiences of the magnificent valley, the villages atop the Qadisha Valley are positioned as destinations for cultural and religious tourism, supported by environmentally friendly infrastructure and attractive facilities and events. The Cedars grove should also be enhanced for better presentation with infrastructure and facilities as well as a protective buffer zone.

**Training for site  
management, tourism  
products development, and  
marketing**

The strategy addresses the needs for training of public and private sector personnel in various areas including site management planning, development of a variety of tourism products such as handicrafts, events and other attractions, and proactive marketing.

**Six programs formulated  
under the strategy**

A total of six programs have been formulated for the regional tourism development in the Bcharre Highlands: one comprehensive management program for the Qadisha Valley and the Cedars of the Lord, one for the Cedars grove, three for the rim villages, and one specifically for institutional strengthening (Table S7). In addition, a separate proposal has been developed for the Cedars ski resort.

**Table S 6 Strategic Framework for Different Areas in the Bcharre Highlands**

Area	Strategic Framework
Qadisha Valley	Reviving church communities through cooperative livelihood activities and international support network to be developed through the participatory site management planning.
Rim villages	Promoting complementary development of rim villages through strengthening unique characteristics of different villages, improving physical links, and providing key facilities to serve all the villages collectively.
Cedars grove	Establishing cedars village and cedars museum through promoting expanded material and spiritual support bases world wide.
Cedars ski area	Facilitating the private sector to develop a major ski resort under the strict enforcement of regulations related to landscape preservation, a pedestrian village with land use and design controls.

### Exhibit S 7 Development Strategy for the Bcharre Highlands

#### ~Synthesis of Survey~

##### <Supply>

-Unique history and landscape, high possibility to become international tourist destination.

-The Area has also suitable resources for eco, history, culture & religious oriented tourism.

##### <Facilities>

- They are generally lacking and of substandard; broader diversity of tourist facilities, attractions, lodging, upgrade of ski resort area needed.

##### <Local Industry>

-Tourism is expected to serve as platform for agri-products, apples, crafts, etc. boosting local industry.

##### <Environment>

- Sewage treatment and solid wastes disposal are critical for environmental protection.

<Demand>  
-At present, day trip from circumference cities is main market.

-On international tour including neighboring countries, it is rare to visit the area.

##### <Community>

-Most residents are Maronite Christians and the church has strong influence.

- Unemployment and migration are big issues.

#### ~Voice from Communities~

(Results of Group Interviews)

- Tourism strategies are needed to create job opportunities.

- Serious problems of solid waste and sewage need to be solved

- More activities is key to increase tourist's length of stay.

-Potential problem is funding. Fund-raising mechanisms [parking, entrance fees] essential for site management, development, maintenance, and renovation.

-The area producing apples, pears and vegetables, has good opportunities for agro processing, such as juices, baby foods.

-A coordinating committee is needed with members from NGO's, municipalities, private and public sectors; core members should be local people and observers should be from the private businesses.

-The committee will be supervised by MOT, MOE, and MOC.

-Construction of telepherique needs further economic study.

#### ~Strategic Actions~

1. Implementation of sustainable site management framework for preserving the special character of the holy valley and cedars reserve.
2. Strengthening of the public & private institutions managing the area's tourism.
3. Creation of various facilities, activities and attractions using the area's unique character.
4. Development of local industries and jobs through expanded tourism services.
5. Preservation of the scenic beauty peculiar to the area.
6. Promotion of the area's tourism to become international destination.

#### ~Implementation Considerations~

1. To preserve the Holy Valley and the Cedars, highly precious resources, committed interests set up a permanent site management authority.
2. The whole landscape including villages, the valley, and mountains is preserved, improved; viewpoints & scenic heritage trail are built to enjoy.
3. Introduction of eco-tourism and nature-based activities are introduced to make the most of the tourist resources.
4. Institution building, both local government and private sector, for improved more professional tourism management is provided.
5. Specific local industries development are promoted through tourism, such as agro products, and craft development.
6. Prayer, shopping, strolling, eating & entertainment grow in tourist villages.
7. To invite foreign tourist more, effective marketing activity is performed.



Table S 7 Master Plan Programs for the Bcharre Highlands

Code	Title	Objectives	Components
B1	Qadisha Cedars Management Program	<ol style="list-style-type: none"> <li>(1) To protect and promote the World Heritage site;</li> <li>(2) To establish management organizations for integrated management of Qadisha and Cedars, involving all the stakeholders; and</li> <li>(3) To increase visitor length of stay and tourism revenue to the rim villages.</li> </ol>	<ol style="list-style-type: none"> <li>(i) Site management planning,</li> <li>(ii) Training for planning and management,</li> <li>(iii) Visitors center with other related facilities,</li> <li>(iv) Visitor interpretation with signage, brochure, website, etc.), and</li> <li>(v) Sewerage</li> </ol>
B2	Cedars Renaissance Program	<ol style="list-style-type: none"> <li>(1) To dramatize the presentation of the Cedars of the Lord to attract tourists and financial support worldwide;</li> <li>(2) To ensure the sustainability of the Cedars of the Lord; and</li> <li>(3) To increase and diversity income-generating opportunities for local people.</li> </ol>	<ol style="list-style-type: none"> <li>(i) Cedars village development,</li> <li>(ii) Cedars park establishment, and</li> <li>(iii) Cedars museum and trenches.</li> </ol>
B3	Crown Villages Destination Project	<ol style="list-style-type: none"> <li>(1) To enhance the destination value of key villages on the rim to stimulate services industry;</li> <li>(2) To resolve sewage pollution of the Qadisha Valley; and</li> <li>(3) To provide activities information and other services to visitors.</li> </ol>	<ol style="list-style-type: none"> <li>(i) Bcharre town beatification,</li> <li>(ii) Gibran house renovation and visitors information,</li> <li>(iii) Gateway viewpoint and roadside viewpoints,</li> <li>(iv) Interpretive signage,</li> <li>(v) Sewage treatment plant for Bcharre and Hadchit,</li> <li>(vi) Micro industry support, and</li> <li>(vii) Culverts for animals to link Qadisha Valley to Ehden Reserve.</li> </ol>
B4	Qadisha Scenic Heritage Trail	<ol style="list-style-type: none"> <li>(1) To create a new attraction, dramatizing the valley scenery without entering the valley;</li> <li>(2) To promote environment-friendly visitor circulation; and</li> <li>(3) To increase environmental benefits through reduction of noise, air pollution and traffic congestion.</li> </ol>	<ol style="list-style-type: none"> <li>(i) Trail on the valley rim for walking and cycling,</li> <li>(ii) Interpretive signage, memorials and statuary,</li> <li>(iii) Institutional strengthening (Bcharre Tourism Development Council),</li> <li>(iv) Training for planning, tourism products development, management innovations, etc.</li> </ol>
B5	Promotion of Village Lodging	<ol style="list-style-type: none"> <li>(1) To renovate and use historical or attractive houses for commercial lodging; and</li> <li>(2) To stimulate local socio-economy through the establishment of cottage industries such as B &amp; B by villagers</li> </ol>	<ol style="list-style-type: none"> <li>(i) Establishment of facilities and service standards,</li> <li>(ii) Management training for villages,</li> <li>(iii) Micro finance for house refurbishment, and</li> <li>(iv) Marketing.</li> </ol>
B6	Bcharre Tourism Development Council Strengthening	<ol style="list-style-type: none"> <li>(1) To strengthen BTDC as the main implementer and promoter of master plan proposals;</li> <li>(2) To create new tourism attractions;</li> <li>(3) To develop a network with tour operators and other related organizations; and</li> <li>(4) To expand participation to include all the municipalities and many local businesses.</li> </ol>	<ol style="list-style-type: none"> <li>(i) Training of BTDC members for tourism promotion and marketing,</li> <li>(ii) Creation of new events, entertainments and programs, and</li> <li>(iii) Development of promotion media.</li> </ol>

## 12 Implications for the Subareas

<b>Site management through participatory planning for long-term sustainability</b>	The Qadisha Cedars Management Program defines a long needed permanent participatory management framework that will bring together the Patriarchate (primary owner), government policymakers, and municipal and private stakeholders to improve preservation and presentation through visitor management, access improvement, enhanced and diversified experience, and understanding of the World Heritage site.
<b>Visitors centers with exhibition galleries and trained guides/site rangers and rural gite</b>	A visitors center with exhibition galleries would be built at the entrance to the valley and another at the entrance to the Cedars reserve to control and inform visitors on the sites' significance and heritage, and on current activities in the sites and the villages. Trained reserve management and guides/rangers would improve visitor experience. Inside the valley the historical Saydet el Karm buildings would become a small educational heritage site with rural gite lodging for pilgrims or hikers.
<b>Trails for pilgrims and hikers</b>	Inside the valley existing trails would be improved with signage and connected to new trails for pilgrims and hikers to enjoy. At the top of the valley adjacent to the villages, a scenic educational heritage trail would ring the top of the valley to bring the Qadisha closer to the villages and increase the carrying capacity of the valley.
<b>Cleaner river and streams</b>	The valley's water quality would be improved through the development of sewage treatment facilities for the villages of Hadath el Jibbe, Hadchit, and Bcharre.
<b>Enhanced heritage at the Holy Cedars Reserve</b>	The Cedars reserve, in addition to improved management and guides, would have a cedars nursery program and a protective buffer zone, separating the site from souvenir vendors, to better protect and promote its important symbolic, historical and environmental significance.
<b>Village tourism development</b>	At the entrances to the villages, visitor kiosks would be built to stop the tourists and offer them information on where to shop, dine, and lodge in the villages. Streetscape upgrades including signage, and special events such as laser shows, would enliven the villages.
<b>Historic preservation and adaptive reuse</b>	The villages would attract more tourists through historic preservation and adaptive reuse of historic buildings, bringing them new economic life. The Gibran Home would be renovated, maintaining its authenticity but producing a more attractive and educational house museum.
<b>Training for higher quality souvenirs and handicrafts</b>	Training in design and production would produce higher quality and more demand driven handicrafts and souvenirs for the villages and the Cedars reserve.
<b>Premiere Cedars ski village</b>	The Cedars ski village would be comprehensively planned to make it a premiere ski destination, with building and landscape design standards, increased numbers of lifts,

improved slopes, and year round activities. The master plan would attract investors and developers, who would work with MOT to strengthen the existing attraction.

## **Part III Programming Considerations**

### **13 Implementation Considerations**

<b><i>National policy and reforms to spur tourism</i></b>	The Government should recognize the importance of tourism as a major engine for economic growth and establish the priority policy for its development. MOT can undertake actions and innovations to improve the tourism sector's effectiveness, especially in regard to tourism promotion, policy reform, statistical record-keeping, support for new market segments, Diaspora linkages, and guide training.
<b><i>Aggressive and collective marketing and policy changes</i></b>	To spur tourism promotion, national and local promotional entities should be created, with the private-public partnership. Visa reform and improved immigration processing at the airports and at border crossings would facilitate easier entrance and promotion of regional tours.
<b><i>Better statistics for effective target marketing</i></b>	Through the creation of an industry statistical database, improved statistics could be utilized by MOT and the private sector for more effective target marketing.
<b><i>Local implementing partnerships</i></b>	The success of regional tourism development depends on partnerships between the government and municipalities as implementing agents, and local NGOs and private sector entrepreneurs to provide innovative training, lodging, cultural attractions, visitor services, crafts and agro products.
<b><i>Investment through linkages to the Diaspora and donors</i></b>	Investment and tourism can be promoted through strengthened Diaspora linkages with local communities and through strengthened relationships with donors and private grant-making institutions. A unit should be established at MOT to lead the implementation process.

## 14 The Priority Projects

### ***Project evaluation for priority assessment***

The master plans present a total of 21 programs and subprograms. They were evaluated by 13 criteria in six categories, to establish ranking and prioritization (Table S8). Analyzed were the level of contribution to economic development, social development, environmental development, historic conservation including site management, institutional development, and project preparation for implementation, including funding requirements and fund sourcing. Each project was scored on the basis of its strengths in contributing to various types of improvements (Table S9 and Table S10)

### ***Eight projects selected for Phase 3 feasibility and in-depth analysis***

Following the guidelines of the TOR and after much JICA Study Team deliberation and consultation with the Lebanese counterparts, the following seven projects were selected to move into either or feasibility study or in-depth analysis during Phase 3 of the JICA Study.

#### ***Bekaa projects for FS:***

***\*Niha Eco-community development and site management, and  
\*Aanjar Site Management and Village Tourism***

In the Bekaa, two projects were selected for feasibility studies: BK6 Niha Eco Project and Site Management and BK7 Aanjar Site Management and Village Tourism. For in-depth analysis, BK3 Old Qaa Mountain Village (rural gite complex and area living heritage), and BK4 Zahle Heritage Redevelopment Package were selected.

#### ***Bcharre projects for FS***

***\*Qadisha Cedars Management Project***

***\*Crown Villages Destination Project***

In the Bcharre Area, two projects were selected for feasibility studies: B1 Qadisha Cedars Management Project, and B3 Crown Villages Destination Project. Two other projects were selected for in-depth analysis. B6, Bcharre Tourism Development Council strengthening and the Cedars Ski Area Master Plan.

**Table S 8 Project Evaluation System for the Regional Tourism Development**

Criteria category	Criteria	Score meaning	Score
1. Economic development	1.1 Contribution to reactivation of local economy	• Large contribution expected	2
		• Some contribution expected	1
		• Little contribution expected	0
	1.2 Generation of income	• Large for many people	2
		• Large for limited people or small for many people	1
		• Small for limited people	0
2. Social development	2.1 Poverty alleviation	• Significant (part of project objective)	2
		• Some but incidental	1
		• Little	0
	2.2 Promotion of social value	• Reflected explicitly in project	2
		• Positive effects expected	1
		• No or negative effects	0
3. Environmental development	3.1 Improvement of environmental quality	• Reflected explicitly in project	2
		• Positive effects expected	1
		• No or negative effects	0
	3.2 Environmental awareness	• Reflected explicitly in project	2
		• Positive effects expected	1
		• Little effects	0
4. Historic Conservation	4.1 Improved conservation management	• Management sustainability improved	2
		• Limited benefit	1
		• Little or no improvement	0
	4.2 Improved historic fabric	• Improved expected as an objective	2
		• Some improvement expected	1
		• Little or no improvement	0
5. Institutional development	5.1 Local institutional capacity	• Capacity strengthening as objective	2
		• Some capacity strengthening expected	1
		• Little effects	0
	5.2 Links between central and local institutions	• Improvement expected as objective	2
		• Some improvement expected	1
		• Little or no improvement	0
6. Project preparation	6.1 Funding	• Fund sources well identified	2
		• Reasonable fund requirements for easy fund sourcing	1
		• Large fund requirements or difficult fund sourcing	0
	6.2 Project development	• Well formulated and ready for implementation	2
		• Need further project development	1
		• Formulation still conceptual	0
	5.3 Implementing organization	• Clearly identified and capable	2
		• Identified but need strengthening	1
		• Not identified or weak	0

Source: JICA Study Team

## 15 Implementing Arrangements

<b>Structure to ensure central-local cooperative implementation</b>	Implementing arrangements for the regional tourism development consist of a central organization, local organizations, and a mechanism for central-local cooperative operation.
<b>Project Implementation Unit to be established by MOT and CDR for effective implementation, fund management, and monitoring and evaluation</b>	The PIU should be headed by a MOT director, supported by a executive secretary for liaison with other agencies, donors and local organizations. Management activities would be conducted by a project manager in cooperation with several officers in charge of different aspects of the regional tourism development. At least four broad aspects need to be covered: (1) facilities planning and development, (2) tourism industry development, (3) business investment and financing, and (4) human resources development (Table S11).
<b>External supports to be sought for the operation of PIU</b>	The PIU should be supported by technical and financial cooperation of donor agencies. The dispatch of an expert for aid proposals writing and fund sourcing would facilitate early implementation of priority proposals.
<b>Local Tourism Development Committee/Council and other types of institutions for different study areas to implement proposals</b>	Local organizations may include a Local Tourism Development Committee/Council, local shareholding company, business association/cooperative and stakeholders' forum as well as municipalities. Local issues to be involved in the regional tourism development should, in principle, be resolved at the Committee/Council. For more effective and coherent implementation of all the master plan proposals, the Bekaa valley Tourism Development Council should be established and the existing Bcharre Tourism Development Council strengthened. Also the Bekaa Valley handicraft Cooperatives should be established to upgrade skills of local craftsmen and improve their products through its local branches.
<b>Central-local cooperation through an Advisory Council as well as the Local Committee/Council to be attended by PIU staff</b>	An Advisory Committee should be established and chaired by the MOT director of the PIU. The membership would consist of key stakeholders for each area/project, including mayors, local NGOs and other private sector representatives as well as related government agencies. The institutional setup with the PIU and the Advisory Committee is illustrated in Exhibit S8.

**Table S 10 Scoring Tally for the Bcharre Valley per Evaluation Criteria**

Evaluation	Economic			Social		Environmental		Institutional		Project preparation			Subtotal (5-6)	Total
	Econ. Development	Gen. of Income	Poverty Alleviation	Promote Social Value	Improve Environmental Quality	Environmental Awareness	Subtotal(1-3)	Capacity Building	Linking Central Local	Funding	Project Development	Implementation		
PROJECTS – 6 total	1.1	1.2	2.1	2.2	3.1	3.2	12	5.1	5.2	6.1	6.2	6.3	7	19
B1 The Qadisha Cedars Management Project	2	2	2	2	2	2		2	2	1	1	1		
<b>FEASIBILITY STUDY</b>														
B3 Crown Villages Destination Project	2	2	2	2	1	1	10	1	1	0	0	1	3	13
<b>FEASIBILITY STUDY</b>														
B6 Bcharre Tourism Development Council Strengthening	2	1	1	2	1	1	8	2	2	1	1	1	7	15
<b>IN-DEPTH ANALYSIS</b>														
B2 Cedars Renaissance Program	1	1	0	0	2	2	6	1	2	0	1	0	4	10
B5 Promotion of Village Lodging	1	1	1	1	1	1	6	1	0	0	1	0	2	8
B4 Qadisha Scenic Heritage Trail	0	0	0	1	1	1	3	0	0	0	0	0	0	3

Source: Evaluation by the JICA Study Team in consultation with MOT and CDR

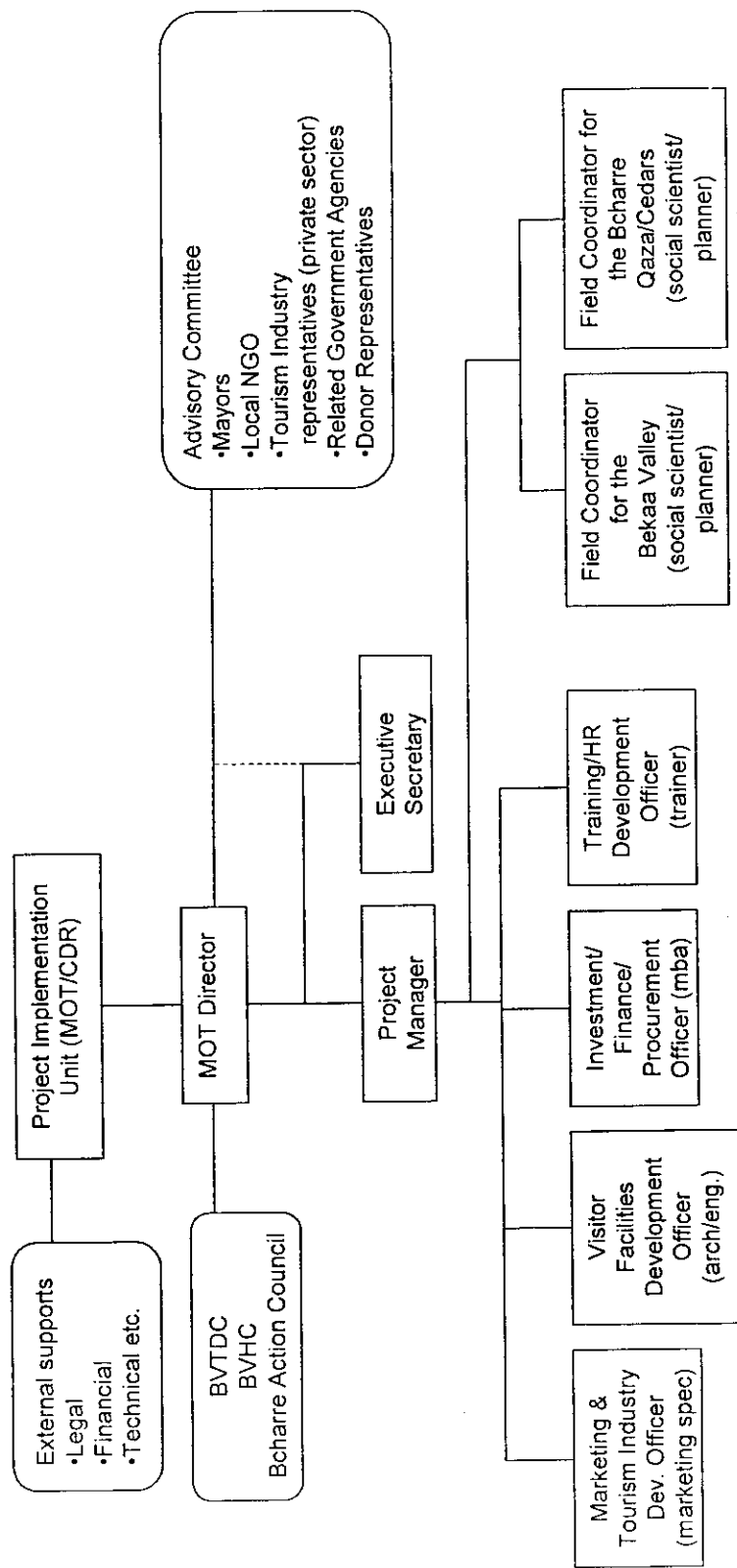
## 15 Implementing Arrangements

<b>Structure to ensure central-local cooperative implementation</b>	Implementing arrangements for the regional tourism development consist of a central organization, local organizations, and a mechanism for central-local cooperative operation.
<b>Project Implementation Unit to be established by MOT and CDR for effective implementation, fund management, and monitoring and evaluation</b>	The PIU should be headed by a MOT director, supported by a executive secretary for liaison with other agencies, donors and local organizations. Management activities would be conducted by a project manager in cooperation with several officers in charge of different aspects of the regional tourism development. At least four broad aspects need to be covered: (1) facilities planning and development, (2) tourism industry development, (3) business investment and financing, and (4) human resources development (Table S11).
<b>External supports to be sought for the operation of PIU</b>	The PIU should be supported by technical and financial cooperation of donor agencies. The dispatch of an expert for aid proposals writing and fund sourcing would facilitate early implementation of priority proposals.
<b>Local Tourism Development Committee/Council and other types of institutions for different study areas to implement proposals</b>	Local organizations may include a Local Tourism Development Committee/Council, local shareholding company, business association/cooperative and stakeholders' forum as well as municipalities. Local issues to be involved in the regional tourism development should, in principle, be resolved at the Committee/Council. For more effective and coherent implementation of all the master plan proposals, the Bekaa valley Tourism Development Council should be established and the existing Bcharre Tourism Development Council strengthened. Also the Bekaa Valley handicraft Cooperatives should be established to upgrade skills of local craftsmen and improve their products through its local branches.
<b>Central-local cooperation through an Advisory Council as well as the Local Committee/Council to be attended by PIU staff</b>	An Advisory Committee should be established and chaired by the MOT director of the PIU. The membership would consist of key stakeholders for each area/project, including mayors, local NGOs and other private sector representatives as well as related government agencies. The institutional setup with the PIU and the Advisory Committee is illustrated in Exhibit S8.



**Table S11 Functions of PIU Project Officers**

Project officer	Possible qualification	Main functions
1. Facilities planning & development	Architect/engineer	Planning, design and construction supervision of tourism facilities; monitoring & evaluation with facilities inventory
2. Tourism industry development	Marketing specialist	Public relations; publication and website; event coordination; Diaspora relations
3. Business investment and financing	MBA	Financial incentives, fund sourcing and financial management; procurement and contracting
4. Human resources development	Training specialist	Industry training; staffs training for local organizations; community awareness



Source: JICA Study Team

**Exhibit S8 Central Management Structure for Regional Tourism Develop**

## Feasibility Studies and In-depth Analyses

### Part 1 Projects for the Bekaa Valley Virtual Regional Museum

#### 16 Niha Eco Village Development and Site Management

***Pilot project for eco village and eco-tourism development to realize heritage enhancement and environmental preservation***

The basic concept of the project is to pursue complementary realization of heritage enhancement and environmental preservation through eco-tourism development. The project would effectively utilize the archeological sites and the pleasant rural landscape of Niha, which is developed as a host community to accommodate visitors, and called an eco village. Utilizing similar resources in other rural areas, a number of eco villages may be created throughout inland areas of Lebanon.

***Ecolodge with related facilities, support for new agro-processing, trails to link the archeological sites and various tourism opportunities along the trails, and cultural/environmental events to enhance tourism experience and to revitalize rural socio-economy***

The project would provide an ecolodge with renewable environmental systems with a café, seminar/meeting rooms and related facilities and support of new agro-processing. A Roman Trail for hiking would be provided to link the two archeological sites to the ecolodge, and orchard picking would be created along the trails. More culture and environmentally oriented events would be created to increase tourist stay and spending.

***The Tourism Development and Festival Committees of Niha to be expanded as key implementing agencies***

The existing committees should be expanded with respect to their functions and membership as well as resources to become key implementing agencies within the overall setup with the PIU. The wider participation would expand the resources base with entrepreneurship, technical skills and financial resources. The Advisory Committee for Niha would include the operator of the proposed ecolodge as well as mayors, local NGOs and related government agencies. The proposed Bekaa Valley Tourism Development Council, once established, would further strengthen the local initiative.

***Public sector supports necessary and justified in view of high economic performance expected and employment generation***

The project constitutes a key component of the Bekaa Valley regional tourism development, which has reasonably high economic viability with the EIRR estimated preliminarily at 22%. The financial return on the investment (ROI) from the ecolodge with the tent site varies between 3.7 and 26.8 %, depending on the combination of the ecolodge capacity and the number of tent units, and also with or without the infrastructure costs attributable to the community of Niha and the project. The project would generate 74 permanent jobs and 56 temporary jobs (Template BK6).

## 17 Aanjar Site Management and Village Tourism

<b><i>Enhanced presentation of the unique combination of the Umayyad Citadel World Heritage site and living heritage of Armenian culture to attract a wider range of tourists</i></b>	The project would utilize and enhance the Umayyad city, a World Heritage site, and living heritage of Armenian culture through art exhibits, gold and jewelry, local cuisine, shopping opportunities, etc. The pleasant urban fabric, restaurants and other facilities would be used to functionally link these two key resources so that visitors would stay longer and spend more.
<b><i>Site management plan to be produced, tourism facilities provided at the Umayyad site and the restaurant area, and special events created through the project</i></b>	The site management plan would cover management organizations, conservation strategy for the archaeology, and training. At the Umayyad site, a small visitors center, artifacts shelter, exhibition gallery, and reorganized parking would be provided. Facilities at the restaurant area would include a contemporary souk with goldsmith workshops, and a watermill heritage art galleries and visitors center. Special events such as a jewelry festival and proactive marketing would also be supported.
<b><i>The Tourism Development committee to be formalized to take the initiative for site management planning and fundraising</i></b>	The existing unofficial committee, which is now being formalized by the municipality, would become the main promoter and implementing agency for the project. It would become a local branch of the proposed Bekaa Valley Tourism Development Council, once established. Technical and limited financial supports would be channeled through the central-local cooperative mechanism with the PIU.
<b><i>High financial viability to attract private investors</i></b>	With the total investment cost of US\$ 288,000, the financial return on investment (ROI) from the project is estimated at the preliminary level to be 36%, highly attractive for private investors (Template BK7).

## 18 Old Qaa Mountain Village Complex

***The project to establish a rural tourism destination in the upper Bekaa Valley with an image of cultural character portlaying rural traditions, archeology and crafts***

The project would utilize the living heritage in Ras Baalbek and Fakehe and link it to the built heritage in Qaa, where abandoned ancient rural houses and water supply structure would be renovated into present day lodging, dinning and handicrafts facilities. Some local traditions for handicrafts making and local dishes would also be featured to enhance rural tourism experience of cultural character.

***Site management plan to be produced, and B&B accommodations provided through restoration and adaptive reuse***

The development and site management plans would cover management organization, conservation strategy, special events development, training, and marketing and promotion. Overnight accommodations (rural gite), combined with restaurant and shopping venue, would create jobs in rural areas.

***The Qaa and Ras Baalbeck municipalities to be supported by the central-local cooperative mechanism with the PIU***

Supported by the PIU with the Advisory Committee of the central level, the municipalities of Qaa and Ras Baalbeck would be the main implementing agencies. They would become part of the a local branch of the proposed Bekaa Valley Tourism Development Council (BVTDC). Also the Bekaa Valley Handicrafts Cooperative (BVHC) would be established by the Ministry of Social Affairs (Template BK3).

## 19 Zahle Heritage Redevelopment

***Introduction of innovations to expand the market segments already well established for Zahle tourism***

Zahle is already well established as a weekend, holiday and vacation destination for visitors from Beirut and its vicinity and neighboring countries. The program would create and inject new elements to complement the existing resources such as cultural events, the Berdawni river restaurant zone, the historic city center, and the downtown shopping district.

***Additional tourism facilities and products, and strengthened institutions to support the tourism market expansion***

The program would provide additional tourism facilities through adaptive reuse of a historical building strategically located between the tourism zone and the downtown to become a visitors center/museum of wine, gastronomy and poetry. New tourism products include architectural walking tours through historical quarters with architecture and a poetry festival. The program would support the strengthening of an existing heritage NGO and the municipality to become the local branch of BVTDC.

***Program implementation by a cooperative mechanism among the municipality, heritage NGOs, local business, and possibly Diaspora as well as local people***

The program would be promoted by the strong initiative of the Municipal Council under the leadership of the mayor. Both heritage NGOs and local business communities are very active, and should play important roles in the regional tourism development. (Template BK 4).

## Part 2 Projects for the Bcharre Highlands

### 20 Qadisha Cedars Management Program

<b><i>Comprehensive management framework to be provided for the Qadisha Valley and the Cedars of the Lord, involving all the stakeholders</i></b>	The site management plan would be prepared by a participatory approach to reflect the concern of the patriarchate for the World Heritage site as a religious, spiritual, environmental and cultural asset to be enhanced through program implementation.
<b><i>Management structures and essential tourism facilities and tools to effect sound site management</i></b>	Effective management structures would be established and strengthened through participatory site management planning. They would encompass the local management unit, the PIU at the central level, and the central-local cooperative mechanism. The program would provide also a visitors center with café, shops and exhibition galleries, reorganized parking and access, trails, site furnishings, signage, brochure and website. The Saydet al Karm structures in the valley would be preserved and renovated to become rural gite lodging for pilgrims and hikers.
<b><i>Involvement of all the stakeholders, utilizing existing institutions for the immediate initiation of the site management planning</i></b>	An informal stakeholders forum would be formed locally within the formal institutional structure with the PIU at the center to initiate the site management planning in the nearest future. The operation of the forum would be facilitated by the involvement and experiences of existing local institutions such as the Committee for Safeguarding the Environment of Bcharre as well as the Bcharre Tourism Development Council. The Qadisha Cedars Management Authority may be established by the public-private partnership to be strengthened through the site management planning.
<b><i>Economically sound and financially attractive tourism development under proper site management</i></b>	Effects of the program would extend to other projects and programs proposed by the regional tourism master plan for the Bcharre Highlands. Taking all the proposed projects and programs collectively, the overall economic viability was assessed and the EIRR calculated at 29%. A local shareholding company would manage entrance fee collection, visitors center operation, and some other revenue-generating activities. With the initial investment cost of US\$ 788,000, the overall financial return on investment (ROI) was calculated to be 54% for 10 years operation. Some revenue-generating activities may be undertaken by a pilgrim-based organization and other entities. Specific methods of revenue sharing through concessions and others as well as cost-sharing should be worked out. Some infrastructure and facilities costs are not included in this preliminary evaluation. (Template B1).

## 21 Crown Villages Destination

- Attractive facilities in the villages along the crown of the Qadisha Valley to increase visitor length of stay and spending for local benefits*** The project would enhance tourism services in the crown villages by offering additional facilities capitalizing on varied characteristics of different villages and improving links between them.
- Environmental infrastructure and common facilities to enhance tourism experience for the benefit of all the villages*** The project would provide sewage treatment plants for Bcharre and Hadchit, and improved culverts for animals to link the Qadisha Valley to the Ehden Reserve. Also included in project are urban landscaping for Bcharre town, renovation of the Gibran House and Museum, landscaping provision of viewpoints at the gateway and roadside and interpretive signage. The project would offer micro industry support with a farmers market and an arts and crafts center.
- Municipalities as the main implementing agencies to be supported by the PIU*** Most physical components of the project would be implemented by respective municipalities. They would be supported, as necessary, by the central organization with the PIU for the resolution of technical issues, and promotion and public relations.
- Revenue-generating activities attractive enough for private investors*** The project includes such revenue-generating activities as sales at a shop and a restaurant, and sales of agro-products, museum entrance fee, and hotel revenues. Financial viability of these activities was assessed collectively to yield the ROI at 18% with the total investment cost of US\$ 1,483,000 over ten years (Template B3).

## 22 Bcharre Tourism Development Council Strengthening

- Capacity building program to expand a network of tourism promotion and to develop new events and attractions*** The program would strengthen BTDC as the main promotional body for the Bcharre qaza as a whole. It would benefit from increased communications between all the municipalities and with a range of local businesses. Through program implementation, a network of tourism promotion would develop to be linked with various tour operators and related organizations, and new events and attractions would be created.
- Innovations through on-the-job and practical training by international experts and business associations*** Training by the program would cover not only basic subjects for tourism development, management, and promotion, but also practices for events creation and management, and proactive marketing. Innovative promotional materials and activities would be generated through such practical training.
- Interactions between BTDC and the stakeholders' forum*** BTDC should hold a series of stakeholders' meetings, and a forum should be formed for the site management planning (will take about one year of community meetings) (project B1). BTDC may tap some ideas from the forum to be developed into new events or promotion activities, or conversely, BTDC may feed in various ideas into the site management planning (Template B6).

## 23 Cedars Ski Area Development

### ***A long history of skiing in Lebanon and the Cedars***

Lebanese skiing began in 1923, and the Army's ski school has operated in the Cedars for nearly 70 years. Today the area is under the management of a private concession, the Cedars Teleski Company, and the Ministry of Tourism.

### ***Visitor Statistics – 90% Lebanese and 10% European and Arab***

There is little data to support the number of visitors to the ski area, and this information should be collected. However, it is estimated that 90% are Lebanese, and 10% are Arab and European. Of those percentages, 68% are skiers. Consequently, 60% visit during the winter and 40% during the summer, a good distribution for year-round use.

### ***Visitor facilities include limited lodging and few dining and shopping amenities***

Lodging at the Cedars (11 hotels and 88 chalets/bungalows) is at the level of 3 star, although weekend rates during peak skiing season are relatively high at \$100 per night. There are very few shops and restaurants in the existing Cedars village, limited base facilities, and no international standard ski schools.

### ***The primary competition is Faraya-Mzaar, an international standard small ski resort closer to Beirut***

Of the five other ski areas in Lebanon, two are competitive with the Cedars: Faqra and Faraya-Mzaar. Faqra is a small private development, and Faraya-Mzaar is a relatively internal resort, high priced by Lebanese standards but medium priced by international standards, within the larger and somewhat disorderly village of Faraya. The Cedars, the farthest ski area from Beirut, should be developed for longer-stay visitors, who are interested in a well designed, outdoor ski village atmosphere. A sensitively designed Cedars village could compete with medium range European resorts and exceed skiing opportunities in Iran, Turkey, and Cyprus.

### ***Recommendations for improvements to draw investors and create a new pedestrian oriented Cedars Ski Village***

The MOT's newly formed PIU should hire an architect/engineer to be in charge of visitor facilities, including the Cedars. The PIU should work on resolving a number of issues that would be important to private investors including clarification of land ownership and location and amount of vacant land available for development, relocation of the Army checkpoint, completion of improved ski lifts and cross country trails to increase visitation, development of a market feasibility study with cost estimates and discussion of infrastructure issues, and an illustrative master plan with environmentally protective design guidelines. The PIU should work with IDAL to identify and contact potential investors.

### ***Future development to be influenced by three factors***

1. The ability of the government to organize a feasibility study and provide infrastructure and improved lifts;
2. Lebanese skiers' ability to afford skiing; and
3. The private sector's success in creating appropriate ski facilities and promotional packages.



## 24 Initial Operation Plan

### **Master plan adoption to clarify MOT policy**

The master plans for the regional tourism development in the study areas, together with the feasibility studies and in-depth analyses of priority projects should be formally adopted as part of MOT policies, if necessary, with addenda. The formal adoption would constitute an important part of establishing the much needed tourism development policy of Lebanon, providing a coherent framework and indicating directions for regional tourism development in Lebanon as a whole.

### **PIU establishment to maintain momentum for implementation**

The proposed Project Implementation Unit (PIU) should be established in the nearest future even with its partial capacity. A few of the MOT staff should be assigned to the PIU with clear functions related to the promotion of selected priority projects. It is highly desirable that a foreign expert be dispatched by a donor agency to assist the initial PIU operation, particularly for aid proposal writing and organizational development.

### **Implementation-oriented workshops –“Who Will Do WHAT NEXT”**

After MOT, through the PIU, formulates action plans, a workshop should be conducted in each of the study areas, focusing first on the feasibility projects, i.e. Niha, Aanjar, and Bcharre. At each workshop, MOT should explain the results of the feasibility studies, and participants should discuss on the implementation process and establish the division of work for initial implementation.

### **Cedars ski area promotion**

Proactive promotion by MOT, CDR, and IDAL of re-development of the Cedars ski area will be necessary in order to attract private investors and developers. MOT should appoint a coordinator to the PIU, probably an architect/engineer, who will be in charge of immediately organizing two programs: (1) development of a low-cost Nordic or alpine ski program and certified safety patrol to increase visitation to the Cedars, and (2) development of a market study to generate reliable data regarding various issues to be used for inviting expressions of interest from serious investors and developers.

Template BK6 - Part 1

1. Project Code/Title	<b>BK6 Niha Eco Village – Living Heritage Community and Site Management – Part 1</b>		
2. Objectives	To pioneer a model to create a sustainable village project that can be replicated around Lebanon; To demonstrate synergy between environmental and cultural and living heritage preservation, directly linked to site preservation, local capacity building and socioeconomic benefits, to lengthen visitors' stay		
3. Project Components	3.1	Community strengthening and training	
	3.2	Land use planning and design and construction of facilities (model eco-tourism lodge with educational renewable systems, solar agro-processing trails mix facility, improved archaeological site)	
	3.3	Design and construction of infrastructure (improved access roads, Roman trail, water and sewage)	
	3.4	Aggressive marketing and promotion strategy targeting schools, Beirut and regional leisure tourists including expats, local, regional, and international environmental organizations and tour operators, and archaeological specialists/researchers of the Roman period	
4. Location	Niha Village and Roman Trail to Upper Site		
5. Main Promoters, Local Champions and Implementing Organizations	CDR/MOT/PIU/MOE and UNDP as part of Lebanon's existing National Eco-tourism Committee Municipality and President of Niha Local entrepreneurs including Dr. Mallouf National eco-lodge management company Bekaa Valley Tourism Development Council/local branch Bekaa Valley Handicrafts Cooperative/local branch		
6. Main Beneficiaries	Local people, targeting youth, women, and farmers Environmental NGOs and associations throughout Lebanon and region		
7. Possible Donor, NGO, Foundation Support	Japanese Government Grassroots Program (Niha Trails Mix solar agro processing grant) Canadian Development Fund (Niha Trails Mix) World Bank (sewer, water, road improvements) USAID (sewer and water facilities) GEF (eco-lodge renewable systems grant) EU (stocking the environmental library with shelves and books/magazines and environmental promotions program) Swedish/ASDI (tents and environmental camping program) Phillip Morris Foundation (environmental awareness/programs) UNDP (join Global Compact) American Express Foundation (Roman site interpretation and trails) Banque Audi and Blom Bank (Rose and Harvest Festivals promotion) Air France (sponsor of web site) <i>(eco-lodge facilities private sector financed)</i>		
8. Project Cost	Total (land donated by the municipality)		1,063,500
	Construction of facilities	Ecolodge, etc.	374,500
		Agro processing facilities	31,000
	Infrastructure	Road and trails	401,000
		Water supply	132,000
	Training	Environmetal awareness, master planning, operations, handicrafts, promotion	125,000

9. Implementation Schedule	2004 grant and loan applications 2005 training and site management 2006-2008 facilities implementation
10. Project Description	This is an ambitious undertaking, and would have to be accomplished in phases for funding, capacity building, infrastructure development, and facilities construction.
Activities to be funded	<p>10.1 Development of master plan</p> <p>10.2 Development of standards and "green" logo for organic agro certification program (policy soil/water not depleted, no chemicals) and facilities design</p> <p>10.3 Festival development (initially Grape and Harvest with existing resources – eventually regional Environmental Fair)</p> <p>10.4 Seminar development (initially project and local schools – eventually linkages to draw regional environmental NGOs and organizations)</p> <p>10.5 Institution building of Tourism Development Council (to become branch of Bekaa Valley Tourism Council)</p> <p>10.6 Training for local handicraft development (to become branch of Bekaa Valley Handicrafts Cooperative)</p> <p>10.7 Training for local guide program (under site management plan)</p> <p>10.8 Advocacy program for organic agriculture – environmental education program, specialized library and data base for summer eco-camp, spring and fall eco-seminars</p> <p>10.9 Marketing and promotion program to include advertising strategy, brochure and web design and production and linkages to national, regional, and international eco-tourism operators</p> <p>10.10 Building and landscape design (native Xeric species) and construction (renewable energy efficient systems)</p> <p>10.11 Organization of camp and educational outdoor activity program with local schools (Wild Xpeditions, Liban Trek, Cyclamen)</p> <p>10.12 Road design and construction (access improved between lower and upper sites and primary road from Ablah-Niha-Qsarnaba)</p> <p>10.13 Signage development (road and trails)</p> <p>10.14 Sewage and water plant design and construction</p> <p><i>POLICY: To preserve agro landscape/views</i></p>
Expected Results	<ul style="list-style-type: none"> <li>Increased jobs and income to local people through utilization of local resources and products</li> <li>Improved environmental awareness</li> <li>Preservation of rural landscape</li> <li>Promotion of tourism niches (nature-based/agro and cultural tourism)</li> <li>Increased visitation to Niha and the Bekaa Valley</li> </ul>
Staffing and Management	<p>74 permanent jobs</p> <p>56 temporary jobs</p> <p>130 total jobs generated by the project</p>
Training	<ul style="list-style-type: none"> <li>Strengthening of municipality and local people to be involved in project development and long-term management and marketing</li> <li>Constructing, staffing and managing a visitors center, lodge, hospitality, guide training, agro production</li> <li>Handicrafts design and production</li> <li>Special events organization and promotion</li> </ul>

Template BK6 - Part 2

1. Project Code/Title	<b>BK 6 Niha Eco Village – Living Heritage Community and Site Management – Part 2</b>		
2. Objectives	To Protect and better promote Niha's archaeological heritage for long-term sustainability and to increase visitation		
3. Project Components	3.1 Site management planning and implementation 3.2 Training for site preservation, operations, visitor management, interpretation, and guiding 3.3 Design and construction of mini-visitors center at relocated site entrance; demolition of existing ticket building 3.4 Design and fabrication of site interpretive program		
4. Location	Niha Lower Roman Site		
5. Main Promoters, Local Champions and Implementing Org.	DGA, MOT/PIU, CDR Niha Municipality		
6. Main Beneficiaries	Local People; future cultural heritage tourists and researchers		
7. Possible Donor , NGO, Foundation Support	Global Environmental Facility (GEF) Canadian Development Fund (site improvements similar to Byblos) Italian Government (training and site preservation) ICCROM (training) American Express Foundation – Niha site interpretation		
8. Project Cost	Total		672,500
	Mini Visitors Center (kiosk), Signage, Parking		38,000
	Sewerage		556,000
	Site Management Plan (including conservation)		50,000
	Training & Site Brochure		28,500
9. Implementation Schedule	2004 grant and loan applications 2005 site management plan and training 2006 construction of VC; design and fabrication of signage and brochure		
10. Project Description			
Activities	10.1 Site management planning including <ul style="list-style-type: none"> <li>organizational framework (DGA/MOT/Municipality)</li> <li>long-term conservation plan for archaeology,</li> <li>short-term action plans for site improvements including changed lighting and clean-up,</li> <li>staffing including financial management and operations, etc.</li> <li>visitor management and interpretation (education and circulation to include site identificational and interpretive signage,</li> </ul> 10.2 Staff training program 10.3 Road and trails design and construction (under Part One) 10.4 Sewage and water plant design and construction 10.5 Design and construction of mini-visitors center 10.6 Marketing and promotion program to include brochure and web site in Arabic and other languages – English and French		
Expected Results	<ul style="list-style-type: none"> <li>Site protection – preserved for future generations</li> <li>Site interpretation – to educate visitors about the site's value</li> <li>Promotion of cultural heritage tourism in Niha/Bekaa</li> <li>Increased number of tourists</li> <li>Increased revenue to community and governments</li> <li>Increased job opportunity through training (including local guides)</li> </ul>		
Staffing and	Site manager and 2-3 staff (ticketing and maintenance)		

Management	<p>Conservator/archaeologist (Roman period specialist)</p> <p>Site guides (on-call)</p> <p><i>* Recommendation: that the site entrance fee for foreigners be increased from 4000 LL to 7500 LL (\$5), and left at the current rates of 2500 LL for Lebanese and 1000 LL for students. Include statement on ticket thanking the visitor for helping Niha to preserve its ancient heritage.</i></p>
Training	<ul style="list-style-type: none"> <li>• Strengthening of municipality and organization of public/private site management plan to preserve, present, and promote the sites</li> <li>• Local guiding program</li> </ul>

Template BK7 – Part 1

1. Project Code/Title	<b>BK 7 – Part 1 – World Heritage Site Management</b>										
2. Objectives	<ul style="list-style-type: none"> <li>To protect and promote the site</li> <li>To increase visitor length of stay and site revenue</li> </ul>										
3. Project Components	3.1 Site management planning and implementation 3.2 Training for site staffing and guiding 3.3 Design and construction of visitor information and facilities										
4. Location	Umayyad World Heritage Site in Aanjar										
5. Main Promoters, Organizations	DGA and UNESCO MOT Project Implementation Unit (PIU) Aanjar Municipality										
6. Main Beneficiaries	<ul style="list-style-type: none"> <li>* Local</li> <li>* National</li> <li>* International</li> </ul> (universal patrimony as World Heritage site)										
7. Possible Donor Support	German Government/GTZ (stone conservation work) ICCROM (training) Global Environmental Facility (GEF) (site management plan) Global Heritage Fund (site management – have already done mission) Canadian Development Fund (archaeological site improvements similar to Byblos – visitors center, exhibition galleries, and interpretation) Spanish Aid Agency (Adaptive Reuse of Umayyad market buildings as VC and exhibition galleries, assuming conservation allows it) Islamic Organizations (Islamic Development Fund, Aga Khan Fund for Cultural Heritage Preservation) American Express/World Monuments Fund (site interpretation)										
8. Project Cost	<table> <tr> <td>Total</td><td>\$241,300</td></tr> <tr> <td>Site management plan</td><td>\$85,000</td></tr> <tr> <td>Signage</td><td>\$30,000</td></tr> <tr> <td>Preservation and adaptive construction of markets</td><td>\$97,300</td></tr> <tr> <td>Training and promotion</td><td>\$29,000</td></tr> </table>	Total	\$241,300	Site management plan	\$85,000	Signage	\$30,000	Preservation and adaptive construction of markets	\$97,300	Training and promotion	\$29,000
Total	\$241,300										
Site management plan	\$85,000										
Signage	\$30,000										
Preservation and adaptive construction of markets	\$97,300										
Training and promotion	\$29,000										
9. Implementation Schedule	2004 grant and loan applications 2005 training programs 2006-2008 implementation (design, construction, fabrication)										
10. Project Description											
Activities	10.1 Site management planning including <ul style="list-style-type: none"> <li>organizational framework - policy making council (DGA/MOT/Municipality)</li> <li>inventory of historical resources, assessment of significance, and long-term conservation strategy for archaeology,</li> <li>staffing including financial management and operations, etc.</li> <li>visitor management and interpretation (<i>On-site interpretive signage should unveil the site's important purpose as an administrative and commercial center with religious functions – Great Palace, Mosque, Little Palace, Public Bath, Residential Quarters, Circulation (Cardo Maximus and Documanus Maximus), Tetracylon (monumental gateway), and Mosaics. The directional sign to the site from primary access road should be improved.</i>)</li> </ul> 10.2 Staff training program 10.3 Organized parking design and construction (to include a more organized small parking area, e.g., separation of buses /cars from visitor entrance, perhaps horse and buggy staging) 10.4 Design and construction - adaptive reuse of existing reconstructed Umayyad market buildings for visitors center and exhibition galleries										

		10.5 Brochure and web site (Arabic and English or French)
Expected Results		<p>Site protection – preserved for current and future generations</p> <p>Site interpretation – interpreted to educate visitors about the site's value as a World Heritage site</p> <p>Increased visitation</p> <p>Increased revenue to municipality and government</p>
Staffing Management	and	<ul style="list-style-type: none"> <li>• site director/financial management</li> <li>• conservator/archaeologist (Umayyad specialist)</li> <li>• admissions/welcoming staff</li> <li>• shop/exhibition gallery manager</li> <li>• local guides</li> <li>• maintenance staff</li> </ul>
Training		Training in stone and site preservation, presentation, and management

Template BK7 – Part 2

1. Project Code/Title		<b>BK 7 – Part 2– Aanjar Village Tourism</b>													
2. Objectives		<ul style="list-style-type: none"><li>To preserve and promote the cultural heritage of Aanjar</li><li>To create attractions that draw visitors from the archaeological site to the village to spend their money on local products and services</li></ul>													
3. Project Components		3.1 Master Plan for long-term tourism development 3.2 Institutional strengthening and local capacity building 3.3 Construction (new facility comprised of a rustic building of 36 workshops; renovation/adaptive reuse of water mill as visitor center and Armenian heritage galleries)													
4. Location		Aanjar Restaurants Area													
5. Main Promoters, Local Champions, Implementing Organizations		Municipality of Aanjar and Tourism Development Committee Aanjar Churches MOT Project Implementation Unit (PIU) Bekaa Valley Tourism Development Council/local branch (might be TDC) Bekaa Valley Handicrafts Cooperative/local branch													
6. Main Beneficiaries		People of Aanjar (and some benefit to surrounding communities) (architects, construction workers including carpenters, stone masons, electricians, and plumbers; artists and sculptors, factory workers (brass), goldsmiths – 50 workshops in Aanjar, silversmiths in Rashiya to be featured in annual jewelry festival, agro industry, restaurant owners)													
7. Possible Donor Support		Armenian Diaspora and Foundation (Armenian heritage galleries/renovation of Water Mill) French Government (Water Mill Visitors Center) (founded community in 1939 – 65th anniversary in 2004) Jewelers Syndicate in Lebanon (investment in gold souk) Audi Foundation (cultural heritage/museology internship) EU (living heritage)													
8. Project Cost		<table><tr><td></td><td>Total</td><td>\$266,500</td></tr><tr><td colspan="3">Land to be donated by the municipality</td></tr><tr><td>Construction of VC/Museum Galleries/Gold Souk</td><td></td><td>\$181,500</td></tr><tr><td>Training and promotion</td><td></td><td>\$85,000</td></tr></table>			Total	\$266,500	Land to be donated by the municipality			Construction of VC/Museum Galleries/Gold Souk		\$181,500	Training and promotion		\$85,000
	Total	\$266,500													
Land to be donated by the municipality															
Construction of VC/Museum Galleries/Gold Souk		\$181,500													
Training and promotion		\$85,000													
9. Implementation Schedule		2004 Grant Writing 2005 Training 2006-2008 Implementation of Construction, Promotion													
10. Project Description															
Activities		10.1 Training as detailed below 10.2 Design and Construction of a contemporary “Souk” with goldsmith workshops for educational visitor activity (toilets, visitor staging area, local products shop) 10.3 Design and Construction of a visitors center – adaptive reuse of water mill as a one room visitor information area with an exhibition gallery and short walking tour of the water mill/interpreted and the waterfall area – 2 tables for visitors to sit and drink local coffee/eat Armenian pastry; gift shop; WC 10.4 Coordination with Cilicie Museum (Armenian) in Beirut regarding joint promotion of Armenian culture and exhibits 10.5 Aggressive marketing plan to include World Heritage site and village tourism activities (brochure, web, fam trip, jewelry festival promo) 10.6 New special event such as Annual Jewelry Festival													
Expected Results		<ul style="list-style-type: none"><li>Preservation of 20th C. living and built cultural heritage</li><li>Increased numbers of tourists to the village of Aanjar</li></ul>													



		<ul style="list-style-type: none"> <li>• Increased jobs and income for local people</li> </ul>
Staffing Management	and	Total Jobs generated by Part 1 and Part 2: 62 temporary 72 permanent (plus 12 under BK8, expansion of Akhtamar)
Training		<ul style="list-style-type: none"> <li>• Strengthening of Municipality's public/private Tourism Development Committee (to include festival committee)</li> <li>• Grant writing</li> <li>• Staffing and managing a visitors center</li> <li>• Exhibition design (Armenian heritage gallery)</li> <li>• Comprehensive marketing, merchandising, isitor promotion plan</li> <li>• Preservation construction techniques (water mill)</li> </ul>

### Template BK3

1. Project Code/Title	<b>BK 3 – Old Qaa Mountain Village Complex (Rural Gite)</b>	
2. Objectives	To use existing resources to create jobs in rural area To preserve rural heritage and landscape (sustainable value)	
3. Project Components	3.1 Restoration and adaptive reuse of antiquated farm buildings (visitors/handicrafts center and 24 rural gite bedrooms -not self catered facility as in France – hospitality provided by local people, unique lodging at an affordable price) 3.2 Training 3.3 Marketing and Promotion Package (training in design and production - comprehensive brochure, web, advertising, links to rural tourism operators in Lebanon, regional, international)	
4. Location	Qaa in Baalbek qaza (north of Baalbek City near Hermel)	
5. Main Promoters	MOT Project Implementing Unit (PIU) with CDR	
Local Champions	Ras Baalbeck and Qaa Municipalities Bekaa Valley Tourism	
Implementing Organizations	Development Council Local Branch Ministry of Social Affairs – Summer Youth Camps NGOS (CREADEL) Ras Baalbeck and Qaa Municipalities Bekaa Valley Handicrafts Cooperative Local Branch Local Churches (nuns and priests) and Schools	
6. Main Beneficiaries	Local People (disadvantaged women, farmers, youth), Owners	
7. Possible Donor Support	France Agence Francaise de Developpment (rural gite renovations) NORAD (VC/HC and rural gite architectural preservation/renovations training for summer youth camps) Swedish Aid (rural tourism training) EU (under Admin Reform rural development grant; heritage training curriculum for public schools) Fares Foundation (training for summer youth camps) Hariri Foundation (arch preservation training for summer youth camps) MEA (promotions funding/web site sponsor)	
8. Project Cost	Master Plan/Site Management including "soft" parking area	\$10,000
	Renovated buildings Construction and Interiors Costs – VC/HC and 25 rural gite rooms	\$106,000
	VC/HC	\$3500
	each rural gite/	\$87,500
	Toilet/Shower Facility/3 each women and men	\$15,000
	Septic System	\$15,000
	Interiors (local products @ \$500/room)	\$12,500
	Training – Arch. Preservation/Construction, Handicrafts Development	\$50,000
	Promotion - Brochure & Web Site (linked to AgriPass in France and <a href="http://www.agriturist.it">www.agriturist.it</a> in Italy)	\$15,000
	Old Qaa Mountain Trail/4 signage markers	\$8,000
	Old Qaa Festival Development	\$25,000
	Total	\$347,000
9. Implementation Schedule	2004-2006	
10. Project Description		
Activities	Development of: 10.1 Rural gite standards, design and construction standards 10.2 Summer youth camps – Training in preservation of adobe and construction/renovation to become rural gite lodging 10.3 North Bekaa tourism map (to include stops at oud maker, local 10.4 Institution building to create North Bekaa Valley Tourism Development Committee (branch of Bekaa Valley Tourism Council)	

	<p>10.5 Institution building to create local branch of Bekaa Valley Handicrafts Cooperative (coordination with nearby Arsal Rural Development Association, model for human resources development)</p> <p>food preps, and Byzantine church in Ras Baalbek/Fekaa, Assi River, and links to Hermel tourist activities, particularly Al Jord)</p> <p>10.6 Site management and master plan including circulation (parking and mountain hiking trail)</p> <p>10.7 Special event planning for interactive Wool Festival – sheep shearing, spinning, weaving, dying etc.</p> <p>10.8 Marketing and promotion program – brochure and web site (target Beirut, France, Germany – tie into MOT nature based planning and national and international eco-tourism operators)</p> <p>10.9 Design and construction (visitors/handicrafts center with shop, café and terrace, 25 rural gite rooms)</p> <p><i>POLICY: To preserve mountain and agro landscape and views through conservation easement or other legal restriction on building (as critical to project setting)</i></p>
Expected Results	<ul style="list-style-type: none"> <li>• Preservation of rural way of life, heritage and landscape</li> <li>• Promotion of rural/agro and nature based tourism linkages/activities in the Bekaa Valley</li> <li>• Increased number of tourists and related jobs and income to local communities of North Bekaa – projected jobs/income involving 75 people (temporary and permanent)</li> <li>• Sustainable tourism industry through training</li> </ul>
Staffing and Management	<p>Manager of project</p> <p>Local staff (café, cooks, wait staff, cleaning, crafters, shop sales, maintenance)</p>
Training	<ul style="list-style-type: none"> <li>• Strengthening of municipality – public/private Tourism Development Committee</li> <li>• Staffing and managing a visitors center</li> <li>• Staffing and managing handicrafts cooperative</li> <li>• Design and construction techniques</li> <li>• Handicrafts design and production-improved design of handicrafts, rugs, agro products, interiors, merchandising</li> </ul>

Template BK4

1. Project Code/Title	<b>BK 4 – Zahle Heritage Redevelopment Package</b>
2. Objectives	<ul style="list-style-type: none"> <li>To preserve and promote the cultural heritage of Zahle to give it a strong identity as a cultural heritage city, as a way to attract more visitors</li> <li>To train local people and provide increased employment opportunities for disadvantaged and other members of the community, including NGOs</li> <li>To adaptively reuse historical buildings that are strategically located between the tourism zone and the downtown, to draw visitors in both directions and support local businesses</li> </ul>
3. Project Components	3.1 Preservation, renovation, adaptive reuse 3.2 Visitor attractions 3.3 Training
4. Location	Zahle City (Berdawni Tourism Development Area) and Bekaa Valley
5. Main Promoters, Local Champions and Implementing Organizations	Zahle Heritage NGOs Zahle Municipality Bekaa Valley Tourism Development Council MOT/PIU
6. Main Beneficiaries	Zahle Community
7. Possible Donor, NGO, Foundation Support	Diaspora (500,000 former Zahle residents according to the NGOs; far fewer according to the President) EU (museum) Italian Aid Agency (capacity building) Audi Foundation (museum internship/design training) Chateau Ksara and Kfraya (exhibition galleries and Bacchus Trail)
8. Project Cost	(Acquisition of Building: \$400-\$500,000 to be donated by municipality Farah or Hotel Amerika/1000 sq m/3 floors) Visitors Center/Museum: \$450,000 (design/construction/\$450 sq m) Shop Interior: ( \$75,000 - products on consignment)  Training: Zahle Annual Poetry/Arts Fest \$25,000 Zahle Heritage Lodging Training (B&Bs/pensions) \$25,000 Zahle Museum Management/Heritage Exhibits \$50,000 Bekaa Valley Handicrafts Training Program \$25,000 Bekaa Valley Tourism Development Council – Grant writing workshop, marketing, promotions, organizational strategy - \$10,000 Brochure & Web: \$10,000 City Architectural Heritage Walking Tour: \$5000 Trail of Bacchus: \$5000 <b>Total: \$605,000</b>
9. Implementation Schedule – Phased	2004 grant and loan applications 2005 training programs 2006-2008 facilities and promotion implementation (design and construction)
10. Project Description	
Activities	10.1 Institution building to create/strengthen the existing two NGOs to create one Zahle Heritage NGO to lead the local branch of the Bekaa Valley Tourism Development Council 10.2 Institution building to create local handicrafts branch of the Bekaa Valley Handicrafts Cooperative 10.3 Capacity building to create local guides program for museum and walking tour and museology internships 10.4 Training to strengthen existing pensions and create a local B&B industry 10.5 Marketing and promotion package to include brochure and web design and production – tie into Zahle Diaspora, MOT, and cultural

	heritage specialty tour operators
	10.6 Design and construction (combined visitors center/museum of wine and poetry with museum shop, exhibition galleries, seminar space, handicrafts training area, offices, etc)
	10.7 Architectural walking tour/historic plaques program
	10.8 Museum logo design competition with local universities
	10.9 Creation of annual poetry festival – training and promotions
	<i>POLICY To preserve Zahle's unique cultural heritage and architectural fabric by renovating and adaptively reusing historical buildings</i>
Expected Results	<ul style="list-style-type: none"> <li>• Preservation and promotion of cultural heritage tourism</li> <li>• Increased number of tourists to Zahle, surrounding vineyards, and the Bekaa Valley</li> <li>• Increased income to local people (jobs)</li> <li>• Sustainability through training</li> </ul>
Staffing and Management	Zahle heritage NGO director and secretary Museum Director Museum staff including secretary, maintenance, shop sales Handicrafts (permanent) coordinator and trainer
Training	<ul style="list-style-type: none"> <li>• Strengthening of municipality and NGOs – to create public/private tourism organizational/promotional entity</li> <li>• Marketing and promotion program</li> <li>• Staffing and managing a visitors center, museum, and handicrafts cooperative</li> <li>• Museology internship (Audi Foundation)</li> <li>• Local guiding program (walking tour and museum galleries)</li> <li>• Preservation design/construction techniques</li> <li>• Pension management and design</li> <li>• Special events management (festival)</li> </ul>

Template B1

1. Project Code/Title	<b>B1 Qadisha Cedars Planning and Management Program</b>
2. Objectives	<p>(1) To comprehensively protect and promote these World Heritage sites.</p> <p>(2) To establish a formal organizational structure to manage both areas – Qadisha Valley &amp; Cedars Grove involving all stakeholders, i.e., Patriarchate, government, local communities.</p> <p>(3) To increase visitor volume, economically strengthen the surrounding villages.</p>
3. Project Components	<p>1 Donor funding - CDR with MOE, MOC, MOT receives donor grant to establish framework for creating a site management plan</p> <p>2 Policy and Staffing - Planning includes decisions on policy-making body and status as nature reserve, structure for community participation, structure for technical staffing</p> <p>3 Visitor management – Plan includes circulation strategy from the visitors center for vehicular and pedestrian movement to and through the site including a trails plan and road improvements,</p> <p>4 Promotion and Education – Visitors Center, Interpretation (signage, brochure, web site), Heritage Area</p> <p>5 Training – Staffing and community involvement (conservation, operation, etc.)</p>
4. Location	Qadisha Valley and Cedars of the Lord World Heritage Sites, Bcharre
5. Main Implementing Organization	<p>PIU of MOT/CDR with MOE/MOC</p> <p>GEF</p> <p>UNESCO</p> <p>Government of Japan</p> <p>Patriarchate</p>
6. Main Beneficiaries	<p>* Local communities</p> <p>* Government (national level)</p> <p>* International heritage (universal patrimony as World Heritage site)</p>
7. Possible Donor Support	Swedish Aid Agency, Germany (GTZ), EU (refer to Table 7.7.1)
8. Project Cost	Total: US\$1.62 million for Site Management Framework and Infrastructure Implementation
9. Implementation	<p>2004 – 2007</p> <p><u>2004-2005</u></p> <ul style="list-style-type: none"> <li>- Donor funds obtained</li> <li>- Management framework agreed upon through participatory planning process (including boundary survey, documentation, master planning)</li> <li>- Management unit established through law (government involvement through nature reserve or national park, local concessionaire contract/ involvement through shareholding company for fund management and staffing)</li> </ul> <p><u>2005-2006</u></p> <ul style="list-style-type: none"> <li>- Training program for management unit (including local guides program)</li> <li>- Facilities design including visitors center, parking, roads, adaptive reuse of Saydet, etc.</li> <li>- Interpretation design</li> </ul> <p><u>2006-2007</u></p> <ul style="list-style-type: none"> <li>- Construction of facilities</li> <li>- Opening 2007</li> </ul>
10. Description	

Activities	<p>B1.1 Donor grant (CDR with Ministries) for Planning</p> <p>B1.2 Plan to include:</p> <ul style="list-style-type: none"> <li>(1) conservation strategy (cultural significance to include articulation of values, documentation, inventory)</li> <li>(2) operations strategy for organized decision-making to balance protection and visitation, to include concession contract and visitation fee</li> <li>(3) visitor management and circulation (parking, bus system, hiking trails, etc.)</li> <li>(4) visitor interpretation</li> <li>(visitors center, exhibition galleries, signage, web, brochure, video, etc.)</li> <li>(5) staff training program</li> </ul> <p>B1.3 Policy body and Local Management Company established</p> <p>B1.4 Management activities to include:</p> <ul style="list-style-type: none"> <li>• entrance fee collection</li> <li>• visitor center operation</li> <li>• park and ride system/transport operation</li> <li>• guided tours within the site</li> <li>• agro-processing products</li> <li>• café, site shop, exhibition galleries, rural gite</li> </ul>
Expected Results	<ul style="list-style-type: none"> <li>1. Increased Local jobs and income, with some poverty alleviation</li> <li>2. Adequate funding for sustained natural &amp; cultural heritage conservation</li> <li>3. Growing local production of handicrafts and agro-products in micro businesses</li> </ul>
Staffing and Management	<p>Qadisha and Cedars Management Unit</p> <p>Staffing to create site management framework</p> <ul style="list-style-type: none"> <li>• site director/finance</li> <li>• visitors center manager</li> <li>• conservator/archaeologists</li> <li>• admissions staff</li> <li>• exhibition gallery curator</li> <li>• shop manager</li> <li>• café manager and wait staff</li> <li>• local guides</li> <li>• maintenance staff</li> </ul>
Training	<p>Training by ICCROM, Rome, or York University</p> <ul style="list-style-type: none"> <li>• conservation</li> <li>• operation</li> <li>• visitor management</li> <li>• visitor interpretation</li> <li>• guides, ranger skills</li> </ul>

Template B3

1. Project Title	<b>B3 - Crown Villages Destination Project</b>
2. Objectives	(1)To enhance the destination value of key villages on the rim to stimulate services economy; (2)To resolve sewage pollution of the Qadisha valley and; (3)To provide activities information and related services to visitors to encourage their stay and spending.
3. Project Components	-Bcharre town beautification -Gibran House and Museum renovation, visitor information -Gateway viewpoint(Hadath el Jibbe) and roadside viewpoints -Interpretive signage on key streets, routes for pedestrians -Sewage treatment plant for Bcharre and Hadchit towns -Micro industry support -Culverts for animals to link Qadisha Valley to Ehden Reserve
4. Location	Bcharre Qaza, Bcharre, Hadchit & Hadath el Jibbe
5. Main Implementing Organization	Municipalities [Hadchit municipality for sewage treatment]
6. Main Beneficiaries	Local services industries and other businesses
7. Possible Donor Support	World Bank, Lebanese foundations, European aid agencies (refer to table 8.7.1)
8. Project Cost	1 US\$180,000 Renovation of Bcharre town plaza 2 US\$1,280,000 Infrastructure including sewage treatment 3 US\$5,000 Promotion <b>Total: US\$1.47million</b>
9. Implementation	2004-6
10. Description	
Activities	<u>Bcharre town</u> (1)Townscape: Selective façade renovations, street lighting & furniture, signage, plaza upgrading, visitor information kiosk and signage along the "vital spine" of 1,000 meters linking the lower village to the upper village. This project will draw tourist traffic through the heart of the town, extend visitor stay and spending in tourist oriented services. (2)Gibran House: Consolidation, improvement of environs and provision of interpretive information. <u>Road works</u> One or more viewpoints with parking for vehicles will be added to roads in the Bcharre vicinity. Culverts under the Bcharre-Hadchit road are to be installed to enable animals to safely pass from the Ehden Reserve into the Qadisha Valley and extend their natural environment. <u>Sewage treatment</u> A plant for primary & secondary treatment of raw sewage from both Bcharre and Hadchit towns will be built at a low point between the two. Collection networks for both towns will be included. <u>Hadath el Jibbe</u> (1)Town center works: Within the context of historic preservation, town is to undertake light improvement in its square improving pedestrian areas, adding street furniture, an information kiosk, shuttle stop and lighting. (2)Town periphery: It will add a parking lot, a viewpoint, pergola with explanatory panel, and performance space overlooking the valley. <u>Micro industry support</u> A space for a farmers market will be located near the parking. An arts & crafts center will be installed in the town center.



Expected Results		-increase in tourist-oriented businesses in the crown villages/towns -reduction in pollution level of Qadisha River -rise in animal species diversity of the Qadisha Valley
Staffing Management	and	Municipalities will to manage the works with an internal project management unit according to donor's requirements.
Training		None required.

Template B6

1. Project Title	<b>B6- Bcharre Tourism Development Council (BTDC) Strengthening</b>		
2. Objectives	<p>(1)To strengthen BTDC as the main promotional body for Bcharre Qaza and strong industry lobbyist for the master plan proposals; (through the Action Council)</p> <p>(2)To expand participation in its activities to include all the municipalities and a range of local businesses;</p> <p>(3)To develop a network for tourism promotion with various tour operators and related organizations, and develop support materials;</p> <p>(4)To create new events and activities to enrich the contents of tourism experience and draw more visitors;</p> <p>(5)To create a corps of tour guides especially trained for Bcharre's attractions.</p>		
3. Project Components	<p>-Training of BTDC members in new capacities making the council more effective and economically viable</p> <p>-Development of a range of new promotional materials and activities like Internet, trade shows, Diaspora outreach</p> <p>-Creation of distinctive new events, entertainments and programs</p> <p>-special guide training modules at local universities</p>		
4. Location	Bcharre Qaza		
5. Implementing Organizations	BTDC, assistance from Ministry of Tourism's <i>Project Implementation Unit</i>		
6. Main Beneficiaries	Local tourism businesses, cottage industries, youth [tour guides]		
7. Possible Donor Support	<p>Technical cooperation for training, rural enterprise, partnership development, market opening initiatives.</p> <p>USAID (Private public partnership training)</p> <p>EU(capacity building)</p> <p>Italian Aid Agency(capacity building)</p> <p>JICA(Grassroots grant)</p>		
8. Project Cost Estimation	BTDC Capacity Building, Training		\$ 182,000
	Tour Guide training		\$ 14,000
	Total		196,000
9. Implementation Schedule	<p>2004-2005: funding search, programming</p> <p>2005-2006: execution of all training components</p>		
10. Project Description			
Activities	<p><b>A. Training Related:</b></p> <p>Four sets of seminars are proposed for the benefit of BTDC officers and members, municipal council members, business persons, to be conducted during 2005. These will be very practically oriented, scheduled over 3-day weekends, with the participation of relevant industry associations such as the tourism association and hotel owners group. Foreign instructors fully familiar with best practices in these specific areas will conduct these seminars and feature case studies from international destinations. In addition a guide training module especially designed for Bcharre's attractions is proposed at two local universities [in Tripoli and Beirut] for 2005-6.</p> <p><b>Seminars to be offered - 2005:</b></p> <ol style="list-style-type: none"> <li>1. <i>Association management</i> [4 sessions]: core capacity building for BTDC officers and members, and tourism officers from the municipal councils in the Qaza. <ol style="list-style-type: none"> <li>a. Key functions: operating plans, membership, community relations, program management, funding, partnership building.</li> </ol> </li> </ol>		

- b. Grant writing & program development: to assist crafts, B&B operators, municipalities to secure grants for new programs.
  - c. New product development: to promote innovative products like B&B, soft adventure, retirement travel.
  - d. Diaspora relations: to create more business partnerships, sister-city relationships.
2. *Marketing & promotion* including PR, advertising, specialty markets development [cultural, religious, ski, meetings/conferences, sports]; for BTDC members, other tourism business owners, chamber of commerce officers.
3. *Destination management*: How BTDC can encourage collaboration with the Qaza, federation of municipalities and with the municipalities for joint initiatives and infrastructure projects.
4. *Events creation & management*: BTDC will work with local interests to improve all kinds of events. Target trainees same as for marketing & promotion.
5. *Internet promotion*: BTDC's website will serve as a marketing platform and international outreach vehicle. Officers of any local chamber of commerce or business council will participate, as well as enterprise owners.

#### **Tour guide training Module 2005-6:**

A corps of guides will be trained in the specifics of all the attractions in Bcharre Qaza in at least two languages in optional modules to be offered at Tripoli and Beirut universities during 2005-6. This is to be offered as an option in addition to the standard guide training programs.

#### **B. Promotion Related - 2005:**

The related costs for the seminars [excluding the local partner cost] of \$30,000 cover standard promotional expenses of membership fees, printed materials production, software and hardware for desktop publishing and imagery, and website development costs. The seminars will create permanent capacities to use these resources to maximum advantage for years to come. The Council can accomplish logo design, undertake branding, and plan for a responsive visitor information system in the villages more capably with this knowledge and equipment. In the seminars participants will explore key themes and develop solutions for the travel and leisure products that Bcharre will promote.

#### **In General:**

- BTDC will play a pivotal role in broadening Bcharre's "products" and in promoting the designation. It also will play a role in getting this master plan funded and implemented.
- Creation of new events, entertainment and programs*: The cultural calendar of the Qaza can be filled with festival weekends and ceremonies, drawing large numbers of people, and BTDC can assist municipalities in improving such events, improving their logistics, and in creating new ones particularly outside of the summer months. Coordination with MOT is essential.
- Pilgrim market*: BTDC will designate an officer to promote pilgrimage tourism, to assist Lebanese tour operators in tapping this special market and routing it to Bcharre. He/she can develop prototype tour programs, promote Bcharre's rich religious calendar and design a strategy to promote the highly symbolic Qadisha Valley in selected foreign markets.
- Development of Promotional Media*: At minimal cost BTDC can establish a

	<p>website firstly to display information to target markets. Secondly the website is to steer the traveling public to the specific tour operators, selling trips to Bcharre (per hotlines, co sponsorship of booking pages).</p> <p>-<i>Website multifunctionality</i>: A good linkage with the MOT'S website will be essential. BTDC will then be able to send out monthly e-bulletins to a global e-mailing list of tour operators in the relevant specialties (nature, ski, pilgrimages, cultural travel, etc.) The website can be used also as the means for Diaspora investment out-reach to tap their capital and know how for B&amp;B, restaurant and other types of business development in Bcharre.</p> <p>-<i>Essential visitor information</i>: Where BTDC identifies serious information gaps for target visitors groups, it can print essential materials such as a trekking and hiking trail map for targeted distribution to specified visitor groups. Other opportunities include brochures, in different languages, for the scenic heritage walks, and for the proposed museums and visitors centers.</p> <p>-<i>Product innovations</i>: BTDC can also encourage investors to establish new activities such as:</p> <ul style="list-style-type: none"> <li>• A hi-tech aerial spectacle held in the heavens above the valley using laser or some other advanced imagery technology.</li> <li>• Hot-air balloon ascensions over the valley and nearby mountains for sightseers;</li> <li>• Re-enactments of historic events of a cultural or religious nature featuring local actors and youths;</li> <li>• Family-oriented street entertainment at festivals such as jugglers, poets, acrobats and the like, and</li> <li>• Traveling exhibitions to foreign museums, tourism at fairs and cultural centers on themes related to the Cedars of Lebanon or to the Qadisha Valley.</li> </ul>
Expected Results	<p>In relation to training:</p> <ul style="list-style-type: none"> <li>• All officers of BTDC trained in at least 2 subject areas [seminars]</li> <li>• All members [21 currently] trained in at least 1 subject area</li> <li>• At least two municipal council members from each municipality trained in at least 1 subject area</li> <li>• 20-30 Bcharre business owners trained</li> <li>• 40 tour guides successfully trained</li> </ul> <p>Results of a general nature:</p> <ul style="list-style-type: none"> <li>-higher number of memberships of hotels, restaurants in international associations, professional association and societies</li> <li>-increased internet presence of industries selling travel to Bcharre</li> <li>-strengthened BTDC conducting proactive marketing through links with various tour operators, related organizations and Diaspora societies.</li> <li>-Enriched tourism experiences in the villages with a calendar full of colorful and lively events and entertainment.</li> </ul>
Staffing and Management	BTDC officer serving as Program Director, Secretary
Training	Training at BTDC is the main component of this proposal.