

MINISTRY OF TOURISM
SYRIAN ARAB REPUBLIC

JAPAN INTERNATIONAL COOPERATION AGENCY
(JICA)

THE PREPARATION OF NATIONAL TOURISM DEVELOPMENT PLAN IN
SYRIAN ARAB REPUBLIC

FINAL REPORT
Executive Summary

JULY 1998

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PREFACE

In response to a request from the Government of Syrian Arab Republic, the Government of Japan decided to conduct a study "The Preparation of National Tourism Development Plan in Syrian Arab Republic", and entrusted the study to the Japan International Cooperation Agency (JICA).

JICA sent to Syrian Arab Republic a study team headed by Mr. Yuichiro Motomura, PADECO Co., Ltd., three times between March 1997 and July 1998.

The team held discussions with the officials concerned of the Government of Syrian Arab Republic and conducted field surveys at the study area. After the team returned to Japan, further studies were made and the present report was prepared.

I hope that this report will contribute to the promotion of the project and to the enhancement of friendly relations between our two countries.

I wish to express my sincere appreciation to the officials concerned of the Government of Syrian Arab Republic for their close cooperation extended to the team.

July 1998



Kimio Fujita

President

Japan International Cooperation Agency

July 1998

Mr. Kimio Fujita
President
Japan International Cooperation Agency
Tokyo, Japan

Letter of Transmittal

Dear Mr. Kimio Fujita,

We are pleased to formally submit herewith the final report of "The Preparation of National Development Plan in Syrian Arab Republic".

This report compiles the results of the study which was undertaken in Syrian Arab Republic, from March 1997 to July 1998 by the Study Team, organized jointly by PADECO Co., Ltd. and Nippon Koei Co., Ltd.

We owed a lot to many people for the accomplishment of this report. First, we would like to express our deep appreciation and sincere gratitude to all those extended their kind assistance and cooperation to the Study Team, in particular, the Counterpart Team and other officials concerned of the Ministry of Tourism in Syrian Arab Republic.

We also acknowledge the officials of your agency, the JICA Advisory Committee and the Embassy of Japan in Syrian Arab Republic.

We wish the report would contribute effectively to facilitating future socio-economic development in Syrian Arab Republic.

Very truly yours,



Yuichiro Motomura

Team Leader
The Study Team for the Preparation of
National Tourism Development Plan in
Syrian Arab Republic

The Preparation
of
National Tourism Development Plan
in
Syrian Arab Republic

Final Report
Executive Summary

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Abbreviations

AAGR	: Average Annual Growth Rate
ALS	: Average Length of Stay
CIQ	: Customs, Immigration and Quarantine
DGAM	: Directorate General of Antiquities and Museum
DGCA	: Directorate General of Civil Aviation
EIA	: Environmental Impact Assessment
FIT	: Foreign Individual Tourist
GCC	: Gulf Cooperation Council (Countries)
GCETP	: General Commission for Execution of Tourism Projects
GCTHT	: General Commission for Tourism and Hotel Training
GDP	: Gross Domestic Product
GTZ	: Gesellschaft für Technische Zusammenarbeit (Germany)
IEE	: Initial Environmental Examination
IFAPO	: Institut Français d'Archeologie de Proch-Orient
IFEAD	: Institut Français d'Etude Arabe de Damas
JATA	: Japanese Association of Travel Agencies
JICA	: Japan International Cooperation Agency
JNTO	: Japan National Tourist Organization
MOC	: Ministry of Culture
MOCO	: Ministry of Communications
MOE	: Ministry of Environment
MOF	: Ministry of Finance
MOH	: Ministry of Health
MOHU	: Ministry of Housing and Utilities
MOLA	: Ministry of Local Administration
MOI	: Ministry of Tourism
MOTR	: Ministry of Transport
OECD	: Organization for Economic Cooperation and Development
OECF	: The Overseas Economic Cooperation Fund of Japan
RB	: Syrian Arab Airlines
SYRTEL	: Syrian Arab Company for Tourist Establishments
SATTA	: The Syrian Association of Tourist and Travel Agents
SCTT	: Syrian Company for Transport and Tourism (TRANSTOUR)
SIT	: Special Interest Tourist
SP	: Syrian Pounds
SPC	: State Planning Commission
WTO	: World Tourism Organization

ABSTRACT

Background

In response to the request of the Government of Syrian Arab Republic, the Government of Japan has decided to conduct the Preparation of National Tourism Development Plan in Syrian Arab Republic. In March 1997, the Japan International Cooperation Agency engaged a consortium of PADECO Co., Ltd. and Nippon Koei Co., Ltd. as the Japanese Study Team. The Study was carried out in Syria and in Japan for a period of a little more than a year.

Objectives of the Study

The objectives of the Study agreed upon in the Scope of Work for the Study are to formulate:

1. National Tourism Development Master Plan with the target year of 2015;
2. Tourism Development Plan for priority zones with the target year of 2015 within the framework of the master plan; and
3. Action Plan for priority projects with the target year of 2005.

Summary of the Study

After a careful assessment of tourism sector in Syria, a SWOT analysis was made. The followings were identified:

Strengths:

- 1 Cultural Attractions with Strong International Appeal;
- 2 Traditional Hospitality of the Syrian People;
- 3 An Interesting Diversity of Resources;
- 4 Good Roads and Short Driving Distances; and
- 5 An Environment of Personal Safety.

Weaknesses relating to poor product development:

- 1 Lack of Diversity in Tourism Product Offerings;
- 2 Poor Presentation of Cultural Attractions; and
- 3 Poorly Adapted Lodging Supply.

Weaknesses relating to weak international linkages:

- 4 Weak International Marketing and Promotion;
- 5 Limited International Air Service; and
- 6 Lack of Diversification in Target Markets.

Weaknesses relating to deficient institutional support:

- 7 Insufficient Collaboration among Government Agencies;
- 8 An Unclear Division of Activities between the Private/Joint/Public Sectors;
- 9 A Poor Environment for Foreign Investment;
- 10 Insufficient Deregulation in the Tourism Sector;
- 11 Poor Preservation of Old Damascus and Old Aleppo;
- 12 Inefficient Pattern of Investment; and

13 Insufficient Promotion of Domestic Cultural Tourism.

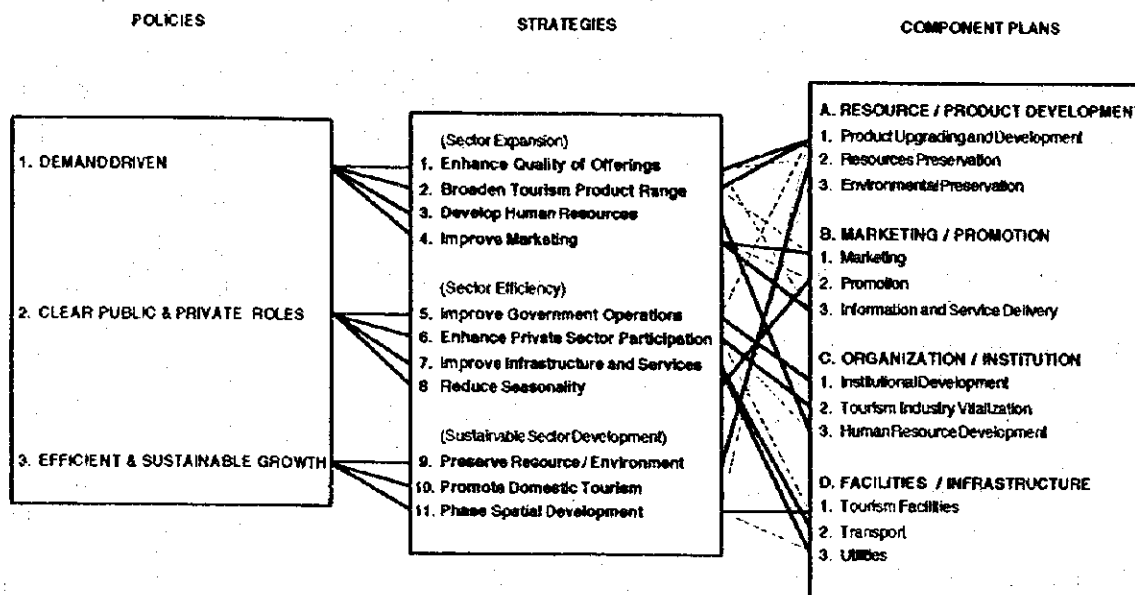
Opportunities:

- 1 To Achieve Rapid Growth in the Short Run;
- 2 To Collaborate Effectively with Lebanon and Jordan;
- 3 To Distinguish Itself as a Unique Cultural Showcase for Arab Civilization; and
- 4 To Expand its Market Presence as a Competitively Priced Destination.

Threats:

- 1 Failure to Make Substantive Government Reforms;
- 2 Failure to Collaborate Effectively with Neighboring Nations; and
- 3 Failure to Arrest the Decline of Cultural Resources.

Based on the above SWOT analysis, 3 basic tourism development policies, 11 overall strategies and respective component plans were formulated as the Tourism Development Master Plan. Demand projections were made for the year 2000, 2005 and 2015 as well.



Damascus, Aleppo, Homs and Hama, and Coastal Zones were selected as the priority zones to enhance the modern tourism, cultural tourism and urban tourism, and development plans for 2015 were formulated.

Action plan for 2005 including short term promotion initiatives; 14 priority programs, 6 priority projects, and related infrastructure projects was formulated as well.

Conclusion and Recommendations

All the formulated tourism development policies, strategies and component plans are highly necessary in order to establish Syria as the recognized tourist destination in the world tourism market which is highly competitive. All the formulated concrete priority programs and projects will firmly put Syria on the course of continued success in tourism sector.

INTRODUCTION

Background

In response to the request of the Government of Syrian Arab Republic (hereinafter referred to as the "Government of Syria"), the Government of Japan has decided to conduct the Preparation of National Tourism Development Plan in Syrian Arab Republic (hereinafter referred to as "the Study").

In March 1997, the Japan International Cooperation Agency (hereinafter referred to as "JICA"), the agency responsible for the implementation of official technical cooperation programs, engaged a consortium of PADECO Co., Ltd. and Nippon Koei Co., Ltd. as the Japanese Study Team (hereinafter referred to as "the Study Team").

The Study was carried out in Syria and in Japan for a period of a little more than a year. This Final Report presents the results of the Study, constituting a draft master plan and its action plan.

The Study was conducted in cooperation with the Steering Committee organized for this Study, constituting members of Ministry of Tourism and related agencies in Syria.

Objectives of the Study

The objectives of the Study agreed upon in the Scope of Work for the Study are to formulate:

1. National Tourism Development Master Plan with the target year of 2015;
2. Tourism Development Plan for priority zones with the target year of 2015 within the framework of the master plan; and
3. Action Plan for priority projects with the target year of 2005.

Methodology

The basic approach adopted in the Study was to understand the tourism in Syria as a result of interaction between tourism demand and supply under the prevailing socio-economic and institutional setting. The importance of such a demand-driven approach cannot be overemphasized as the international tourism has become a highly competitive market world-wide.

Methods and data sources included the following:

- site visits and interviews with government and private sector personnel at all levels;
- statistics and data from various ministries;
- all relevant reports, books and documents related to tourism in Syria;
- data in neighboring countries: Egypt, Jordan, Lebanon, Turkey; and
- the following surveys:
 - 1 a market survey interviewing over 1,200 tourists visiting Syria;
 - 2 a market survey interviewing major tour wholesaler in Europe and Japan;
 - 3 a survey on package tour characteristics in Syria;
 - 4 a social impact survey interviewing over 400 families in Syria;
 - 5 an environmental survey to identify environmental issues related to the tourism.

Report Organization

This report is Executive Summary of the Final Report of the Preparation of National Tourism Development Plan in Syrian Arab Republic.

The Final Report consists of four volumes as follows:

1. Executive Summary
2. Volume I: Tourism Development Master Plan
 - Part I: Tourism in Syria, Problems and Prospects
 - Part II: The Master Plan
3. Volume II: Zone Plans and Priority Action Plan
 - Part III: Plans for the Priority Zones
 - Part IV: Action Plan
4. Volume III: Appendixes

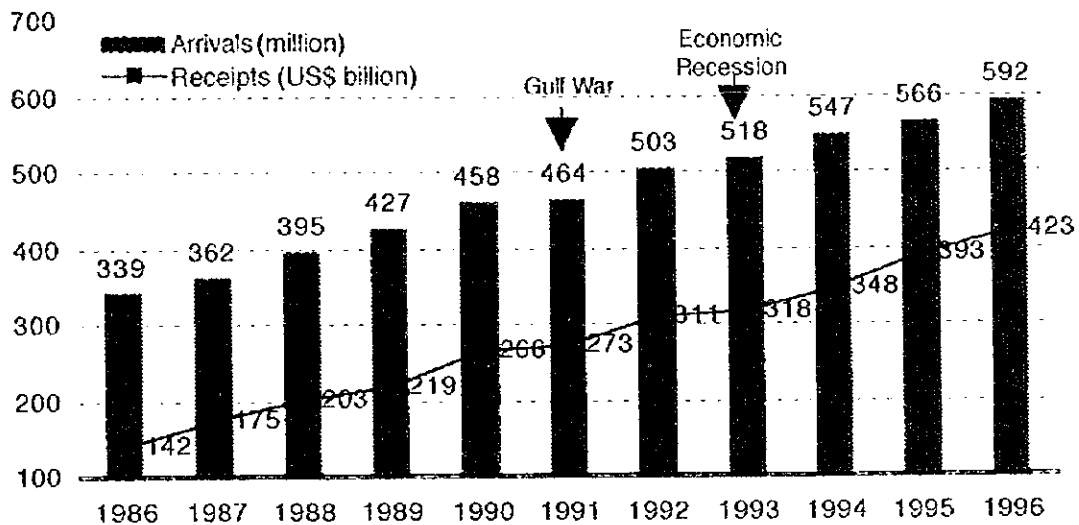
PART I TOURISM IN SYRIA, PROBLEMS AND PROSPECTS

Tourism Demand

Tourist Arrivals

According to WTO, total international tourist arrivals worldwide came to 592 million in 1996. During the period 1986-1996, worldwide international tourist arrivals have grown at an average rate of 5.7 percent per year, and international tourism receipts at 11.5 percent.

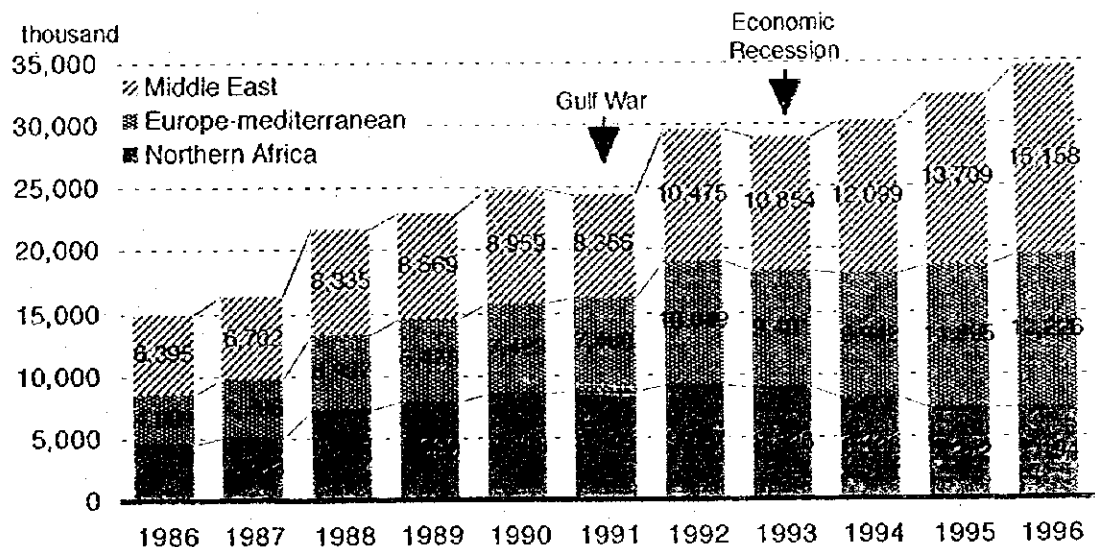
International Tourist Arrivals and Receipts Worldwide



Source: WTO

The share of the Middle East in the world market is small, however steadily increasing.

International Tourist Arrivals in the Region



Source: WTO

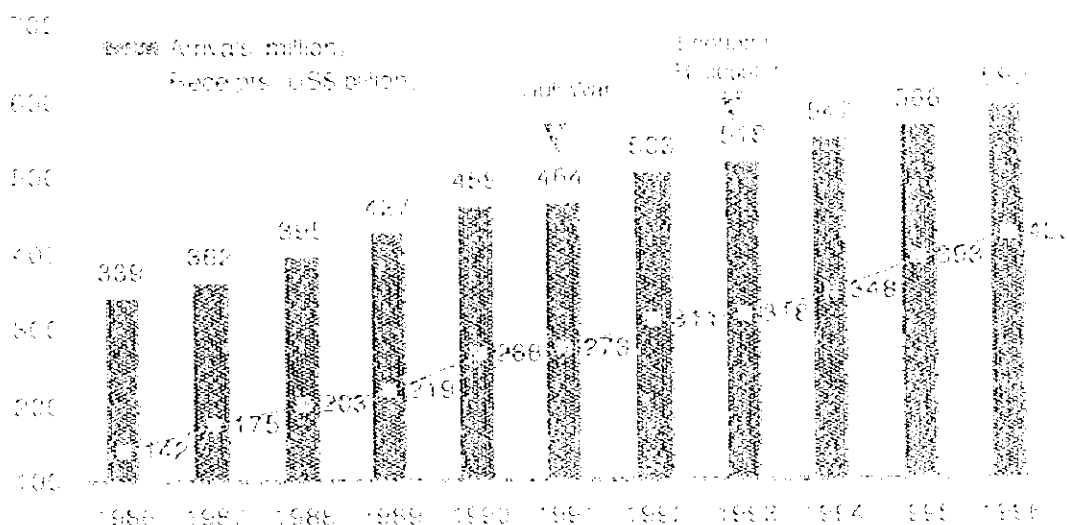
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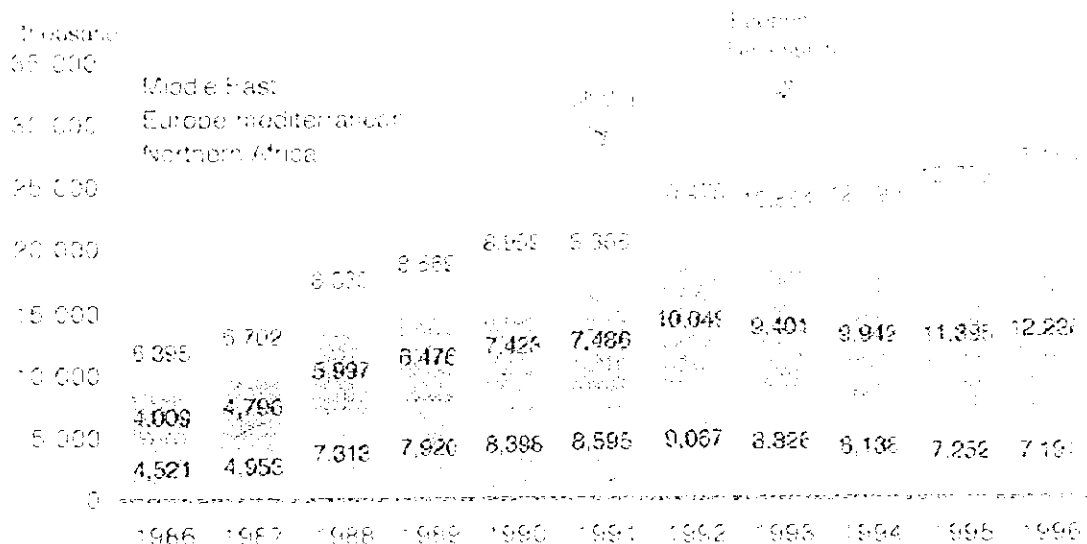
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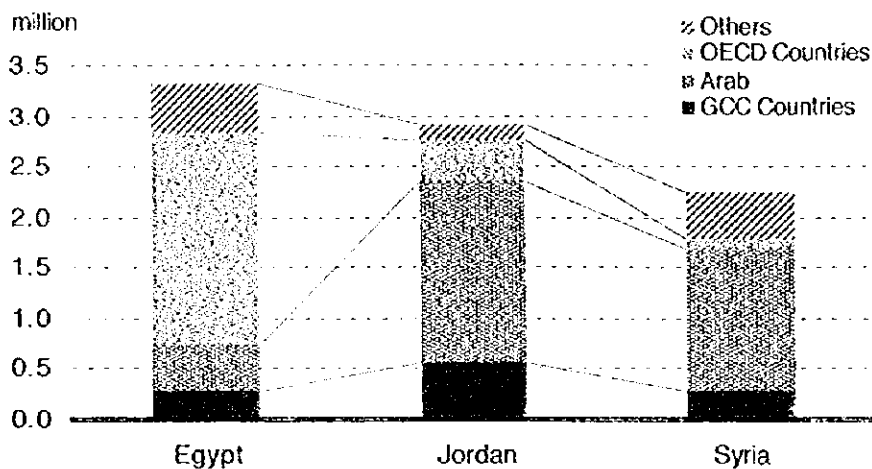
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Source: WTO.

The comparison of visitor arrivals in Egypt, Jordan and Syria by the main markets of origin indicates that Egypt receive much more visitors from OECD countries than Jordan or Syria.

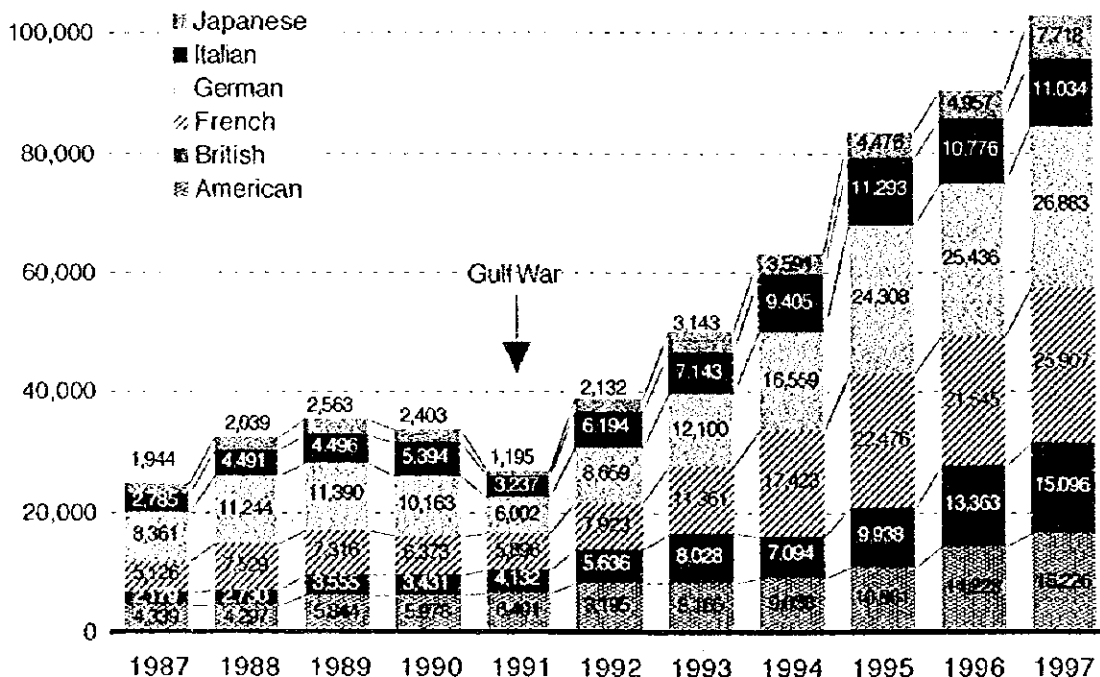
Comparison of Arrivals by Major Markets of Origin, 1996



Source: WTO

The frontier arrivals from major OECD countries in Syria has been rapidly increasing. Average growth rate per annum of each country between 1987 and 1996 is: the USA: 14 percent, the UK: 22 percent, Germany: 13 percent, France: 17 percent, Japan: 10 percent respectively.

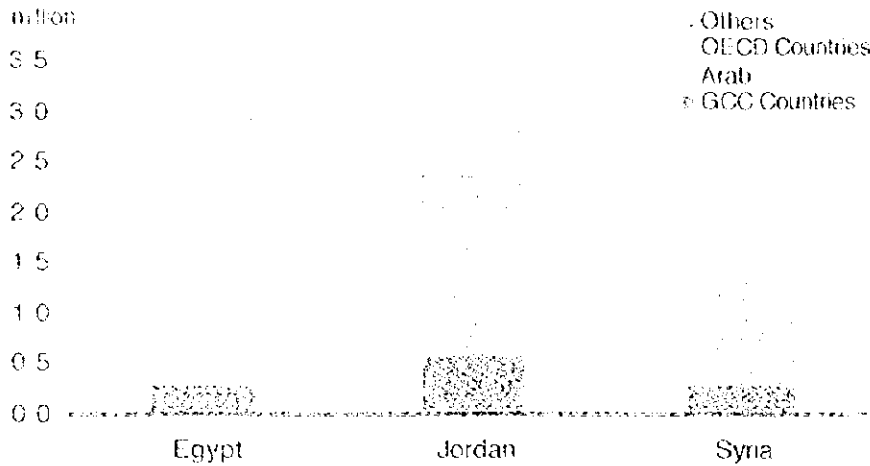
Trends of Frontier Arrivals from Major OECD Countries in Syria



Source: MOT

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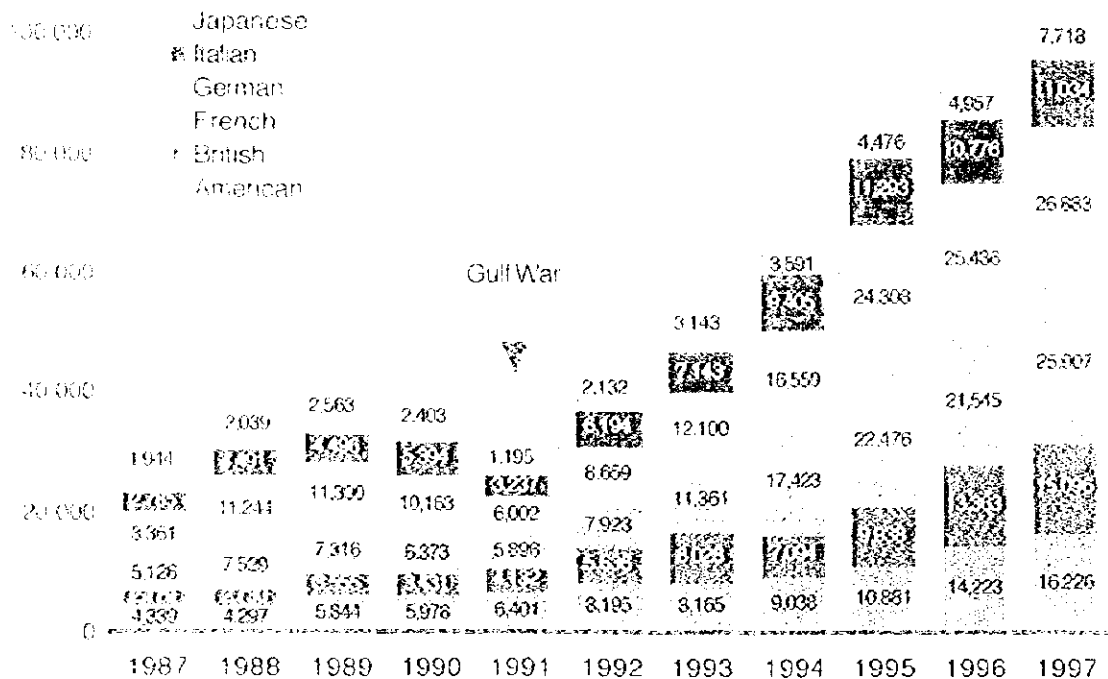
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Trends of Frontier Arrivals from Major OECD Countries in Syria



Source: MOI

International Tourist Market and Syrian Tourism

An in-depth interview survey was conducted with the eight operators in the four major OECD countries: France, German, the UK and Japan. Two representative operators were selected in each country, so that the one covers for the mass, general interest market and the other for special interest market such as culture tourism.

The typical issues raised by most of the operators interviewed include:

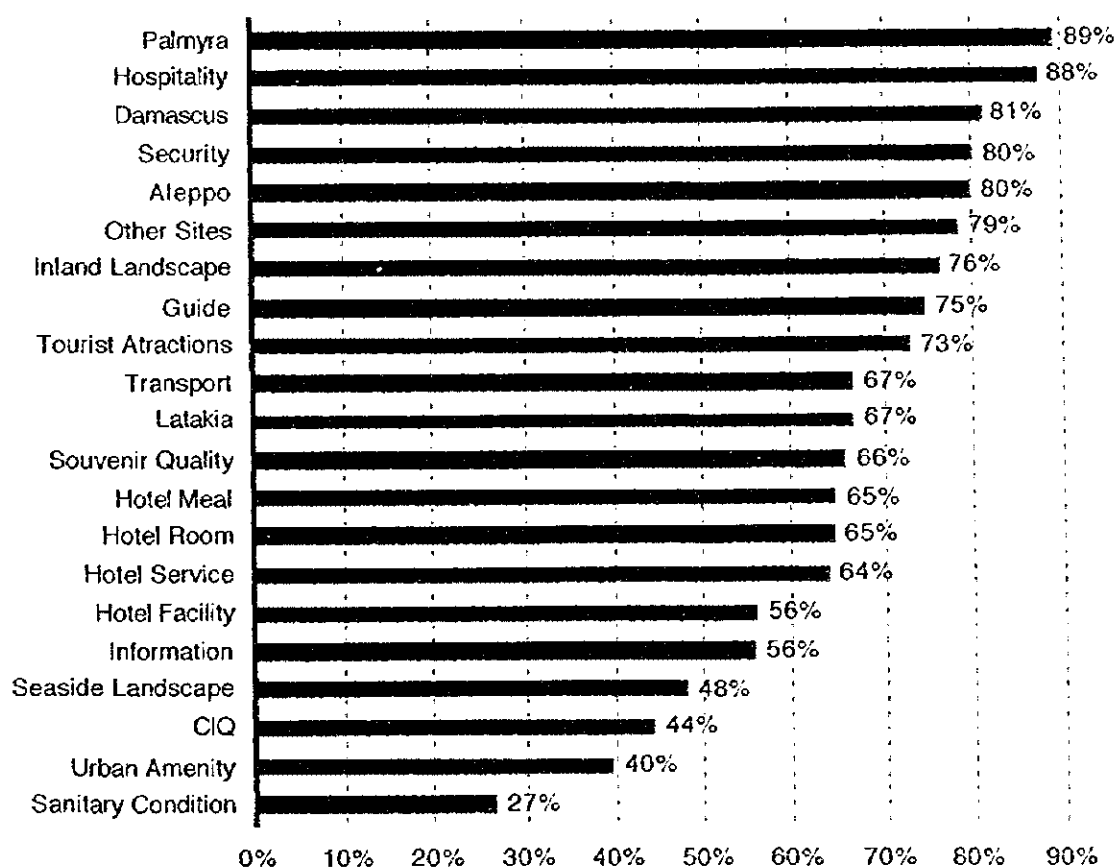
- pervasive negative perception toward Syria;
- little awareness of Syria as a destination in the tourist generating markets;
- absence of awareness for competition on the Syrian side ; and
- difficult hotel booking in major locations, aggravated by limited choice of hotel category and high seasonality.

Tourist Characteristics

Tourist Interview Survey interviewed more than 1,200 tourists:

- Cultural Heritage, Syrian Hospitality and Security were rated high; and
- Sanitary Condition, Urban Amenity and CIQ were rated low.

Percentage of Tourists Who Rated "Good" for



Source: JICA Marketing Survey

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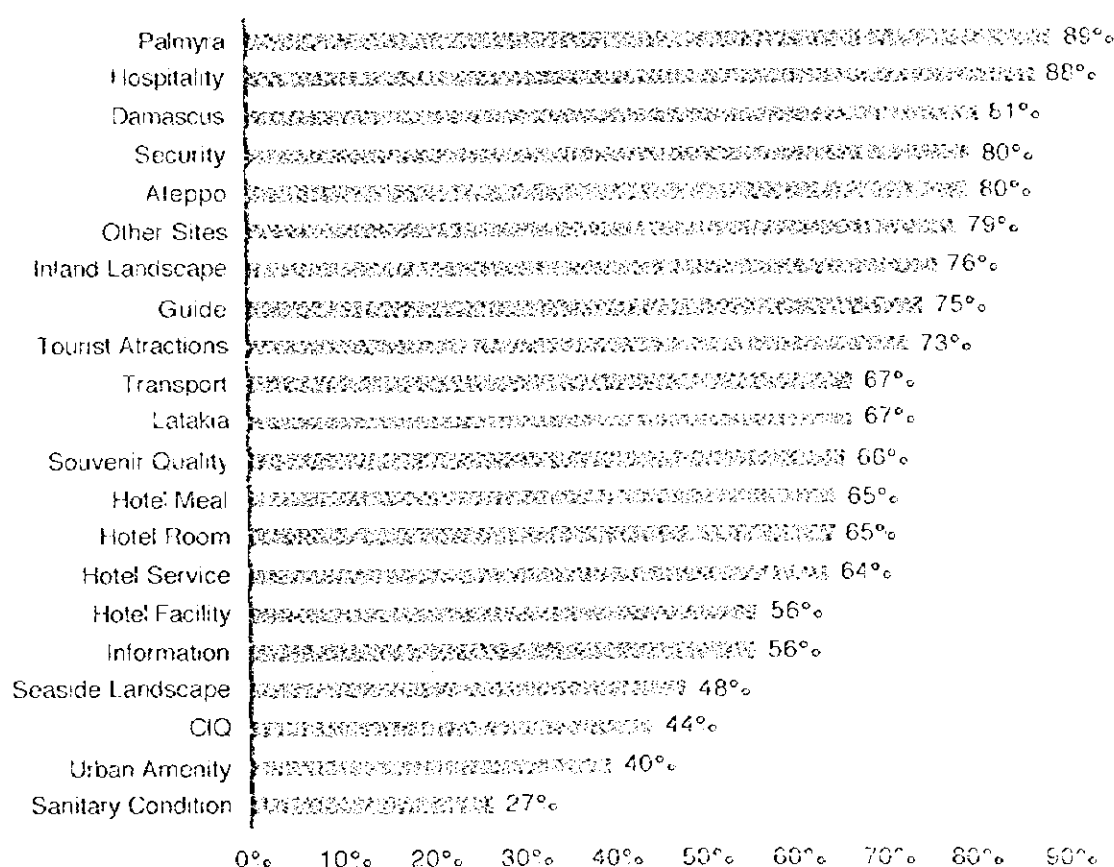
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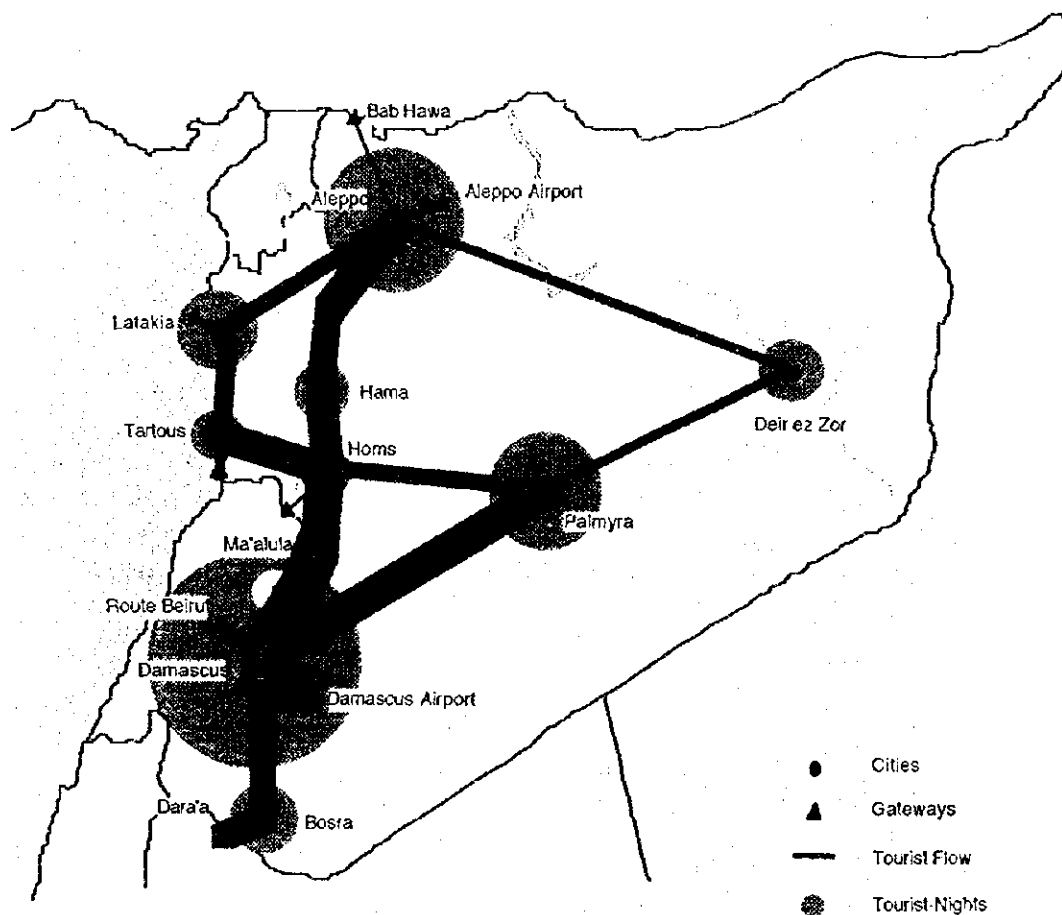


Source: JICA Marketing Survey

It is important to improve Syria's tourism supply considering how it is viewed by international tourists and tour organizers. What they are saying is that Syria offers short of what modern tourism requires.

Package Tours Analysis: The data on package tours in the whole year of 1996 was analyzed in order to identify actual characteristics of package tours. The existence of Figure 8-Shaped Circuit and Tourism Cores were identified.

Package Tour Itinerary and Places of Stay



Source: MOT, 1996

Tourism Supply

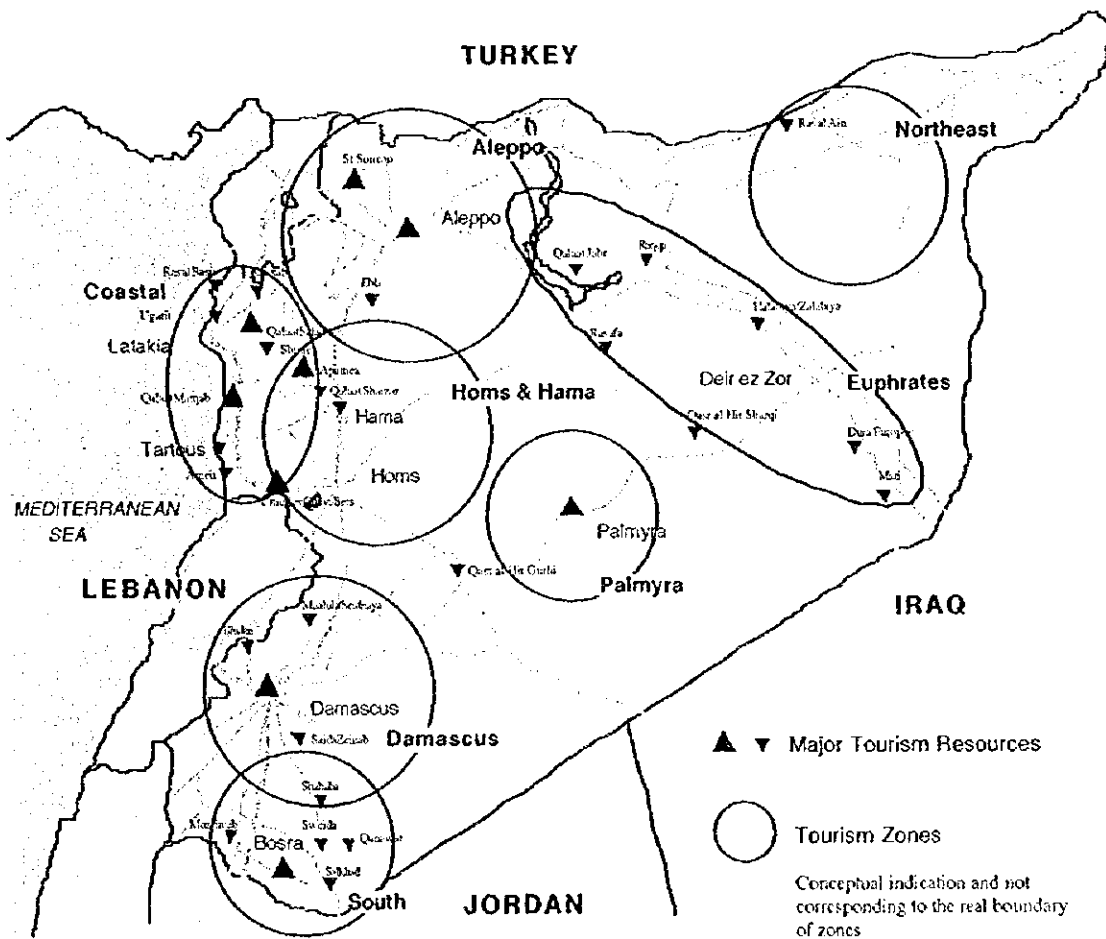
Tourism Zones

For analytical purpose, the country is divided into eight tourism zones with due consideration to the distribution of resources, their relative location, nature of the tourism, and existing and future tour circuit routes: Damascus, Aleppo, Coastal, Homs and Hama, Palmyra, Euphrates, Northeast, and South Zones.

Tourism Resources

Tourism resources in Syria are divided into three broad categories, natural resources, ancient sites and museums, and the old cities of Damascus and Aleppo. Among them, old cities of Damascus and Aleppo, ancient sites of Palmyra and Bosra are registered as World Heritage sites.

Tourism Zones and Tourism Resources



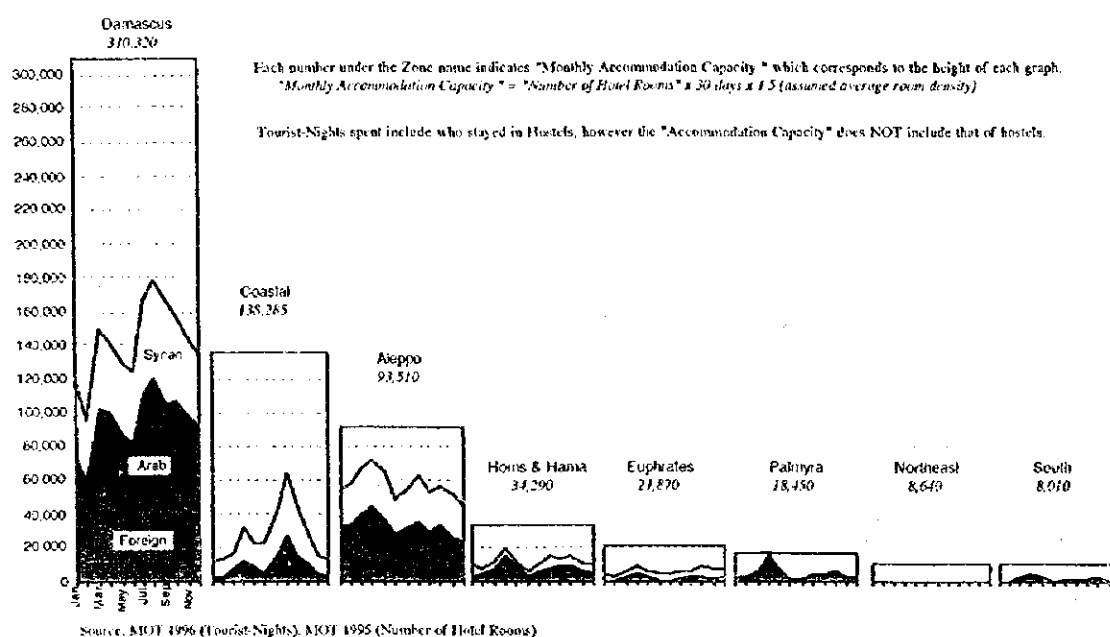
Source: JICA Study Team

Accommodation

3.16 million hotel tourist-nights were spent by foreign, Arab and Syrian tourists in 1995. The gross room occupancy rate was estimated at around 40.0 percent which is 18 percent lower than Egypt and 10 percent lower than Jordan.

- Damascus: high demand because of the gateway or the destination for most of tourists;
- Coastal: strong seasonality;
- Aleppo: high demand and shortage of hotels; and
- Palmyra: very strong seasonality: high demand in spring at around 85 percent occupancy rate; but, only 2.2 percent of national hotel tourist-nights was spent here and the annual average occupancy rate was only around 30 percent; and almost exclusively by foreign tourists.

Accommodation Capacity and Tourist-Nights by Tourism Zone



Tourism Industry

The tourism industry includes travel agents, tour guides, hotels, restaurants, souvenir shops and their related components. The estimated sizes of the inbound package tour market are shown below:

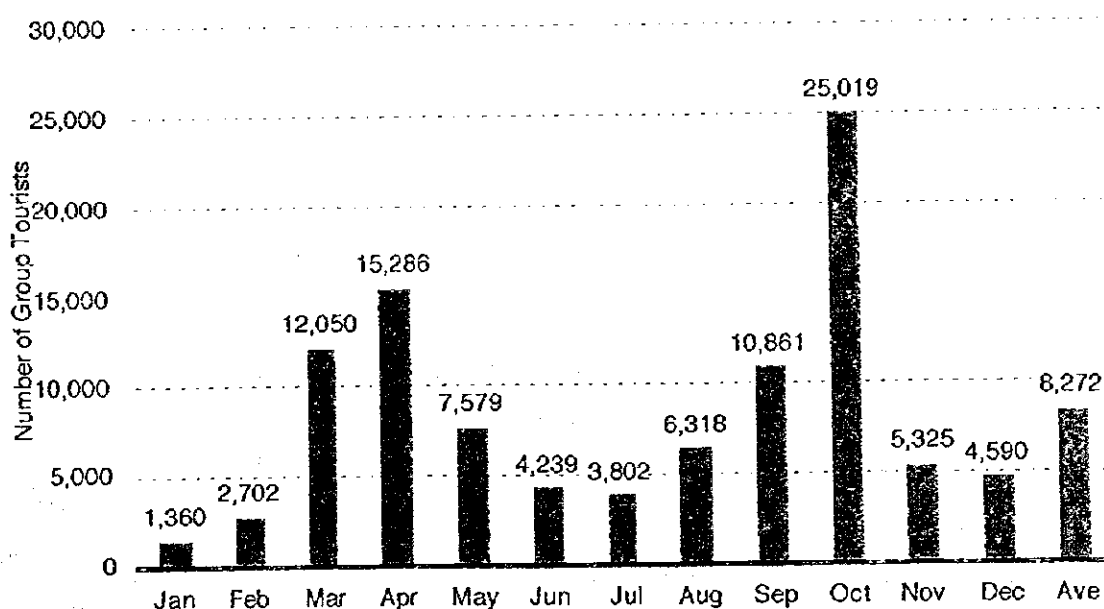
Estimated Sizes of Inbound Package Tour Market in Syria

Component	Annual Income from PT (US\$ million)	Inside/Outside of Tour Prices	Notes
Tour Operators	3.9	Inside	3,000 employees, 6-7,000 av. wage
Tour Guides	1.2	Inside	270 working, 198,000 av. income
Hotels	37.1	Inside	Incl. 2 compulsory meals
Local Restaurants	5.9	Outside	\$8 meal, once a day
Souvenir Shops	13.2	Outside	SP800 /person/night
Others	13.5	Inside	
TOTAL	74.8	-	
Spread Effect	285.5	-	Multiplier = 3.817 (1/(1-mpc))
	156.1	-	Multiplier = 2.087 (derived from expenditure structure)

Source: JICA Team

The marginal consumption propensity in Syria was calculated at 0.738 and the multiplier at 3.817 theoretically. The theoretical spread effect of the annual total package tourist spending is therefore estimated at US\$ 285.5 million not considering the leakage to abroad. The spread effects of the package tourist spending was also estimated by analyzing income and expenditure structure of major components in the tourism industry, with consideration of the leakage to abroad. The provisional multiplier as a whole is obtained as 2.087, and the spread effect of the package tourist spending is estimated at US\$ 156.1 million.

Number of Package Tourists in 1996



Source: MOT

Diagnosis of Current Situation

A SWOT analysis (Strengths, Weaknesses, Opportunities and Threats) was made to assess the Syrian tourism.

Strengths

- 1 Cultural Attractions with Strong International Appeal;
- 2 Traditional Hospitality of the Syrian People;
- 3 An Interesting Diversity of Resources;
- 4 Good Roads and Short Driving Distances; and
- 5 An Environment of Personal Safety.

Weaknesses

Weaknesses relating to poor product development:

- 1 Lack of Diversity in Tourism Product Offerings;
- 2 Poor Presentation of Cultural Attractions; and
- 3 Poorly Adapted Lodging Supply.

Weaknesses relating to weak international linkages:

- 4 Weak International Marketing and Promotion;
- 5 Limited International Air Service; and
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Weaknesses relating to deficient institutional support:

- 7 Insufficient Collaboration among Government Agencies;
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Opportunities

- 1 To Achieve Rapid Growth in the Short Run;
- 2 To Collaborate Effectively with Lebanon and Jordan;
- 3 To Distinguish Itself as a Unique Cultural Showcase for Arab Civilization; and
- 4 To Expand its Market Presence as a Competitively Priced Destination.

Threats

- 1 Failure to Make Substantive Government Reforms;
- 2 Failure to Collaborate Effectively with Neighboring Nations; and
- 3 Failure to Arrest the Decline of Cultural Resources.

PART II THE MASTER PLAN (2015)

Overall Tourism Development Policy

Three basic policies to guide the tourism development in Syria were formulated.

Demand Driven:

Recognition of the nature of tourism development as demand driven is particularly important at this stage in Syria, where the legacy of planned economy still lingers on. People concerned about tourism development in Syria should realize that one cannot plan tourist market in foreign countries and act accordingly. Syria's tourism industry will need to carefully learn about the expectations of targeted segments of travelers, in order to design hotels and to create tourism products that will meet their demands successfully.

Clear Roles of Public and Private Sectors:

The policy of giving the private sector a larger role in tourism sector development has been in place for some time. However, in actual practice, exact roles of the public and the private sectors do not seem to be well understood among many tourism officials and industry leaders, which in turn causes uncertainty among them. This is quite understandable considering the past history of government-led development. Tourism sector serves a complex market that is highly volatile and prone to changes in taste and fads, which are largely outside of governmental control. No government can be expected to be fast enough to respond such changes. Private initiatives in investment and operation are therefore most desirable, as opposed to direct government involvement. It is the private investor who is better at matching risks and rewards in efficient investment, than government officials. The government role should be limited to providing infrastructure and an enabling business environment, and actively intervene where shortfalls in private initiative exist. This does not mean that the role of the government is small. On the contrary, in the case of Syria, where the supporting framework to encourage private sector investment in tourism sector is still in its infancy, the government could play a significant role in steering the private sector to tourism activities, by implementing well targeted supporting investments and institutional reforms. Moreover, it is government's responsibility to provide an enabling environment for foreign investment to work alongside Syrian investment in developing the nation's tourist industries.

Efficient and Sustainable Development:

Effort should be taken to raise their efficiency in order to meet the national goal of raising the living standards of Syrian people by not wasting money on projects with a low economic return. This means that investment must be concentrated on high-priority high-return projects through streamlined and well coordinated operation, which the private sector can provide.

Syria's primary tourism resources will continue to be its cultural heritage and natural settings. Poor management of such resources will directly result in the deterioration of the very assets on which the tourism sector relies to attract tourists. It is a key role for government to provide safeguards in the form of protective measures that ensure sustainable use of these resources in the long run, even under greatly increased usage. It is government's role to ensure that profitability can be compatible with sustainability.

Overall Strategy

For the purpose of implementation, a set of eleven specific strategies is proposed. These eleven strategies have been selected considering the various issues and problems presented in Part I and summarized as SWOT analysis. The strategies can be grouped into three areas by major purpose. Among policies and strategies, and between policies and strategies, individual issues are highly mutually dependent.

For Sector Expansion:

- 1 Enhance Quality of Offerings;
- 2 Broaden the Tourism Product Range;
- 3 Develop Human Resources; and
- 4 Improve Marketing.

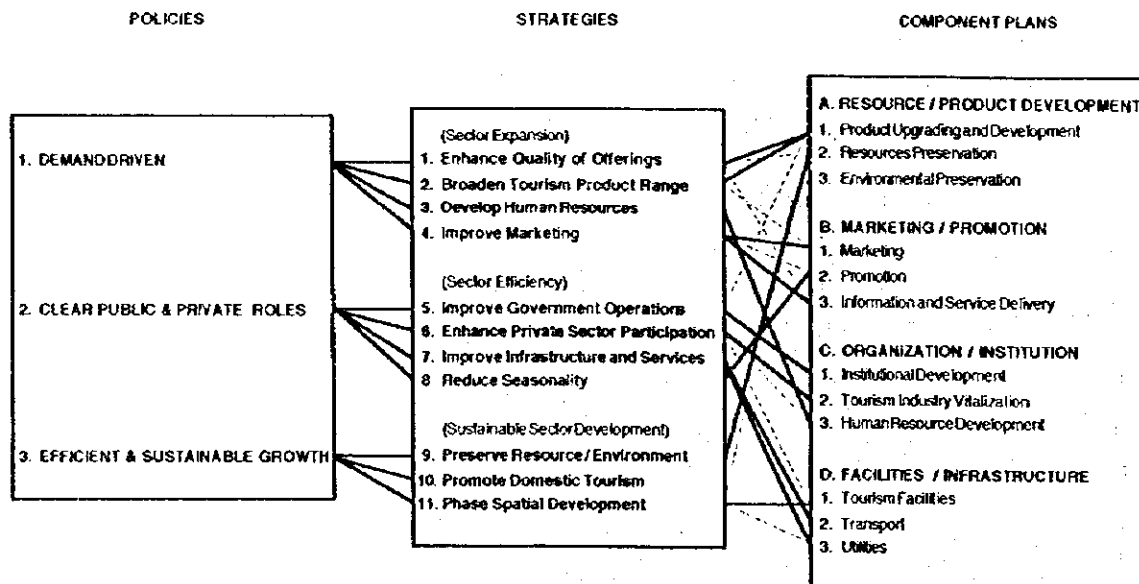
For Sector Efficiency:

- 5 Improve Government Operations;
- 6 Enhance Private Sector Participation;
- 7 Improve Infrastructure and Services; and
- 8 Reduce Seasonality.

For Sustainable Sector Development:

- 9 Preserve Resources and Environment;
- 10 Promote Domestic Tourism; and
- 11 Phase Spatial Development.

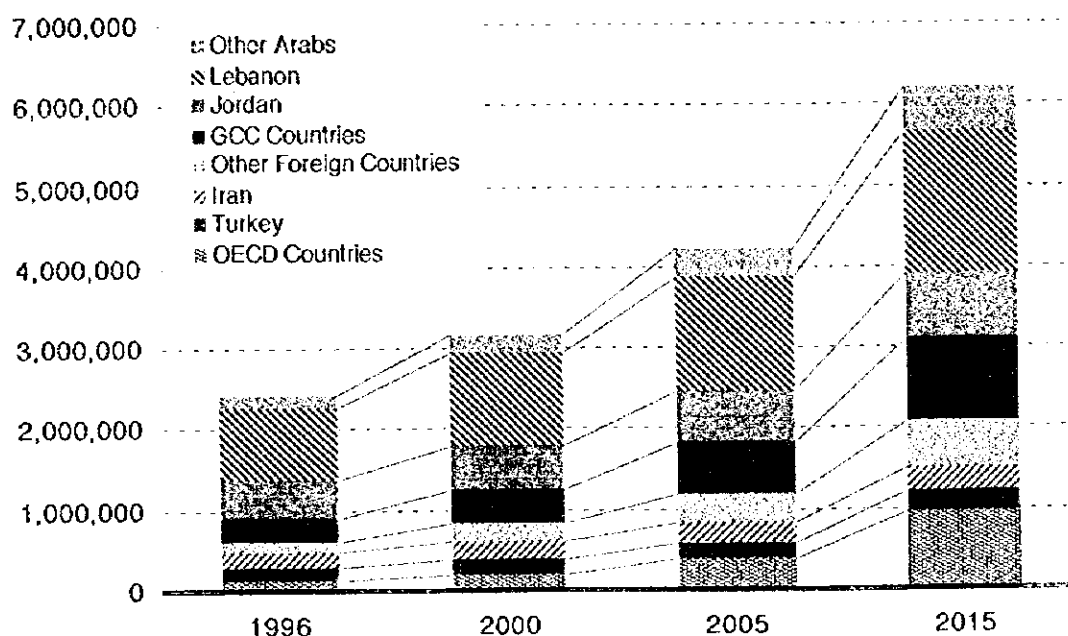
Policies, Strategies and Component Plans



Demand Projections

Projections of the frontier arrivals in Syria were made for two cases, the reasonable case (Scenario A) and the low case (Scenario B).

Projection of Frontier Arrivals in Syria (Scenario A)



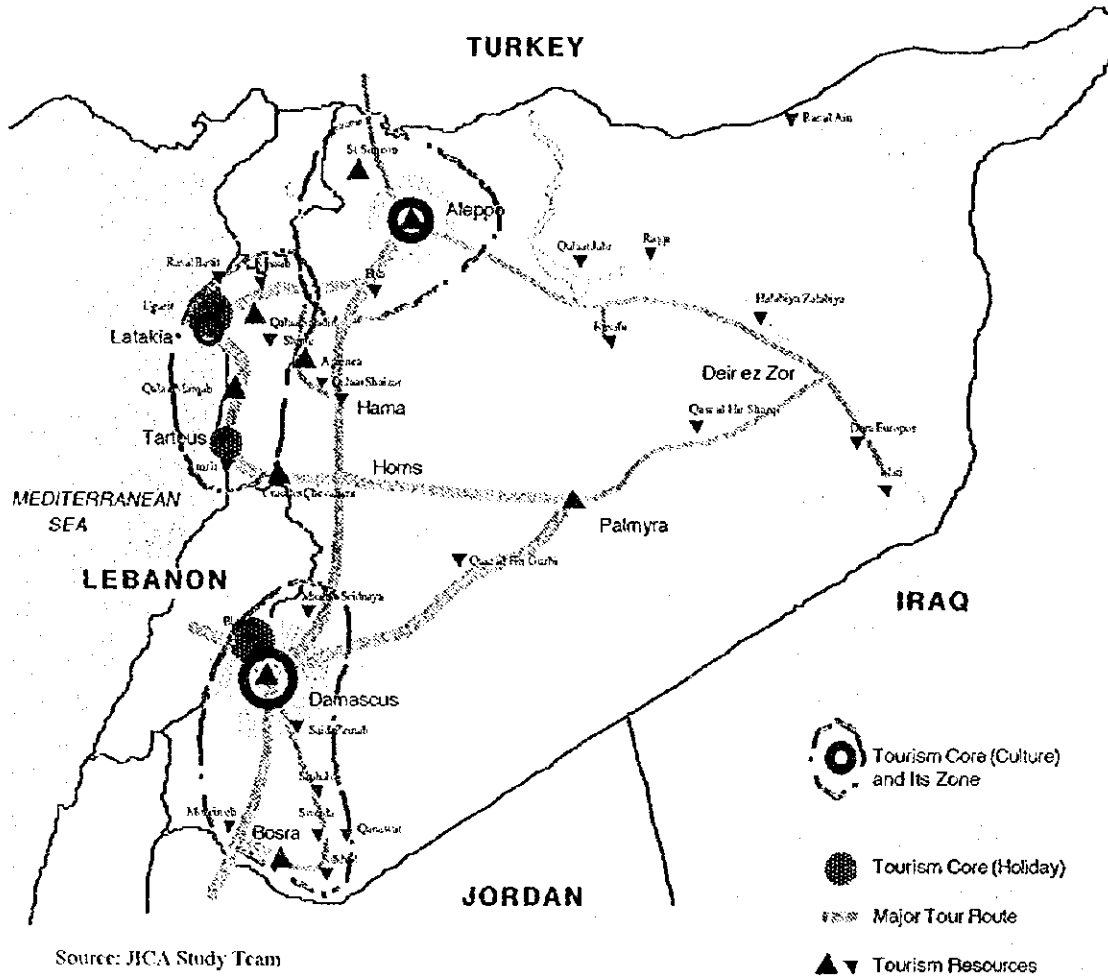
Source: JICA Study Team

Component Plans and Implementation Program

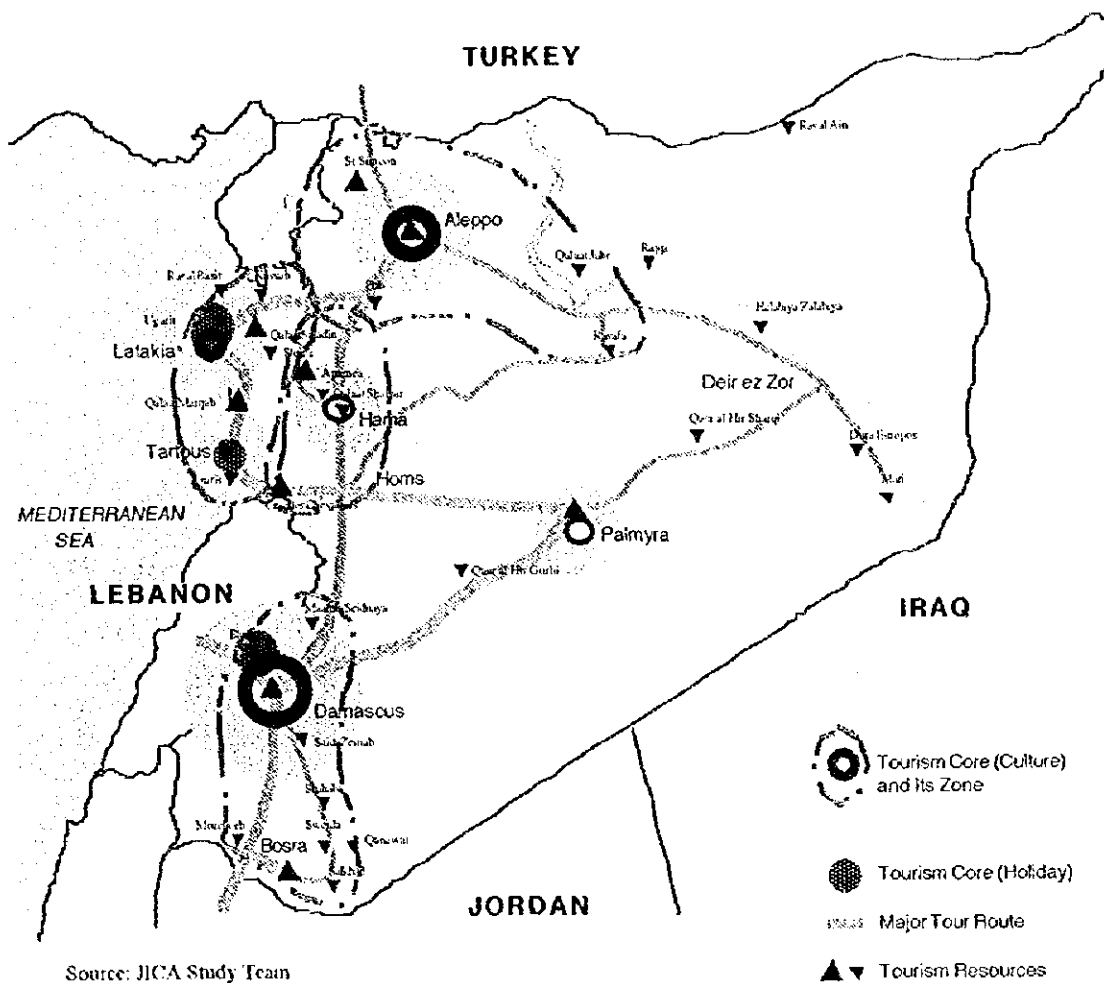
The component plans were prepared as concrete measures to realize the tourism development policies and strategies described before. They were prepared in four broad categories: Resource and Product Development Plan, Marketing and Promotion Development Plan, Organization and Institutional Development Plan, and Facilities and Infrastructure Development Plan.

Gradual development expansion based on the staged development strategy is needed. the existing tourism structure and the recommended tourism development process in 2005, 2010 and 2015 is shown in the figures.

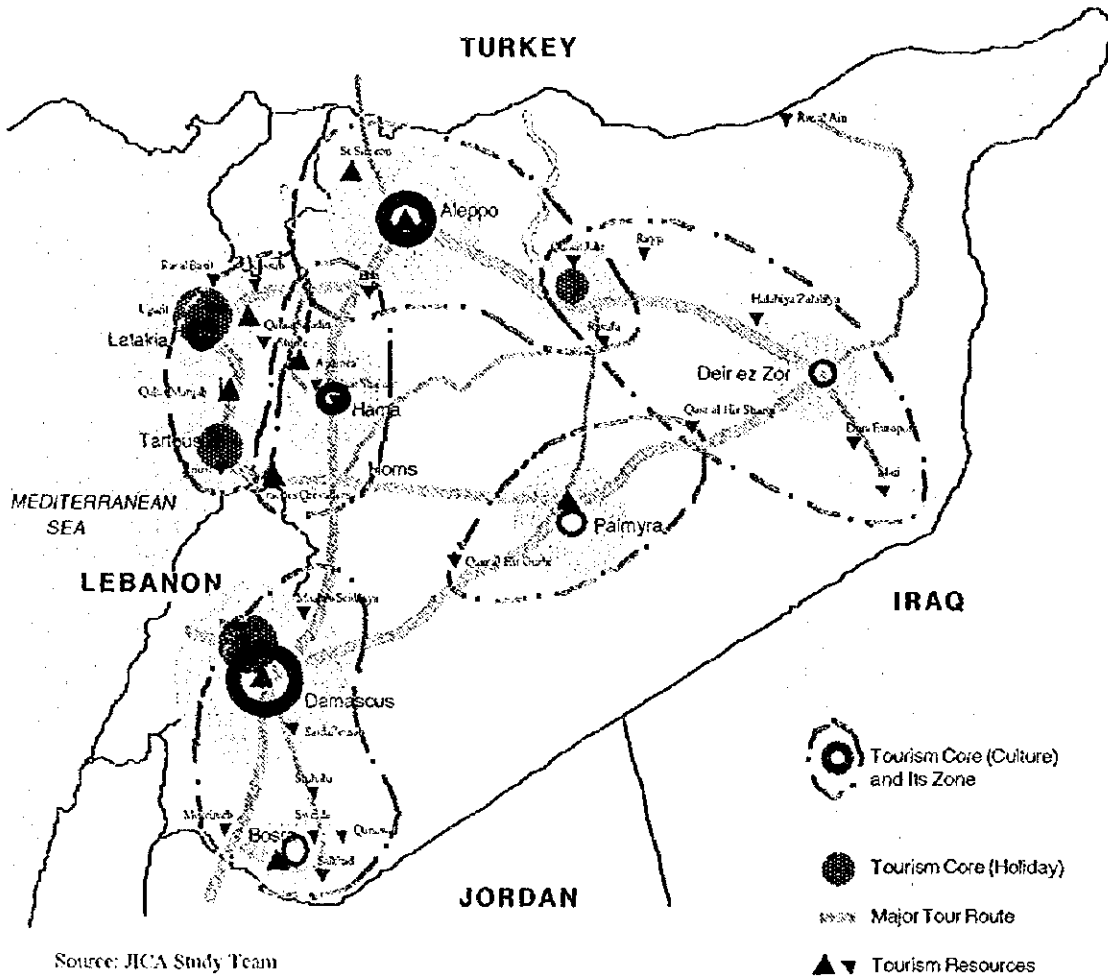
Current Tourism Structure in Syria



Spatial Tourism Structure, 2005

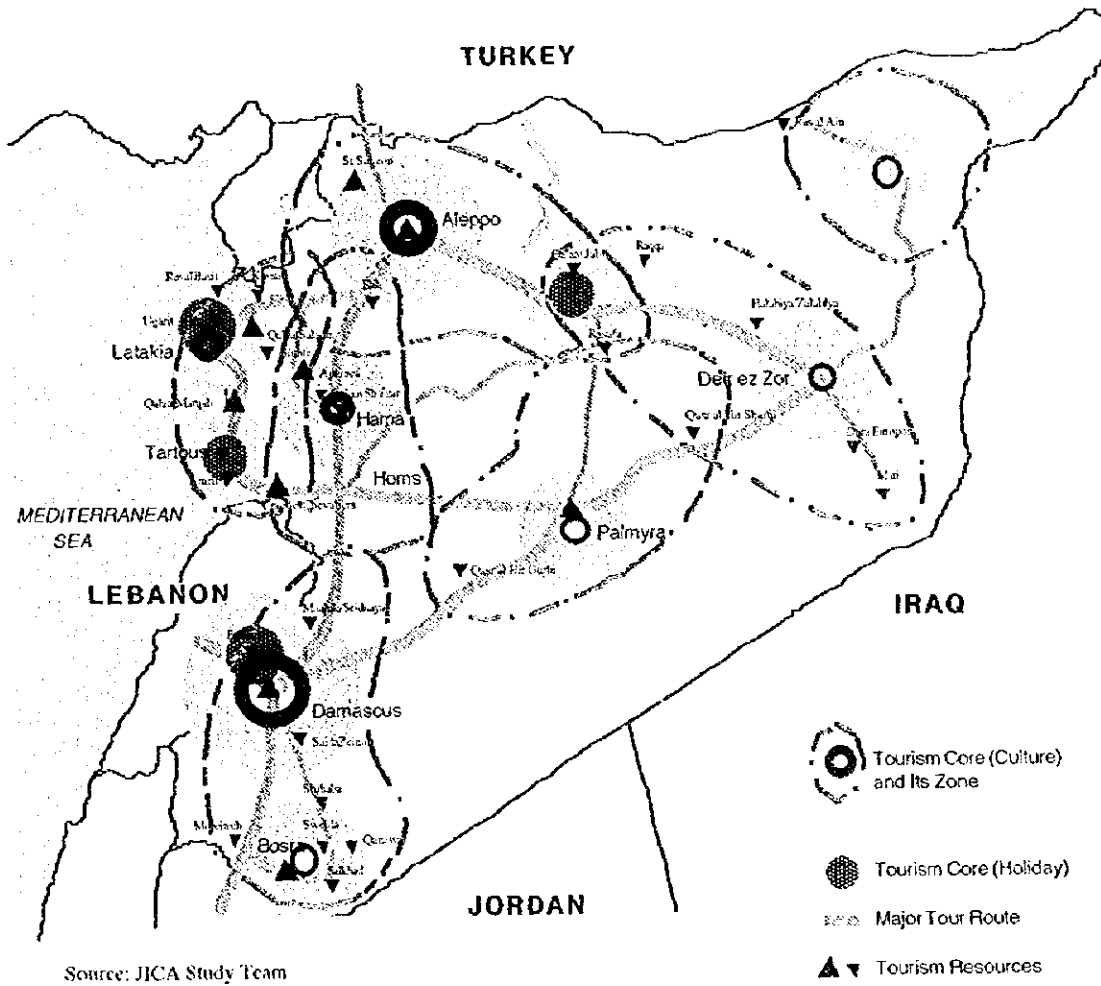


Spatial Tourism Structure, 2010



Source: JICA Study Team

Spatial Tourism Structure, 2015 and Beyond



Implementation Schedule of the Master Plan

		by 2005	Cost	by 2015	Cost
Marketing and Promotion	Marketing	MP1 Intensifying approaches for foreign media and travel trade MP2 Modern segmented marketing approaches - traditional European market, Arab countries market for cool summer, seminar, meeting and incentive market, etc. MP3 Approaches for alleviation of seasonality MP4 Price awareness increase MP5 Appointment of marketing agency	SP 25 million	MP6 Consolidation of traditional market MP7 Approaches to the new and emerging markets - Australia, South and Central Asia, Eastern Europe, etc. MP8 Approaches to the niche markets MP9 Approaches to the MICE market MP5 Appointment of marketing agency	SP 50 million
	Promotion	MP10 Production of various sales materials - Syrian sales manual, news letter, video clip, etc. MP11 Production of motivation material MP12 Production of practical on-site materials MP13 Appointment of promotion agency MP16 Participation in selected travel trade shows MP17 Strengthening of repeated after sales calls at a regular interval MP18 Organization of sponsored travel trade fam tours - major European markets, Americas, Asia-Pacific MP19 Opening of representative offices utilizing local representative system - in major European cities MP20 Liaison promotion with RB and other airlines MP21 Syrian cultural exhibitions in major markets	SP 850 million	MP14 Production of purpose-edited sales tools MP15 Production of theme motivation materials MP22 Joint sales mission of MOT, RB, hotels, tour operators, etc. MP23 Purpose-made and theme sales mission MP24 Own representative offices in major European cities MP19 Opening of representative offices utilizing local representative system - in New York, Tokyo, etc. MP25 Strengthening of promotion through Syrian embassies MP26 Organization of ad-hoc promotion seminar and work-shop MP27 Joint promotion with neighboring countries	SP 1,500 million
	Information Service Delivery	MP28 Improvement of gateway information - Damascus, Aleppo MP29 Provision of on-site information - major tourist sites	SP 60 million	MP28 Strengthening gateway information MP29 Strengthening on-site information: major tourist sites	SP 120 million
Organization and Institution	Institutional Development	O11 Authorization of the Master Plan O12 Strengthening of Supreme Council O13 MOT and DGAM inter-ministerial cooperation O14 Proper budget allocation O15 Formal joint committee for the tourism promotion O16 Launching public awareness program O17 Strengthening of MOT Directorate of Planning O18 Computerized statistical analysis O19 Tourist surveys O110 Visitor behavior analysis O111 Annual report publishing O112 Creation of the visitor service unit within DGAM O113 Creation of the site improvement fund for DGAM O114 Introduction of innovative ticketing for major tourist sites O115 Creation of corps of heritage guides O116 Improvement of CIQ procedure	SP 50 million		
	Tourism Industry Vitalization	O117 Deregulation of hotels O118 Deregulation of restaurants O119 Strengthening incentives for private investment O120 Clarification of investment criteria and procedure O121 Introduction of one-stop shop system O122-26 Increased incentives in old cities			
	Human Resource Development	O127 MOT planning staff training O128 MOT marketing and promotion staff training O129 Private sector participation as instructors in HTTC and HITS O130 Appointment of foreign instructor O132 Introduction of incentives for in-service training in the private sector O133 Creation of handicraft committee by MOT and related agencies	SP 200 million	O131 Overseas training for HTTC and HITS O134 Handicraft development and training	SP 200 million

		by 2005	Cost	by 2015	Cost
National	Resource and Product Development	RP12 Souvenir improvement and development RP13 Folklore performance development for tourism	SP 5 million	RP12 Souvenir improvement and development (continued) RP13 Folklore performance development for tourism (continued)	SP 10 million
	Facilities and Infrastructure	F18 Hygiene upgrading F114 Provision of tourist direction signs for major tourist sites F119 Upgrading Syrian Arab Airlines' service F120 Promotion of international flights to Syria F132 Installation of more public phones at major gateways	SP 100 million	F114 Provision of tourist direction signs for all tourist sites F133 Improvement of international and domestic telephone service	SP 100 million
Damascus Zone	Resource and Product Development	RP1 Museum improvement - Damascus National Museum, Azem Palace RP2 Site improvement and amenity provision - Citadel, Ma'alula, Seidnaya, etc. RP3 Old city tourist zone improvement - Walled city, Sarouja quarter RP5 Damascus National Museum development plan RP7 Mt. Kassoun Lookout and cable car RP8,9 Sports, recreation, culture parks development - Rabwe, Zabadani RP10 Soft adventure development (balloon, camel riding, etc.) RP14 Hijaz railway development (station restoration and exhibition)	SP 1,000 million	RP1 Museum improvement - Damascus History Museum, Arab Epigraphy Museum, Medicine and Science Museum, National Archive and Museum RP3 Old city tourist zone improvement - Salhiye district RP8,9 Sports, recreation, culture parks development - Gouta, Zabadani and surroundings RP11 Hot spring development RP14 Hijaz railway development (continued)	SP 1,500 million
	Facilities and Infrastructure	F11,3 Additional hotel capacity, and various type of accommodation - 5-star hotels, 3 to 4-star hotels F12 Upgrading facilities and services of hotels - 5-star hotels, 3 to 4-star hotels F14 Upgrading Damascus international fair ground F15 Exchange offices and upgrading CBS branches' services F16 Hotel school upgrading F17 Upgrading restaurants and theaters, and establishing new ones F112 Upgrading approach roads to tourist sites F115 Upgrading bus terminals F118 Upgrading Damascus airport F124 Rehabilitation of Hijaz railway F130 Garbage collection upgrading	SP 10,000 million	F11,3 Additional hotel capacity, and various type of accommodation - 5-star hotels, 3 to 4-star hotels, 1 to 2-star hotels F19 Establishing Damascus International Convention Center F10 World Business Centers by the private sector F117 Tourist bus services development (sightseeing, to the border crossing) F128 Water supply piping rehabilitation in old Damascus F131 Electricity distribution upgrading in old Damascus	SP 30,000 million
Aleppo Zone	Resource and Product Development	RP1 Museum improvement - Aleppo National Museum, Citadel RP2 Site improvement and amenity provision - Saint Simeon, Dead Cities RP3 Old city tourist zone improvement - Souq, Citadel, Jedaideh RP8,9 Sports, recreation, culture parks development - Assad Lake, etc. RP10 Soft adventure development (balloon, camel riding, etc.)	SP 1,000 million	RP1 Museum improvement - Popular Tradition Museum RP2 Site improvement and amenity provision - Ain Dara, Ebla, Idleb, etc. RP3 Old town tourist zone improvement (continued) RP8,9 Sports, recreation, culture parks development	SP 1,500 million
	Facilities and Infrastructure	F11,3 Additional hotel capacity, and various type of accommodation - 3 to 4-star hotels F12 Upgrading facilities and services, and expansion of hotels - 5-star hotels, 3 to 4-star hotels F15 Exchange offices and upgrading CBS branches' services F16 Hotel school upgrading F17 Upgrading restaurants and theaters, and establishing new ones F121 Ariha-Latakia Highway construction F112 Upgrading approach roads to tourist sites F115 Upgrading bus terminals F118 Upgrading Aleppo airport F130 Garbage collection system upgrading	SP 15,000 million	F11,3 Additional hotel capacity, and various type of accommodation - 5-star hotels, 3 to 4-star hotels, 1 to 2-star hotels F110 World Business Centers by the private sector F116 International road improvement F117 Tourist bus services development (sightseeing, to the border crossing) F125 Introduction of excursion boats at Lake Assad F128 Water supply piping rehabilitation in old Aleppo F131 Electricity distribution upgrading in old Aleppo	SP 20,000 million

		by 2005	Cost	by 2015	Cost
Coastal Zone	Resource and Product Development	RP1 Museum improvement - Latakia National Museum RP2 Site improvement and amenity provision - Salahdin Castle, Tartous and Arwad, Ugarit RP3 Tourist zone improvement in Tartous-Arwad RP8,9 Sports, recreation, culture parks development - Amrit, along the Mediterranean beach RP10 Soft adventure and marine sports development	SP 800 million	RP1 Museum improvement - Tartous Museum RP2 Site improvement and amenity provision - Marqab Castle, etc. RP8,9 Sports, recreation, culture parks development RP11 Hot spring development	SP 1,000 million
	Facilities and Infrastructure	FI2 Upgrading facilities and services of hotels - 5-star hotels, 3 to 4-star hotels FI3 Providing various type of accommodation FI5 Exchange offices and upgrading CBS branches' services FI11 Ariha-Latakia Highway construction FI12 Upgrading approach roads to tourist sites FI22 Improvement of Tartous-Arwad passenger boat service FI23 Promotion of Mediterranean cruise FI30 Garbage collection system upgrading in Tartous and Arwad	SP 15,000 million	FI7 Upgrading restaurants and theaters, and establishing new ones FI9 World Business Centers by the private sector FI15 Upgrading bus terminals FI16 International road improvement FI17 Tourist bus services development (sightseeing, to the border crossing) FI29 Construction of sewage treatment plant (Latakia, Tartous, isolated sites) FI30 Garbage collection system upgrading	SP 20,000 million
Homs & Hama Zone	Resource and Product Development	RP1 Museum improvement - Hama Museum (Azem Palace), Apamea Museum RP2 Site improvement and amenity provision - Crac des Chevaliers, Apamea, Qatina Lake, etc. RP3 Tourist zone improvement in Hama RP6 Byzantine mosaic garden	SP 1,000 million	RP1 Museum improvement - Homs Museum RP2 Site improvement and amenity provision - Dead Cities, etc. RP8,9 Sports, recreation, culture parks development - along Damascus-Aleppo axes RP11 Hot spring development	SP 2,000 million
	Facilities and Infrastructure	FI2 Upgrading facilities and services, and expansion of hotels - 5-star hotels, 3 to 4-star hotels FI12 Upgrading approach roads to tourist sites	SP 3,000 million	FI1,3 Additional hotel capacity, and various type of accommodation - 3 to 4-star hotels, 1 to 2-star hotels FI7 Upgrading restaurants and theaters, and establishing new ones FI5 Exchange offices and upgrading CBS branches' services FI15 Upgrading bus terminals FI29 Construction of sewage treatment plant (isolated sites) FI30 Garbage collection system upgrading	SP 15,000 million
Palmyra Zone	Resource and Product Development	RP1 Museum improvement - Palmyra National Museum RP2 Site improvement and amenity provision - Palmyra ruin, Palmyra tombs RP4 Qasr Ibn Ma'an Lookout RP10 Soft adventure development (balloon, camel riding, Bedouin life, etc.)	SP 500 million	RP1 Museum improvement - Popular Tradition Museum RP2 Site improvement and amenity provision - Qasr al Hir Gharbi, Qasr al Hir Sharqui RP11 Hot spring development	SP 1,500 million
	Facilities and Infrastructure	FI1 Additional hotel capacity - 3 to 4-star hotels FI2 Upgrading facilities and services of hotels - 5-star hotels, 3 to 4-star hotels FI13 Construction of bypass road in Palmyra FI27 Developing water resource FI29 Construction of sewage plants in Palmyra	SP 15,000 million	FI1,3 Additional hotel capacity, and various type of accommodation - 3 to 4-star hotels, 1 to 2-star hotels FI5 Exchange offices and upgrading CBS branches' services FI7 Upgrading restaurants and theaters, and establishing new ones FI15 Upgrading bus terminals FI12 Upgrading approach roads to tourist sites	SP 10,000 million
Euphrates Zone	Resource and Product Development	RP2 Site improvement and amenity provision - Dura Europos, Rasafe	SP 200 million	RP2 Site improvement and amenity provision - Halebiye, Zalebiye, Mari, etc. RP8 Sports, recreation, culture parks development	SP 1,000 million
	Facilities and Infrastructure	FI12 Upgrading approach roads to tourist sites	SP 3,000 million	FI1 Additional hotel capacity - 3 to 4-star hotels, 1 to 2-star hotels FI7 Upgrading restaurants and theaters, and establishing new ones FI15 Upgrading bus terminals FI21 Improvement of Deir ez Zor Airport FI26 Introduction of excursion boat in the Euphrates river	SP 15,000 million

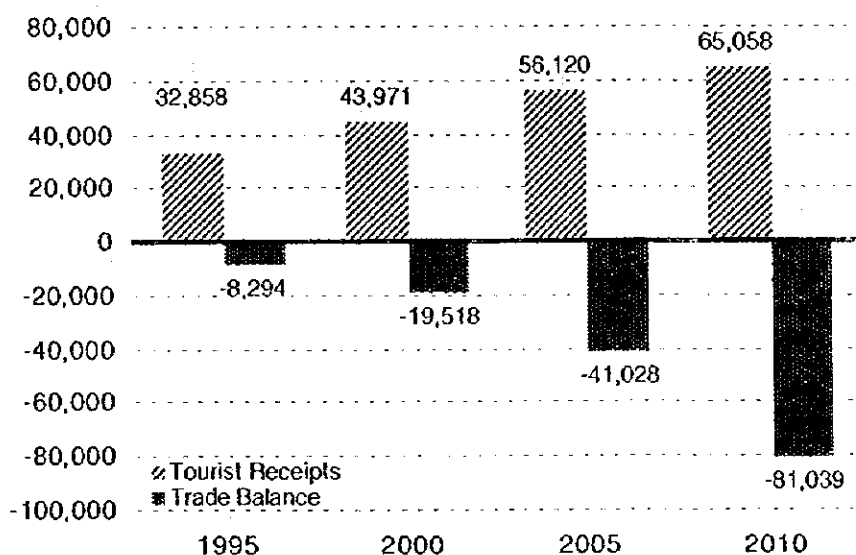
		by 2005	Cost	by 2015	Cost
Northeast Zone	Resource and Product Development	RP2 Site improvement and amenity provision - Ras al Ain RP10 Soft adventure development (balloon, camel riding, etc.)	SP 100 million	RP1 Museum establishment - Hassake Museum RP2 Site improvement and amenity provision - Ras al Ain (continued), Hassake, Qamishli, etc. RP8,9 Sports, recreation, culture parks development	SP 1,000 million
	Facilities and Infrastructure			FI1 Additional hotel capacity - 3 to 4-star hotels FI7 Upgrading restaurants and theaters, and establishing new ones FI12 Upgrading approach roads to tourist sites FI15 Upgrading bus terminals FI21 Improvement of Qamishli Airport	SP 10,000 million
South Zone	Resource and Product Development	RP1 Museum improvement - Bosra RP2 Site improvement and amenity provision - Bosra, Shahaba	SP 500 million	RP2 Site improvement and amenity provision - Qanawat, etc. RP8 Site development - Yarmouk valley RP10 Soft adventure development (balloon, camel riding, etc.)	SP 1,000 million
	Facilities and Infrastructure	FI12 Upgrading approach roads to tourist sites	SP 3,000 million	FI5 Exchange offices and upgrading CBS branches' services FI7 Upgrading restaurants and theaters, and establishing new ones FI15 Upgrading bus terminals	SP 15,000 million

Source: JICA Study Team

Economic Evaluation

If the contribution of tourism sector in terms of foreign currency earnings would not exist in future, balance of payment in Syria would be in large deficit judging from the projection of trade balance. Tourism sector also is expected to contribute to the creation of job opportunities in line with the increase in frontier arrivals.

Projection of Trade Balance and Tourist Receipts



Source: Central Bureau of Statistics, JICA Study Team

Overall Evaluation

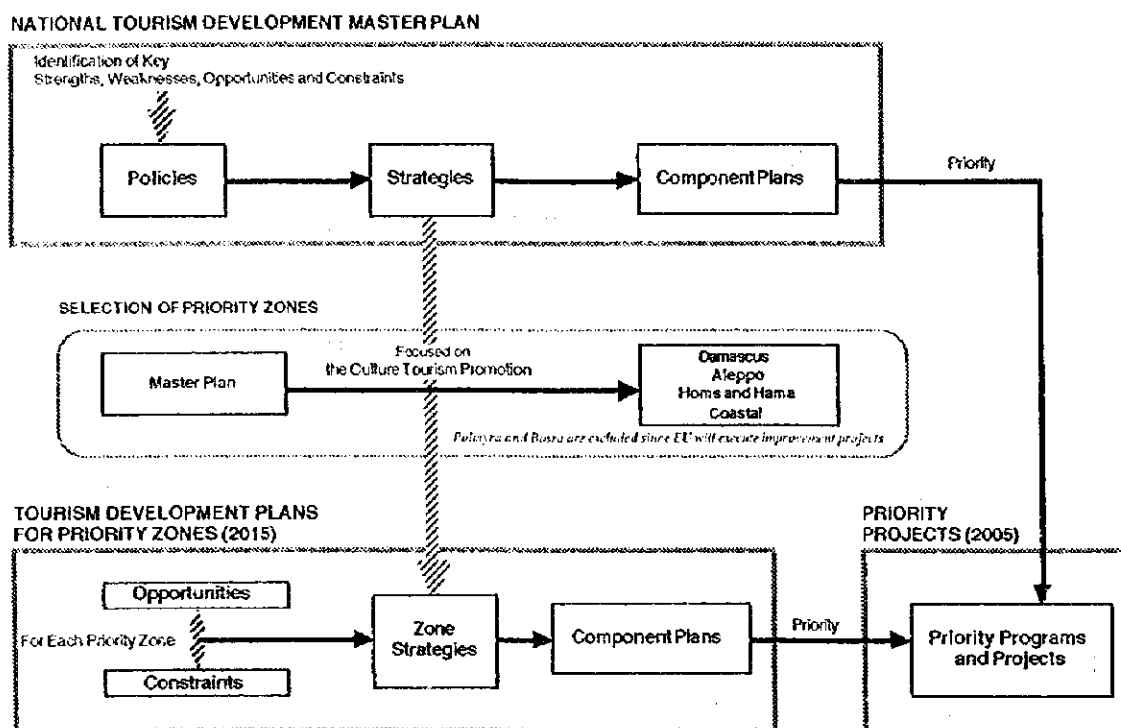
If implemented as set forth in this Master Plan, the various component plans would bring about significant benefits to the Syrian people in terms of their economic well-being, of their social development, and in terms of its environmental sustainability. The tourism industry could serve as a central element in the economic liberalization of the Syrian economy, and in its continued opening to the world economy.

PART III PLANS FOR THE PRIORITY ZONES (2015)

Master Plan, Zone Plans and Priority Action Plan

Damascus, Aleppo, Homs and Hama, and Coastal Zones were selected as the priority zones focused on the cultural tourism promotion. The following shows relationships among the Master Plan, Zone Plans, and Priority Programs and Projects.

Relationship among Master Plan, Zone Strategy and Priority Projects



Common Planning Issues

Based on the basic directions delineated in the Master Plan, the following common understanding is needed for the tourism development planning in Syria at this stage.

- 1 Introducing the Prerequisites of "Modern Tourism"
- 2 Introducing the Prerequisites of "Culture Tourism"
- 3 Introducing the Basics of "Urban Tourism"

Zone Plans

Damascus Zone

Zone Development Concept

- International Gateway for Syrian Tourism both by air and surface;
- Abundant Cultural Tourism Resources in the city and around (Umayyad Mosque, St. Anania Chapel, Ma'alula, etc.) and Green Areas along Barada River (Rabweh, Zabadani, etc.);
- National Tourism Core for all forms of tourist activities: from history, culture, pilgrimage, urban and cultural entertainment, to business, fair and conference.

Aleppo Zone

Zone Development Concept

- Second International Gateway for Syrian tourism;
- Abundant Cultural Tourism Resources in the city and around (Aleppo Citadel, St. Simeon, etc.), and Natural Tourism Resources around the city (Assad Lake, etc.);
- Northern Tourism Core for cultural and religious tourism as well as urban and shopping tourism.

Homs and Hama Zone

Zone Development Concept

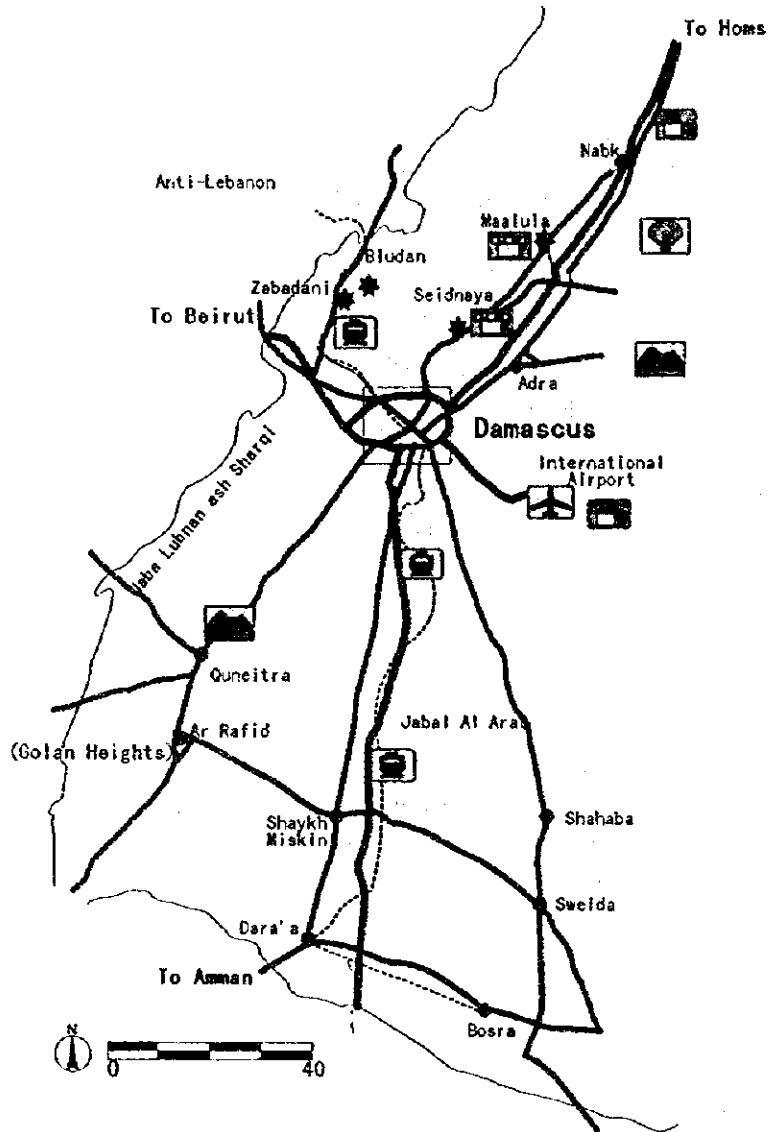
- Central Tourism Core of Syria for the cultural circuit, situated at the strategic cross point of the north-south corridor and the east-west corridor;
- Abundant Cultural Tourism Resources in the zone (Apamea, Crac des Chevaliers, etc.), and nature resources in the western mountains; and
- picturesque scenery of Hama and along Orontes river.

Coastal Zone

Zone Development Concept

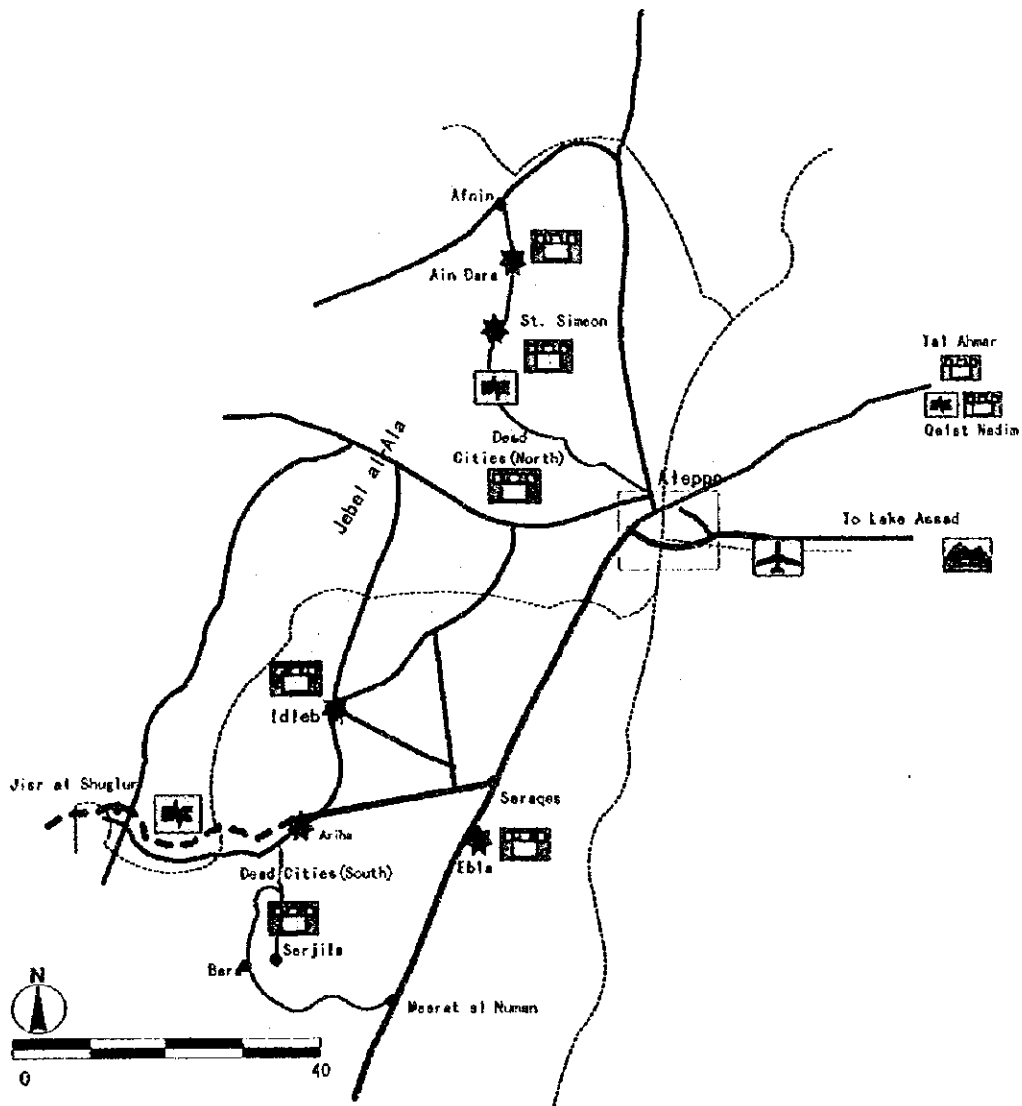
- Syria's unique holiday and leisure tourism core for beach (Latakia, Tartous and other cities) and mountain tourism (Kassab, Slunfeh, Qardaha, Mushata al Helou, Safita, etc.); and
- complementary circuit for culture tourism with abundant cultural resources (Marqab Castle, Salahdin Castle, Ugarit, Jableh Amphitheater, Yahmour, Housson Sleiman Castle, Amrit, Arwad Island, etc.).

Damascus Zone Development Plan



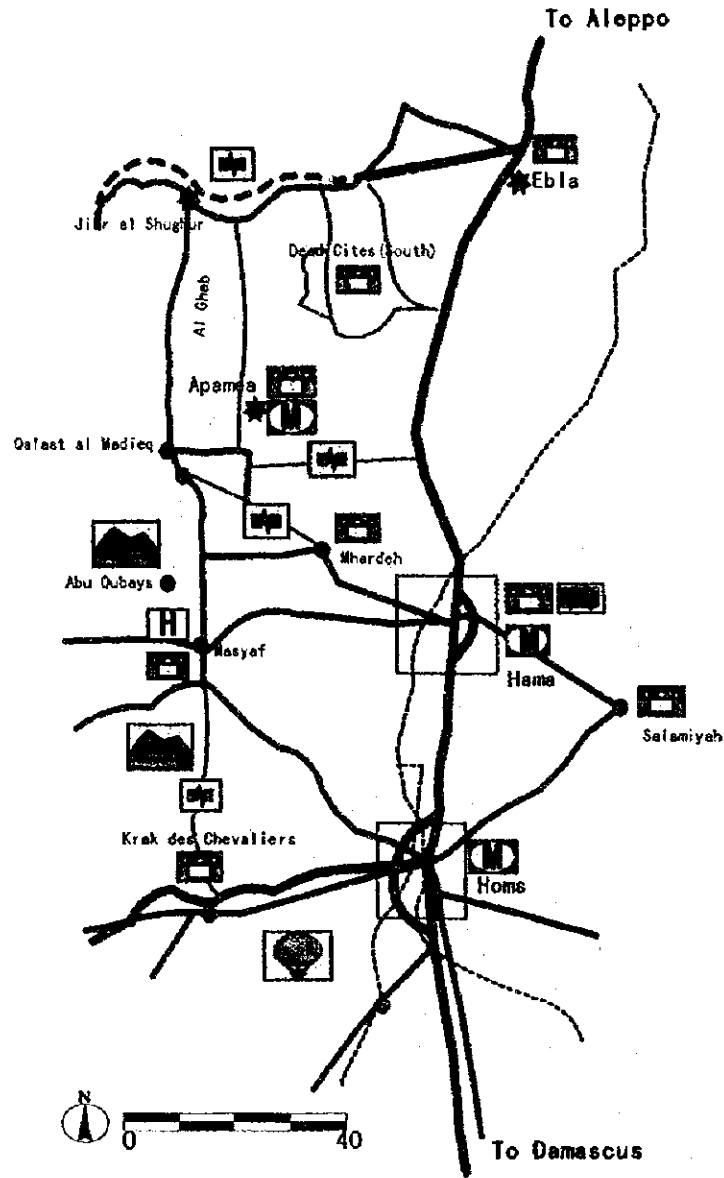
LEGEND					
①	Site Improvement	⑦	Green Promenade/Trails Establishment	⑭	Road Improvement
②	Hotel Improvement/Establishment	⑧	Tourist Trails Establishment	⑮	Station Restoration/Railway Upgrading
③	Old City Improvement	⑨	Lookout/ Rest Spots Construction	⑯	Bus Terminal Improvement
④	Museum (New Improvement)	⑩	Amenity Improvement (Restaurant, Theaters)	⑰	Mediterranean Cruise Promotion
⑤	Information Center Upgrading	⑪	New Product Development (Soft Adventure)	⑱	Port Improvement
⑥	Visitor Center (New Improvement)	⑫	Resort Development	⑲	Environmental Improvement
		⑬	Airport Improvement		

Aleppo Zone Development Plan



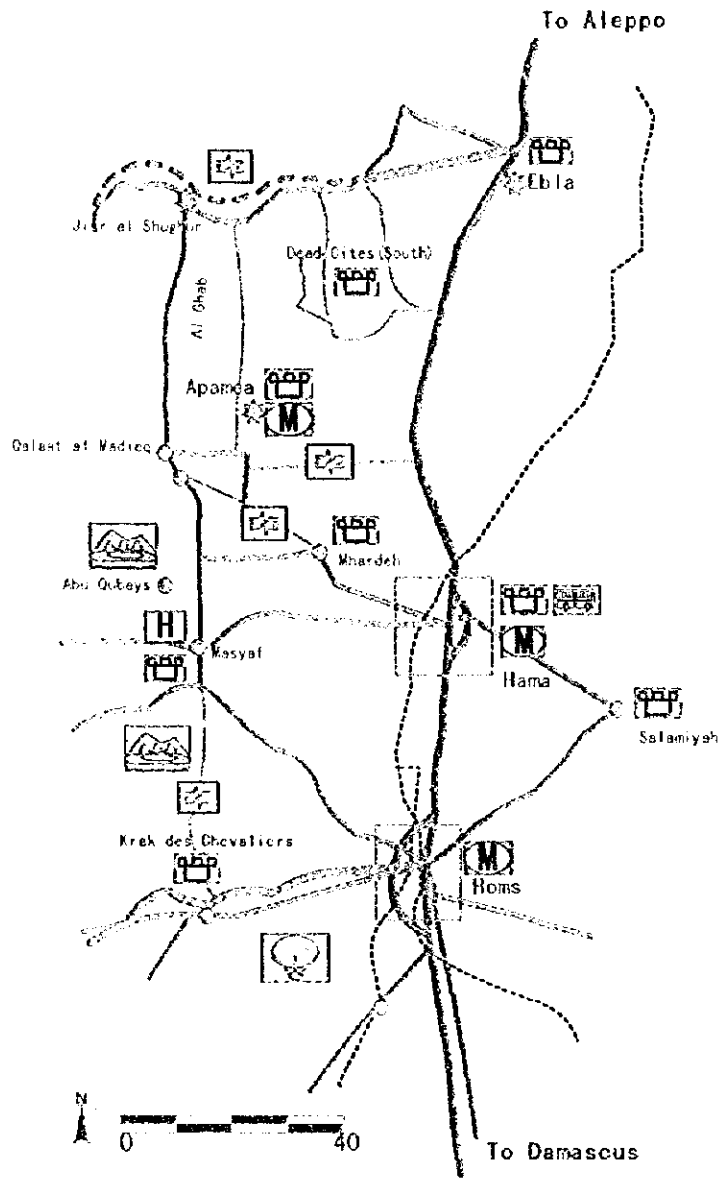
LEGEND		
1		Site Improvement
2		Hotel Improvement/Establishment
3		Old City Improvement
4		Museum (New, Improvement)
5		Information Center Upgrading
6		Visitor Center (New, Improvement)
7		Green Promenade/Trails Establishment
8		Tourist Trails Establishment
9		Lookout/ Rest Spots Construction
10		Amenity Improvement (Restaurant, Theater)
11		New Product Development (Soft Adventure)
12		Resort Development
13		Airport Improvement
14		Road Improvement
15		Station Restoration/ Railway Upgrading
16		Bus Terminal Improvement
17		Mediterranean Cruise Promotion
18		Port Improvement
19		Environmental Improvement

Homs and Hama Zone Development Plan



LEGEND								
①		Site Improvement	⑦		Green Promenade/Trails Establishment	⑭		Road Improvement
②		Hotel Improvement/Establishment	⑧		Tourist Trails Establishment	⑮		Station Restoration/Railway Upgrading
③		Old City Improvement	⑨		Lookout/ Rest Spots Construction	⑯		Bus Terminal Improvement
④		Museum (New, Improvement)	⑩		Amenity Improvement (Restaurant, Theaters)	⑰		Mediterranean Cruise Promotion
⑤		Information Center Upgrading	⑪		New Product Development (Soft Adventure)	⑱		Port Improvement
⑥		Visitor Center (New, Improvement)	⑫		Resort Development	⑲		Environmental Improvement
			⑬		Airport Improvement			

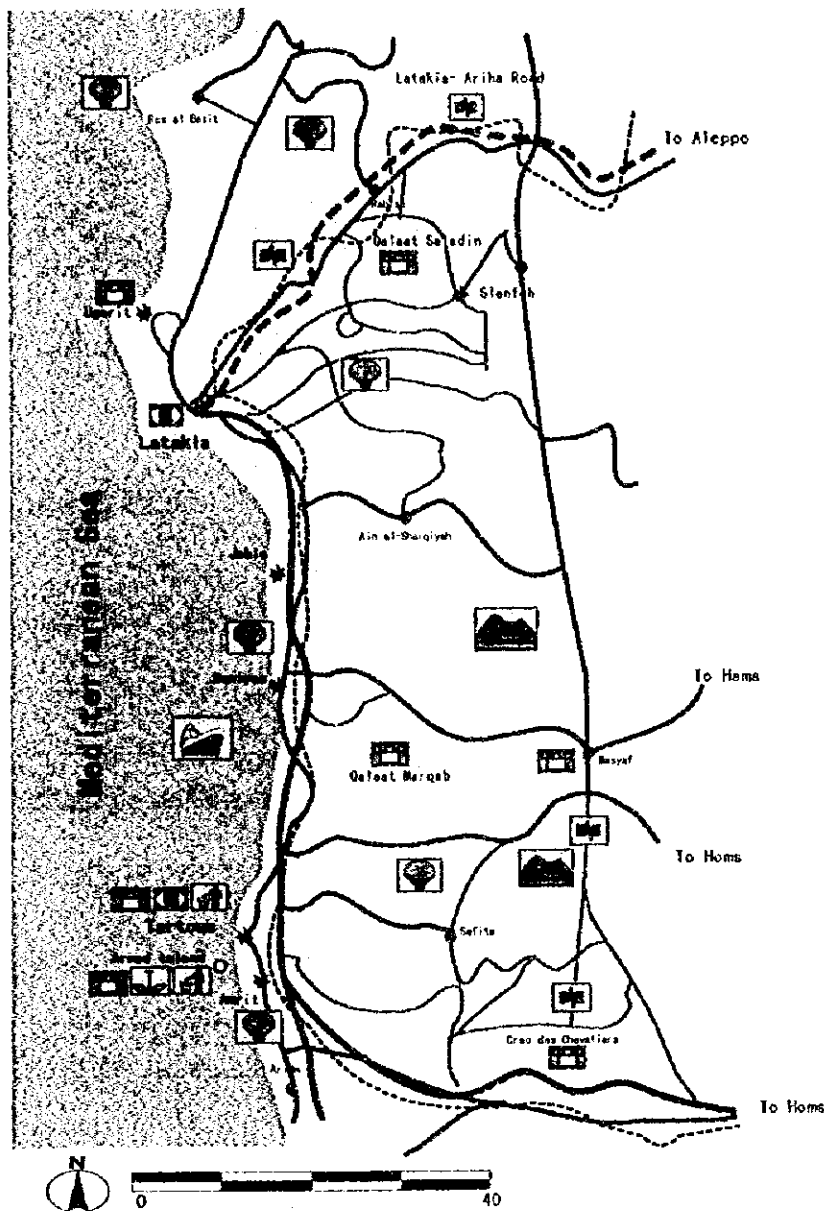
Homs and Hama Zone Development Plan



LEGEND

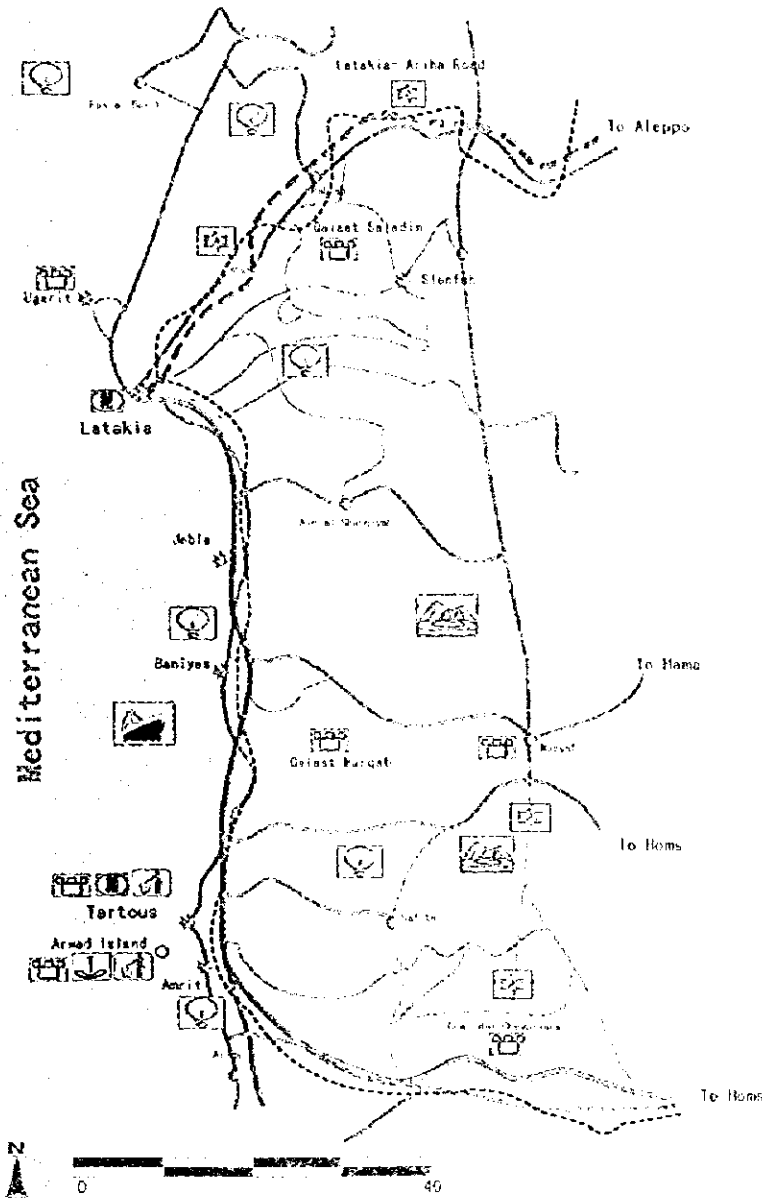
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|---|---|---|--|---|--|
| ① |  Site Improvement | ⑦ |  Green Promenade/Trails Establishment | ⑭ |  Road Improvement |
| ② |  Hotel Improvement/Establishment | ⑧ |  Tourist Trails Establishment | ⑮ |  Station Restoration/Railway Upgrading |
| ③ |  Old City Improvement | ⑨ |  Lookout/Rest Spots Construction | ⑯ |  Bus Terminal Improvement |
| ④ |  Museum (New, Improvement) | ⑩ |  Amenity Improvement (Restaurant, Theaters) | ⑰ |  Mediterranean Cruise Promotion |
| ⑤ |  Information Center Upgrading | ⑪ |  New Product Development (Soft Adventure) | ⑱ |  Port Improvement |
| ⑥ |  Visitor Center (New, Improvement) | ⑫ |  Resort Development | ⑲ |  Environmental Improvement |
| | | ⑬ |  Airport Improvement | | |

Coastal Zone Development Plan



LEGEND		
①		Site Improvement
②		Hotel Improvement/Establishment
③		Old City Improvement
④		Museum (New, Improvement)
⑤		Information Center Upgrading
⑥		Visitor Center (New, Improvement)
⑦		Green Promenade/Traills Establishment
⑧		Tourist Trails Establishment
⑨		Lookout/ Best Spots Construction
⑩		Amenity Improvement (Restaurant, Theaters)
⑪		New Product Development (Soft Adventure)
⑫		Resort Development
⑬		Airport Improvement
⑭		Road Improvement
⑮		Station Restoration/ Railway Upgrading
⑯		Bus Terminal Improvement
⑰		Mediterranean Cruise Promotion
⑱		Port Improvement
⑲		Environmental Improvement

Coastal Zone Development Plan



LEGEND

- | | | |
|-------------------------------------|---|--|
| ① Site Improvement | ⑦ Green Promenade Trails Establishment | ⑭ Road Improvement |
| ② Hotel Improvement Establishment | ⑧ Tourist Trails Establishment | ⑮ Station Restoration Railway Upgrading |
| ③ Old City Improvement | ⑨ Lockout, Rest Spots Construction | ⑯ Bus Terminal Improvement |
| ④ Museum (New Improvement) | ⑩ Amenity Improvement (Restaurant, Treators) | ⑰ Mediterranean Cruise Promotion |
| ⑤ Information Center Upgrading | ⑪ New Product Development (Soft Adventure) | ⑱ Port Improvement |
| ⑥ Visitor Center (New Improvement) | ⑫ Resort Development | ⑲ Environmental Improvement |
| | ⑬ Airport Improvement | |

PART IV ACTION PLAN (2005)

Candidate Programs and Projects

For the identification of candidate projects, the following aspects were duly considered:

- projects or programs to be implemented by the Public Sector;
- contribution to Attracting Foreign Tourists;
- possibility of Introducing Foreign Assistance;
- projects not committed by other international agencies; and
- programs to be Implemented by MOT.

14 Candidate Programs and 26 Candidate Projects recommended to be implemented by the year 2005 were identified.

Short Term Tourism Promotion Initiatives

In order to derive short term benefits, implementation of Tourism Promotion Initiatives is quite necessary for the tourism development of the country. Three initiatives are recommended.

- 1 Formal Creation of the Promotion Committee
- 2 Syrian Sales Guide
- 3 Optional Tour (for Japanese Market)

Name of the Tour	Tour Features	Minimum Size	Duration	Tour Price	Incidental Condition
Damascus					
1. Mount Kassioum at night	Panoramic view from the top of the Mt. Kassioum Star watching (darker side) Tea or Soft drink service	15	20:00-22:00	\$20	weather
2. Souq shopping tour	Shopping in the Souq and in the Handicraft Souq with lunch service	10	Half Day	\$20	
3. Folklore dance show	Show with beverages	10	2 hours	\$20	
Palmyra					
1. Palmyra at night	Star watching on top of the Castle Tea at Zenobia Hotel Folklore Music	25	2 hours	\$20	weather
2. Camel trekking	Camel back riding tour with commemorative pictures	5	ad hoc	\$10	weather
Aleppo					
1. Old Souq shopping tour	Shopping in the Souq and Handicraft center	5	2 hours	\$10	
2. Aleppo soap manufacture tour	Soap factory or gold/silver factory visit manufacture with souvenirs	10	2 hours	\$20	

Source: JICA Study Team

Priority Programs

Improving Marketing and Promotion

- P-1 Formal Creation of the Public and Private Joint Promotion Committee
- P-2 Improvement of Media Exposure
- P-3 Improvement and Development of Promotion Materials
- P-4 Opening Overseas Representative Offices for Tourism Promotion

Improving Satisfaction of Tourists

- P-5 Improvement of Immigration Control and Customs (CIQ)
- P-6 Improvement of Foreign Currency Exchange for Tourists
- P-7 Improvement of Visitor Service through Inter-Ministerial Collaboration
- P-8 Training for Information Office and Visitor Center Staff

Improving International Air Access

- P-9 Promotion of Additional International Flights
- P-10 Improvement and Expansion of Syrian Airlines Services

Improving Planning Function of MOT

- P-11 Organizational Improvement of MOT
- P-12 Launching of Public Awareness Program

Encouraging Private Investment

- P-13 Provision of further incentives for private investment
- P-14 Provision of one-stop information office in GCETP

Priority Projects

The Damascus Great Heritage

- to enhance the site visit to a satisfactory level, and as a result to increase the number of tourists without increase of tourist vehicles into Old Damascus

Old Hama of Norias

- to induce present transit tourists to stay longer, and make them spend more time and money in Hama

Historic Tartous-Arwad

- to develop Arwad Island and Old Tartous as a combined tourism product and to attract more tourists to visit the island

Latakia Cultural Circuit

- to enhance Latakia's position in cultural tourism

Aleppo the Silk Road

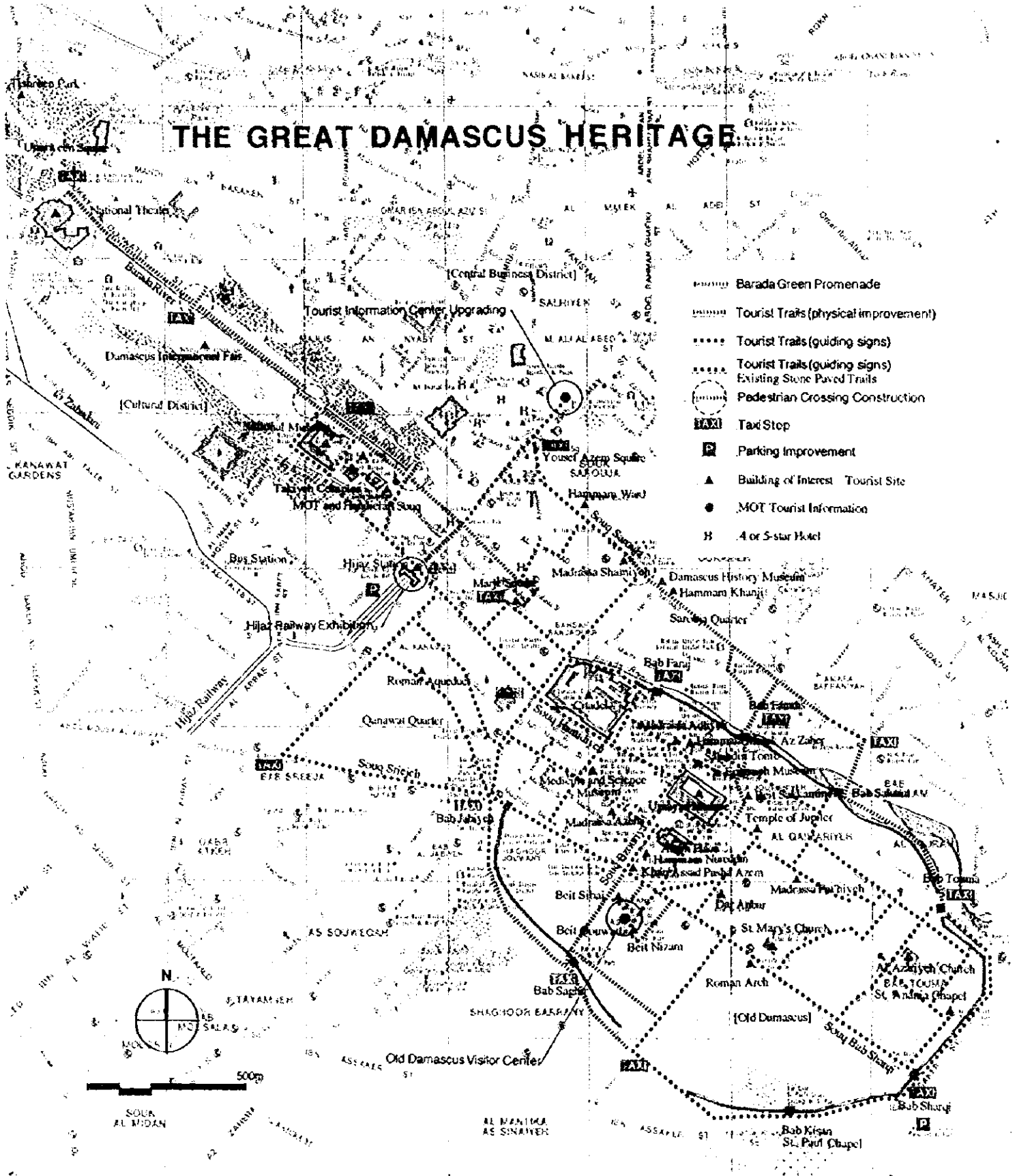
- to upgrade the tourist attraction of Aleppo, and as a result to strengthen the role of the second tourism core in Syria

Tourist-Friendly Syria

- a Nation-wide project to make Syria more tourist-friendly to all visitors including Syrian, Arab and foreign

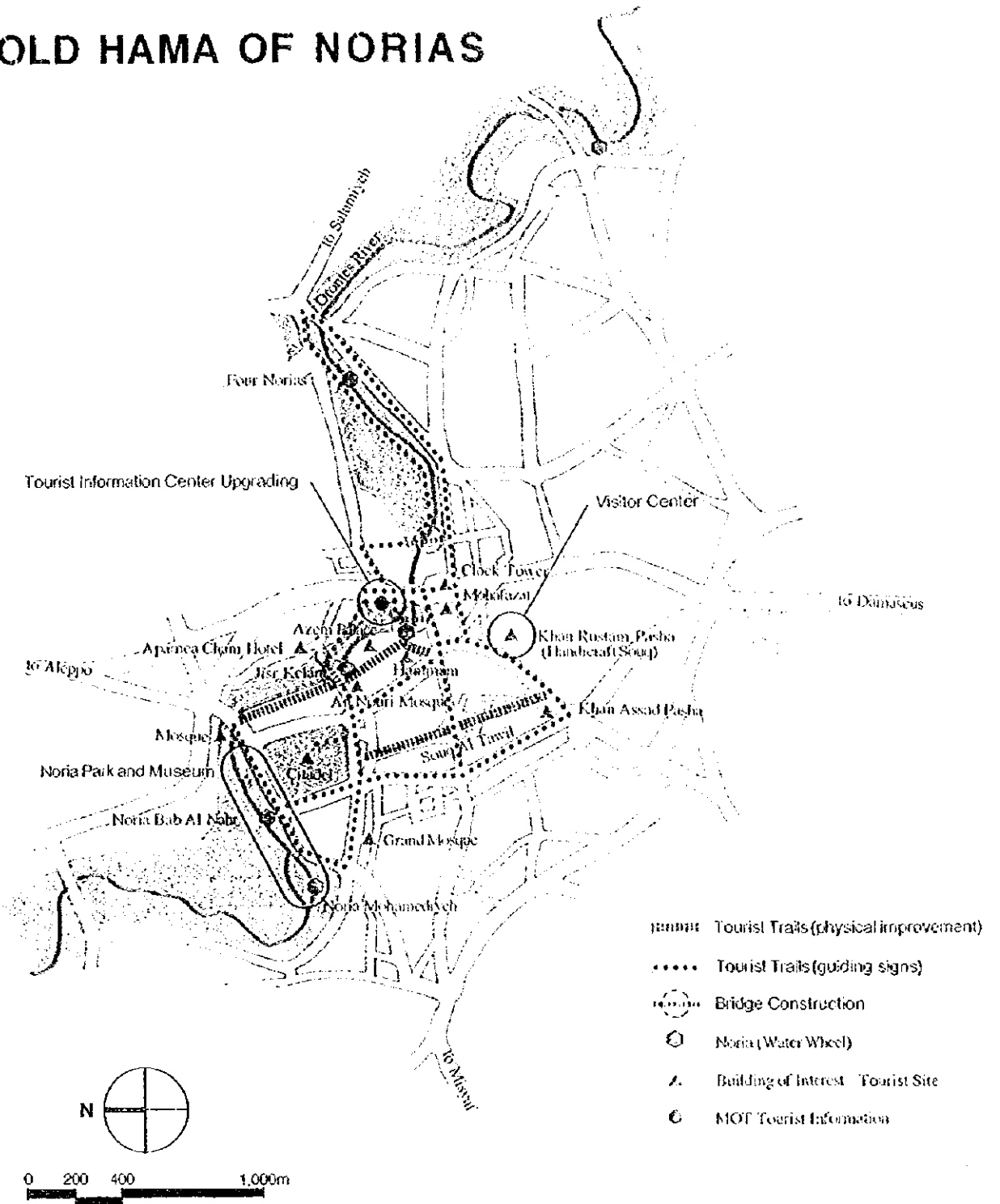
The Damascus Great Heritage

THE GREAT DAMASCUS HERITAGE



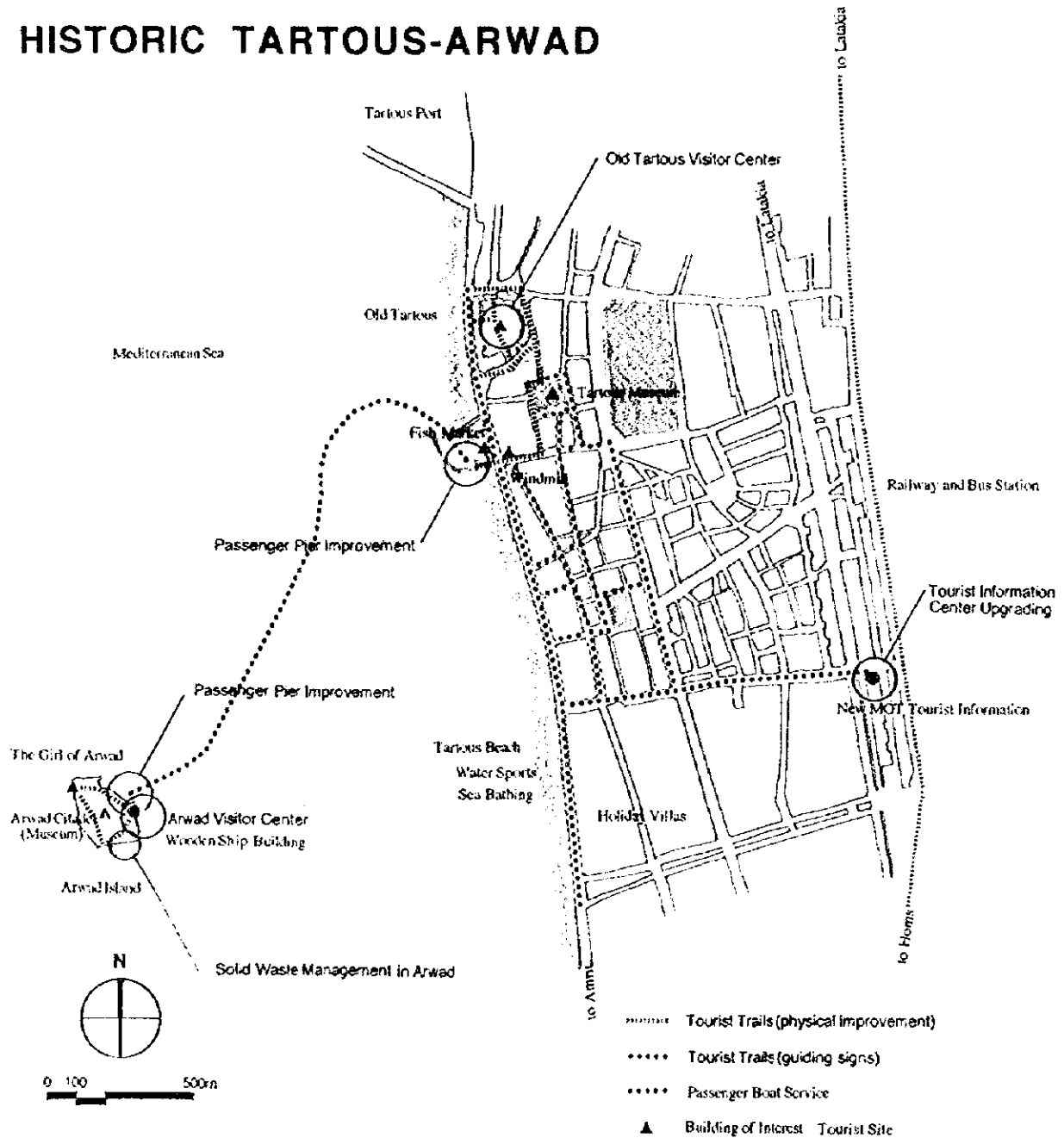
Old Hama of Norias

OLD HAMA OF NORIAS



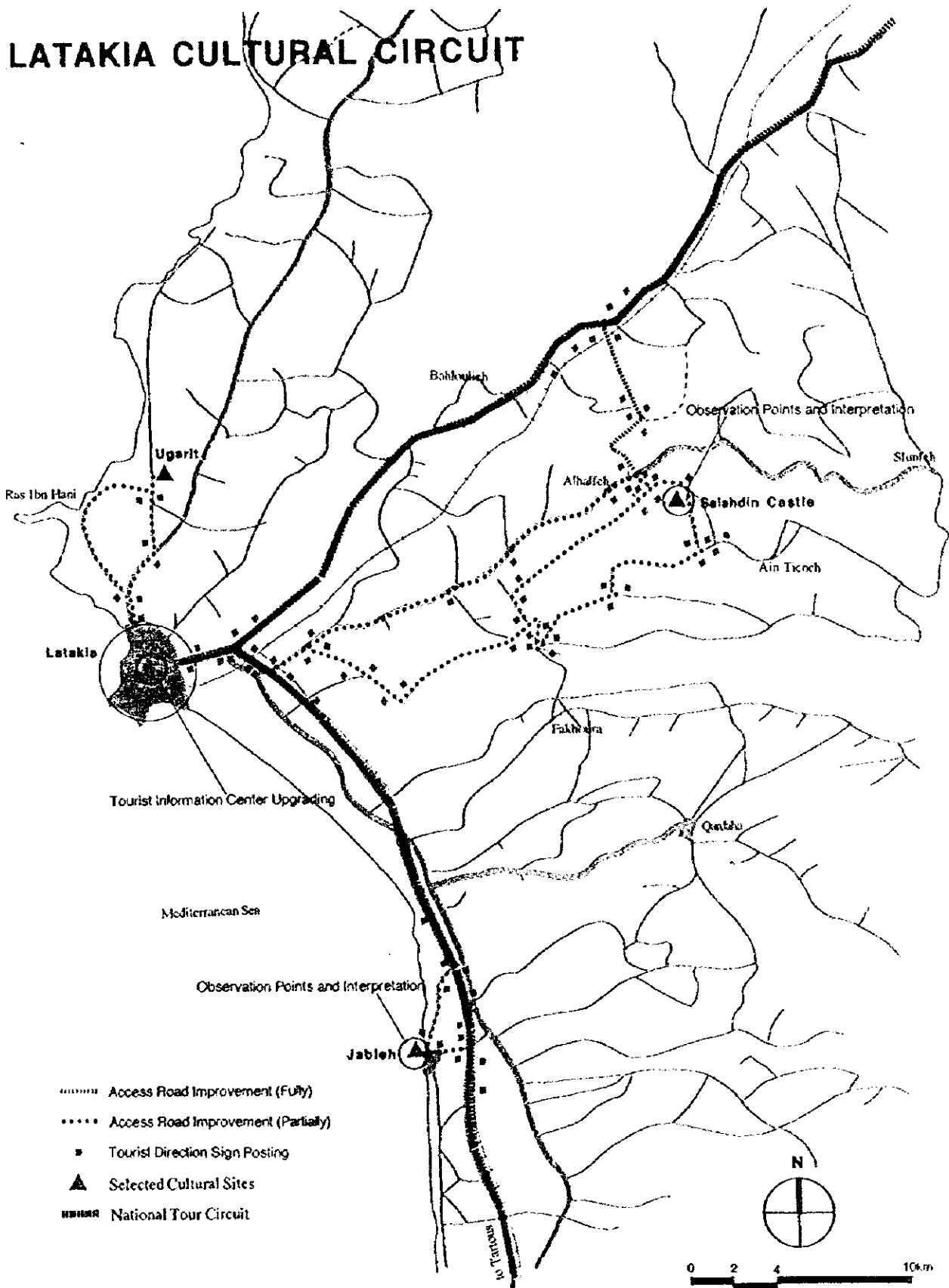
Historic Tartous-Arwad

HISTORIC TARTOUS-ARWAD



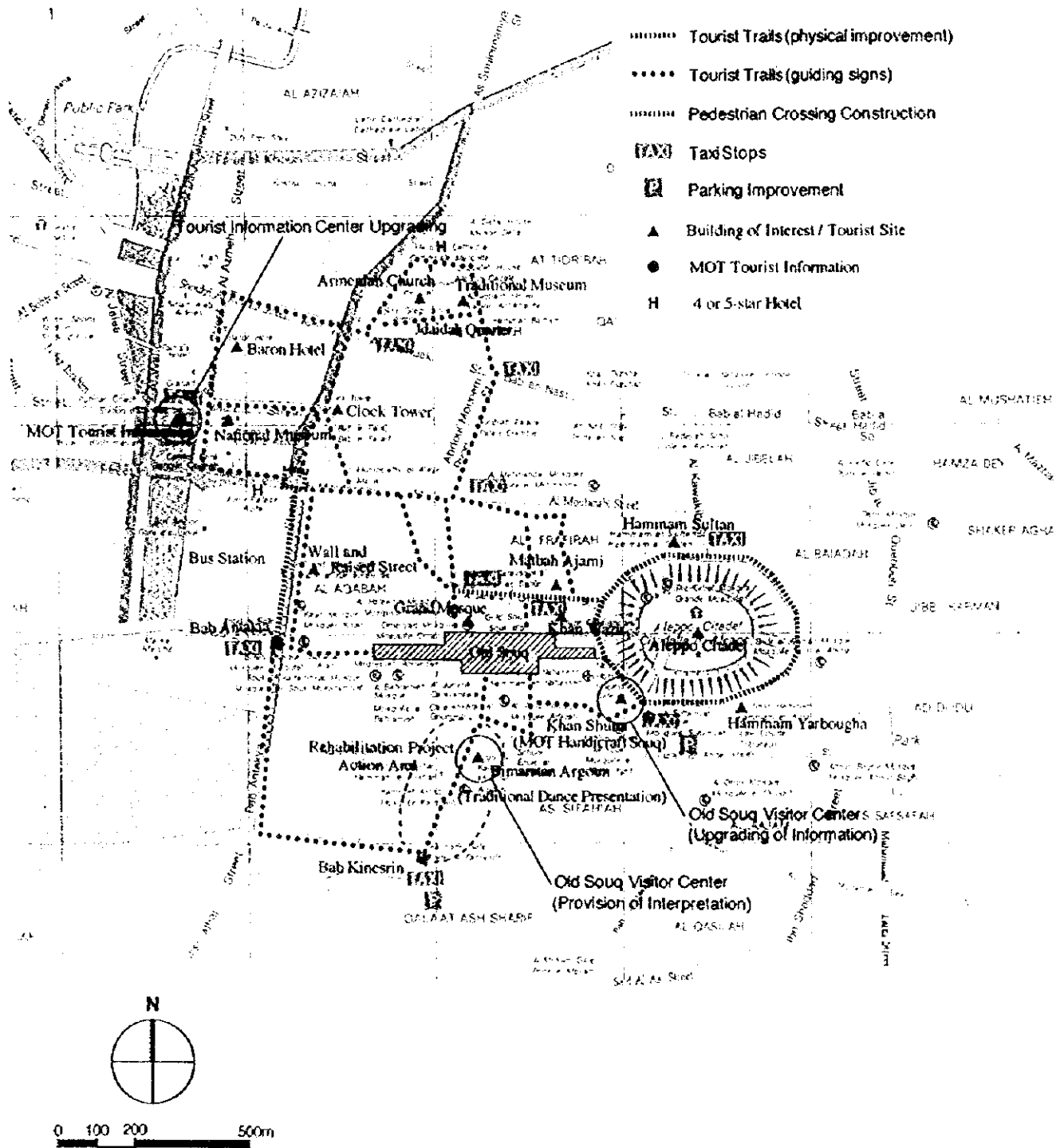
Latakia Cultural Circuit

LATAKIA CULTURAL CIRCUIT



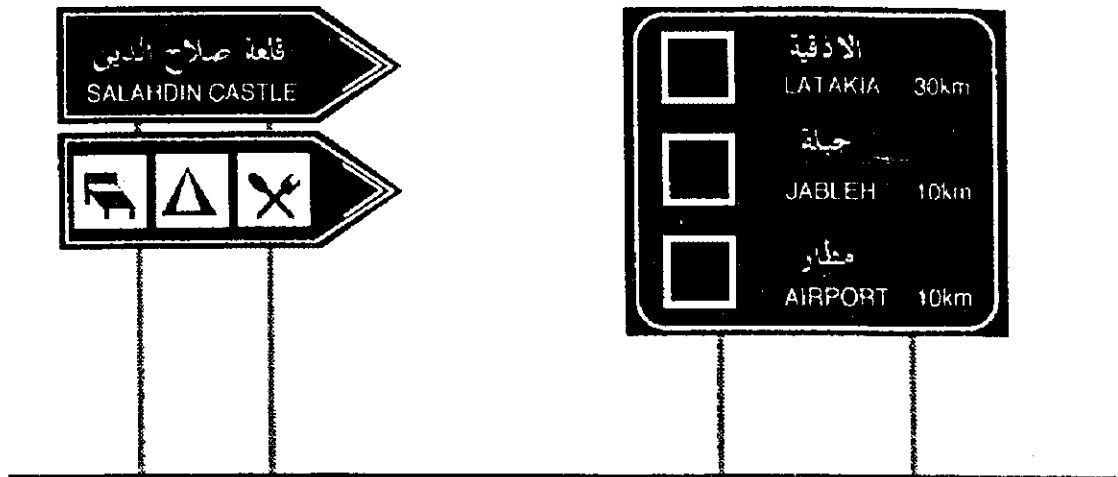
Aleppo the Silk Road

ALEPPO THE SILK ROAD



Tourist-Friendly Syria (Tourist Traffic Direction Signs)

Base color is brown which is applied in the most countries.



Examples in the Neighboring Country

Ordinary traffic direction signs and tourist direction signs.



Implementation and Management Recommendations

The following system is recommended for the implementation of 6 priority projects, with two options for implementation responsibility of construction work.

- Establishing Central Coordination Committee, and Regional Committees for each project site
- Establishing MOT Project Office
- Implementation of Construction Work:
 - Option 1: MOT to be the single implementing body for all projects with a few exception
 - Option 2: implementing body to be according to the management responsibility.

Environmental and Social Consideration

Initial Environmental Examination (IEE) for each of the 6 priority projects were made. For all projects, no serious environmental impact was identified. All the projects were classified as those requiring no formal Environmental Impact Assessment (EIA).

Feasibility of the Priority Projects

The total cost of the 6 priority projects amounts to about SP 3,351 million (US\$ 75 million) including the costs for the consulting services for the overall project management, and 15 percent of contingency.

The package of priority projects, as a whole, is feasible in terms of economic feasibility. The total Economic Internal Rate of Return (EIRR) was calculated at 22.62 percent, which is to justify the package of six priority projects.

	The Great Damascus Heritage	Old Hama of Norias	Historic Tartous- Arwad	Latakia Cultural Circuit	Aleppo the Silk Road	Tourist- Friendly in Syria	Total
EIRR	32.20 %	26.23 %	15.70 %	30.97 %	34.35 %	—	22.62 %

Source: JICA Study Team

Related Infrastructure Projects

Good transportation conditions are essential for travel and tourism. Although being outside the scope of this study, the followings are urgently needed as complementary to the above projects.

Airport Improvements

- Aleppo Airport Upgrade Package
- Damascus Airport Upgrade Package

Latakia-Ariha Highway

Implementation of Action Plan

The conservative economic evaluation of the six priority projects proved that the implementation of priority projects will bring considerable socio-economic benefit to Syria. However, it should be noted that the formulated Action Plan for the year 2005 consists of the short term tourism promotion initiatives, the 14 priority programs, the 6 priority projects and the 3 related infrastructure projects, and all together the expected socio-economic benefit will be achieved efficiently. Therefore, they are mutually complementary and considered as one package. None of them should be neglected.

The following shows the overall implementation schedule of Action Plan for the year 2005.

Implementation Schedule of Action Plan (2005)

	1998	1999	2000	2001	2002	2003	2004	2005
Short Term Promotion Initiatives								
Priority Programs								
P-1 Joint Promotion Committee	■							
P-2 Media Exposure	■							
P-3 Promotion Materials	■							
P-4 Overseas Representative Offices	■							
P-5 CIQ Improvement	■							
P-6 Foreign Currency Exchange	■							
P-7 Inter-Ministerial Collaboration	■							
P-8 Staff Training	■							
P-9 Additional International Flights	■							
P-10 Syrian Air Services	■							
P-11 Organizational Improvement of MOT	■							
P-12 Public Awareness Program	■							
P-13 Incentives for Private Investment	■							
P-14 One-Stop Information Office	■							
Priority Projects								
1 The Great Damascus Heritage	■							
2 Old hama of Norias	■							
3 Historic Tartous-Arwad	■							
4 Latkia Cultural Circuit	■							
5 Aleppo the Silk Road	■							
6 Tourist-Friendly Syria	■							
Related Infrastructure Projects								
1 Damascus Airport Improvement	■							
2 Aleppo Airport Improvement	■							
3 Latakia-Ariha Highway	■							

Source: JICA Study Team

■ implementation
 ||||| preparation, follow up or operation

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