

## **14 PRIORITY PROJECTS (2006)**

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## 14.1 PACKAGE A: CARTHAGE HERITAGE PARK

### 14.1.1 Rationale

It is very true that Tunisia lacks the visually striking historic monuments such as those found in Italy, Egypt or Turkey. However, Tunisia can compensate effectively for this disadvantage by excelling in the visual presentation of its most known cultural sites by use of advanced technology museo-graphic devices to tell its fascinating stories.

Approximately one half million foreign visitors already are visiting the Carthage sites. It is absolutely needed to make Tunis as a destination for cultural tourists, and also for MICE tourism by improving visiting conditions in the Carthage-Sidi Bou Said area. The economic advantage will be twofold, firstly to extend the average visiting time of tourists to half a day or longer, and also the average expenditure per visit. Repeat visitation should be encouraged. The second advantage is to raise customer satisfaction and improve word-of-mouth publicity in the source countries.

This project package focuses on visible visitor satisfaction improvements and also on raising the functionality of sites, in order to cope sustainably with rising visitor volumes, to reinforce the function of the Carthage Park and Sidi Bou Said as major magnets, and also to revive La Goulette as a magnet for tourism and entertainment.<sup>1</sup> Within the Carthage Park area, the existing magnets of the museum and Antoine Baths will be improved and new magnets of the Visitor Center and Water Circuit Museum will be developed at La Malga. Regarding the archeological site in the park, presentation on war scenes between Carthage and Rome will be improved in order to differentiate it from those in competing countries.

### 14.1.2 Objectives

The objectives of this project package are to upgrade tourist attraction of Carthage area and as a result to increase the perceptive value of Tunisia tourism in the world tourism market by the following measures:

- To provide necessary tourist information of international standard including establishment of a Carthage visitor center,
- To develop new and high quality tourist attractions which offer authentic experiences for cultural and general tourists seeking knowledge and insights about Tunisia's long past,
- To improve presentation of Tunisian heritage, and
- To beautify the Park's urban environment and to upgrade tourist amenity.

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<sup>1</sup> When making detailed planning and designing, it will be necessary to take into account recent decisions on the projects related to this project package, including the cultural and natural park to be developed in El Maalga, the decision of which was made by CMR on March 30, 2001.

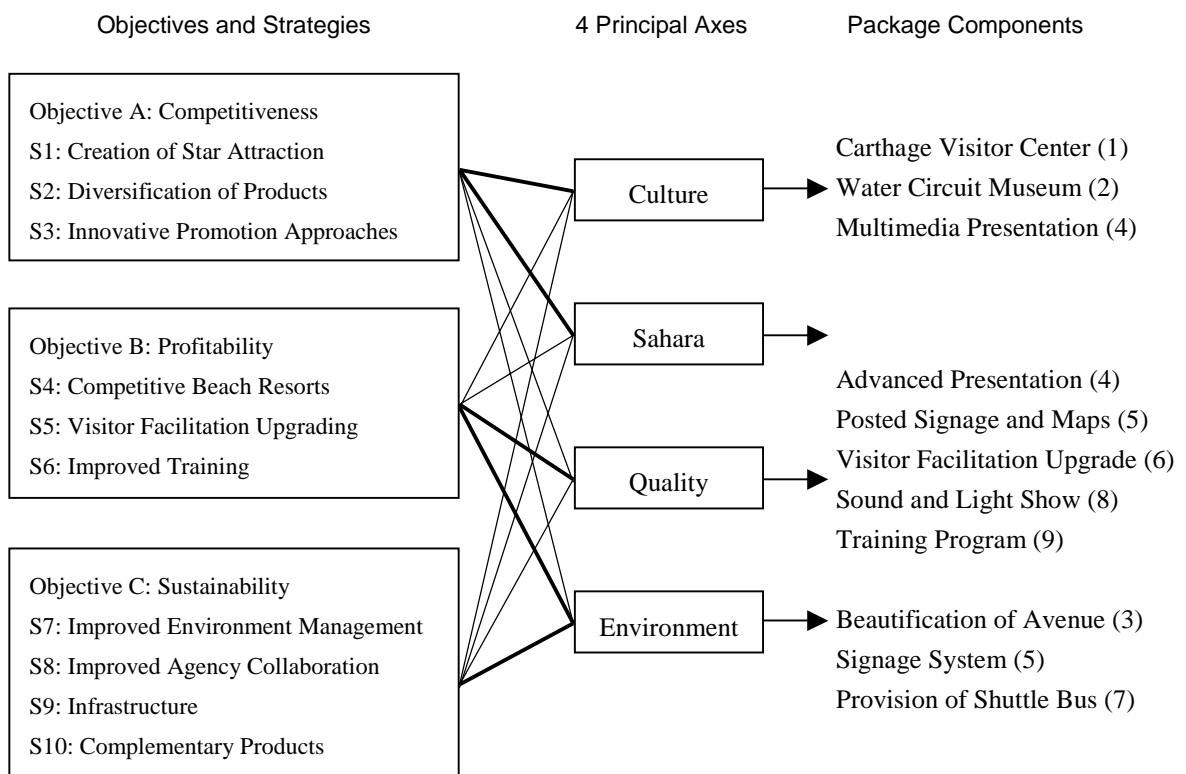
### 14.1.3 Package Components

This project package is composed of the following 9 components:

- 1 Carthage Visitor Center in La Malga Cisterns
- 2 Water Circuit Museum in La Malga Cisterns
- 3 Beautification of Avenue Habib Bourguiba
- 4 Multimedia Presentations at Archeological Museum and Antoine Baths
- 5 Installation of Signage System in the Park
- 6 Visitor Facilitation Upgrading at Selected Sites
- 7 Provision of Shuttle Bus
- 8 Sound and Light Show at Roman Theater
- 9 Training and Management Program

The locations of these components are illustrated in Figure 14.1.2.

Figure 14.1.1 Package Components

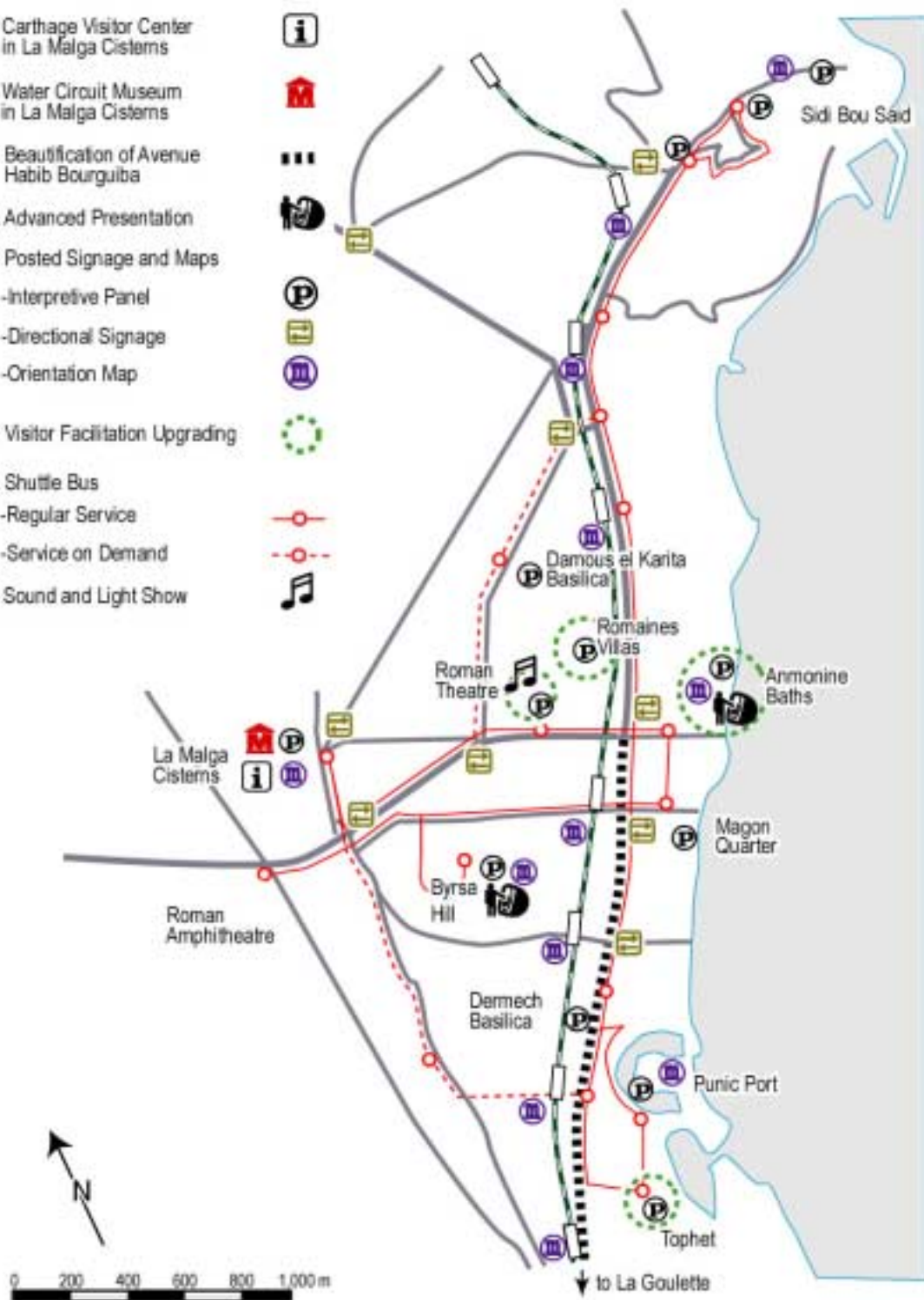


Source: JICA Study Team

Figure 14.1.2 Package A : Carthage Heritage Park

Package Components

1. Carthage Visitor Center in La Malga Cisterns
2. Water Circuit Museum in La Malga Cisterns
3. Beautification of Avenue Habib Bourguiba
4. Advanced Presentation
5. Posted Signage and Maps
  - Interpretive Panel
  - Directional Signage
  - Orientation Map
6. Visitor Facilitation Upgrading
7. Shuttle Bus
  - Regular Service
  - Service on Demand
8. Sound and Light Show



Source: JICA Study Team

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(1) Carthage Visitor Center in La Malga Cisterns ( see Figure 14.1.3, 14.1.4 )

A proposed visitor center will be established at the ancient ruins of La Malga Cisterns located at the entrance of Carthage. The center will function as a gateway for visitors seeking a full orientation to all of the sites in the Park. This component also includes new construction nearby the Cisterns.

The visitor center includes as following

1) Visitor center

- Advanced audio-visual theater (e.g. three-dimensions),
- Ticketing counter,
- Amenity facilities (toilets, coin lockers public telephones, etc.),
- Souvenir shops, cafeteria,
- Office for tour guide, and
- Shuttle bus station

2) Visitor center exhibition (in the Cistern)

- Tourist information counter
- Exhibition corner with interpretive displays of high visual impact and standard

At advanced audio-visual theater will present the life in days of Carthage. Various visitor information materials such as multi-lingual site-specific brochures and map leaflets will be also provided in this component.

The AMVPPC and ONTT are intending to develop and operate this visitor center.

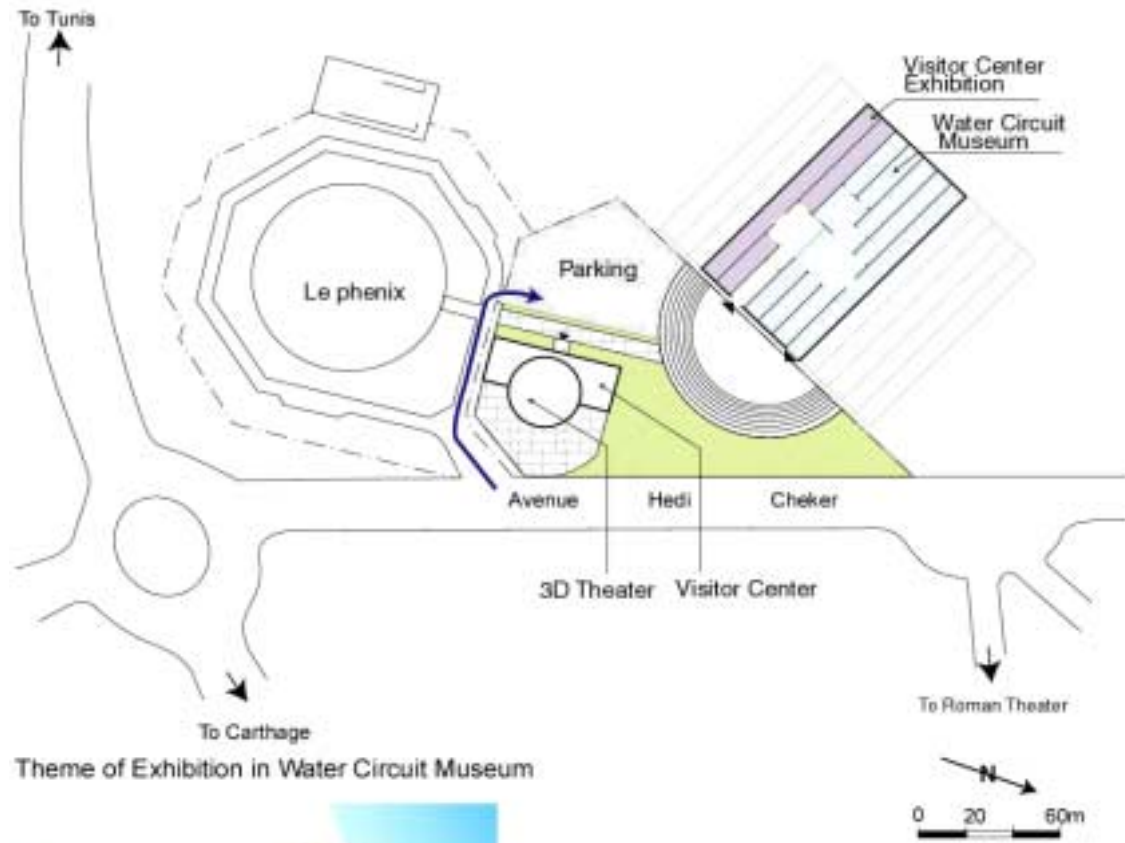
(2) Water Circuit Museum in La Malga Cisterns (see 14.1.3,14.1.4)

7-8 of the cisterns (out of 15 in total) can be emptied and developed to contain the terminal museum of the Water Circuit, completing the ancient water circuit starting at Zaghouan (the water's source) and passing through Mohammedia (the aqueduct). This water circuit theme is the proposal of the Environment Ministry. The exhibit will contain sophisticated audio-visual aids and fine quality exhibits. Each cistern is over 100 meters long, 8 meters wide; in seven cisterns combined there would be approximately 14.600 square meters of floor-space.

This is a companion project for the visitor center. In addition, it must be coordinated with the World Bank project, which envisions the adaptation of 7-8 cisterns for exhibition space. One proposal calls for the flooding of one or two cisterns illustrating their original purpose, and installation of an elevated pedestrian deck (cf. Constantine cisterns, Istanbul Turkey) guiding visitors on a circuit. However, it is desirable to avoid this plan since flooding the cisterns might put excessive burden on the ruins. Our proposal is to use advanced audio-visual technologies to re-create the images of the original purpose of the cisterns.

The restoration and museum exhibits to be housed in La Malga cisterns will form a striking new magnet at Carthage matching the visitor volumes now nearing one half million at the archeological museum and Antonine Baths.

Figure 14.1.3 Carthage Visitor Center and Water Circuit Museum in La Malga Cisterns



Theme of Exhibition in Water Circuit Museum



The water source (Zagouan)



Aqueduct (between Zagouan and Carthage)



Consume (at Carthage)

Source : JICA Study Team



Figure 14.1.4 Carthage Visitor Center : Example of presentation



Source : IMAX web site , JICA Study Team

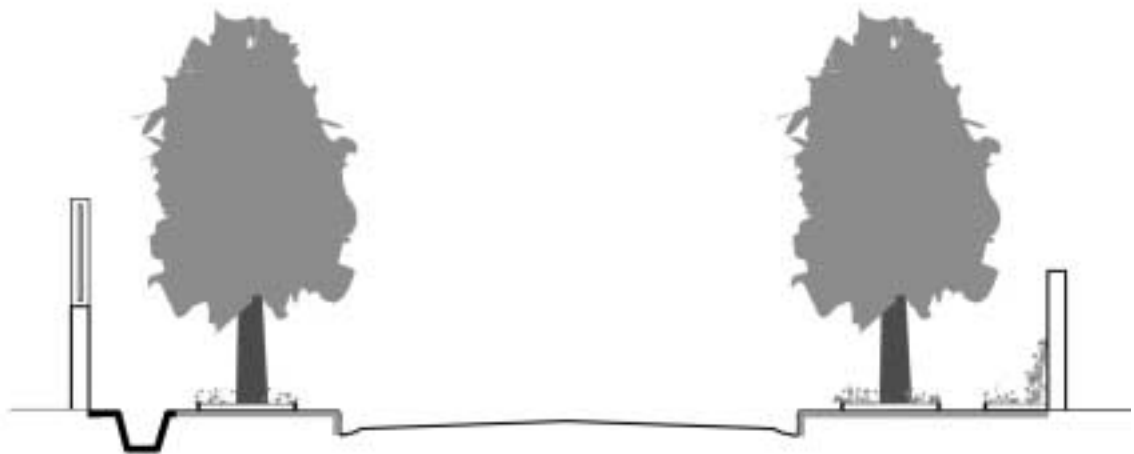
(3) Beautification of Avenue Habib Bourguiba (see Figure14.1.5)

This avenue forms the backbone of the Côtes de Carthage and passes through areas ideal for entertainment activities (La Goulette) and for tourism (Salambo up to Sidi Bou Said). It also passes through some of Tunisia's most prestigious and beautiful residential areas. This component calls for functional improvements along the 4.8 km stretch from La Goulette to the Antoine Baths in Carthage. These can include sidewalks and curbs adapted for cycling, turning lanes, lateral parking, rainwater drainage ditching, street lighting and similar light improvements. Beautification works are proposed to include street furniture, artistic statuary, decorative lighting and shrubbery and tree-plantings. The avenue itself will be an attraction, artistically adorned to reflect ancient themes such as Punic, Roman or Sicilian influences.

Basically Road authority the municipalities of La Goulette, Carthage is the primary sponsor for this component. Ministry of Equipment and Housing will also have a role in construction.



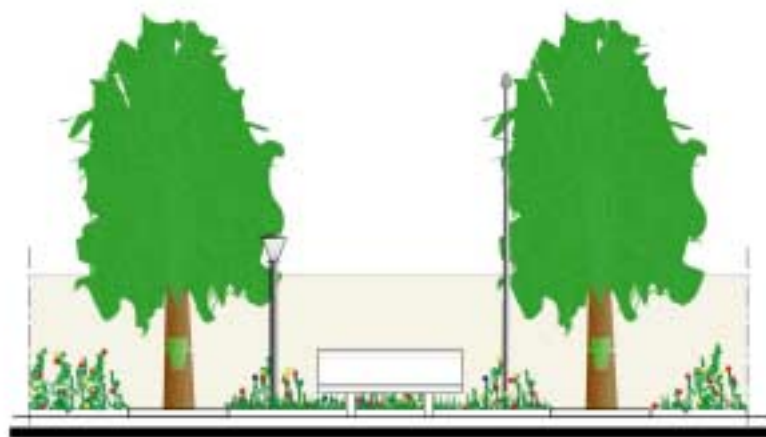
Figure 14.1.5 Beautification of Avenue Habib Bourguiba



Cross Section : Existing situation



Cross Section : Proposed improvement works



Elevation : Proposed improvement works

Source : JICA Study Team

Scale 1 / 100

(4) Multimedia Presentations at Archeological Museum and Antoine Baths  
(See Figure 14.1.6, 14.1.7)

The presentations to be installed at these sites will feature sophisticated imagery of brilliant impact illustrating the grandeur and intricacy of the buildings and of the historic milestones of ancient Carthage. At the Archeological Museum, a small theater (80-100 seats) will offer a 12-minute high-impact audiovisual. In the museum, a vacant corner room on the ground floor is directly accessible from UNESCO plaza and could house the presentation. At the Antoine Baths, a small visitor center housing the theater, ticketing and rest rooms will replace the existing visitor entrance patio. In addition, a high-technology display will replace the English model currently situated on the viewing deck above the site of the Baths. It will feature recorded information about Carthaginian life (multiple languages).

The AMVPPC will have the primary role in developing these presentations. It will also be responsible for their operation and maintenance.

(5) Installation of Signage System in the Park

These postings will feature clear, multi-lingual and durable designs. They will make possible visits by individuals of all nationalities visiting at their own pace. They will also improve the visit experience for the group tourists, now the dominant visitor group. Duplication with existing signage of high standard will be avoided.

a) Interpretive Panels

Durable, attractive panels 20-30 in number will be installed at key spots in the archeological areas and in Sidi Bou Said. Panels in the archeological area will present the war scenes between Carthage and Rome.

b) Directional Signage

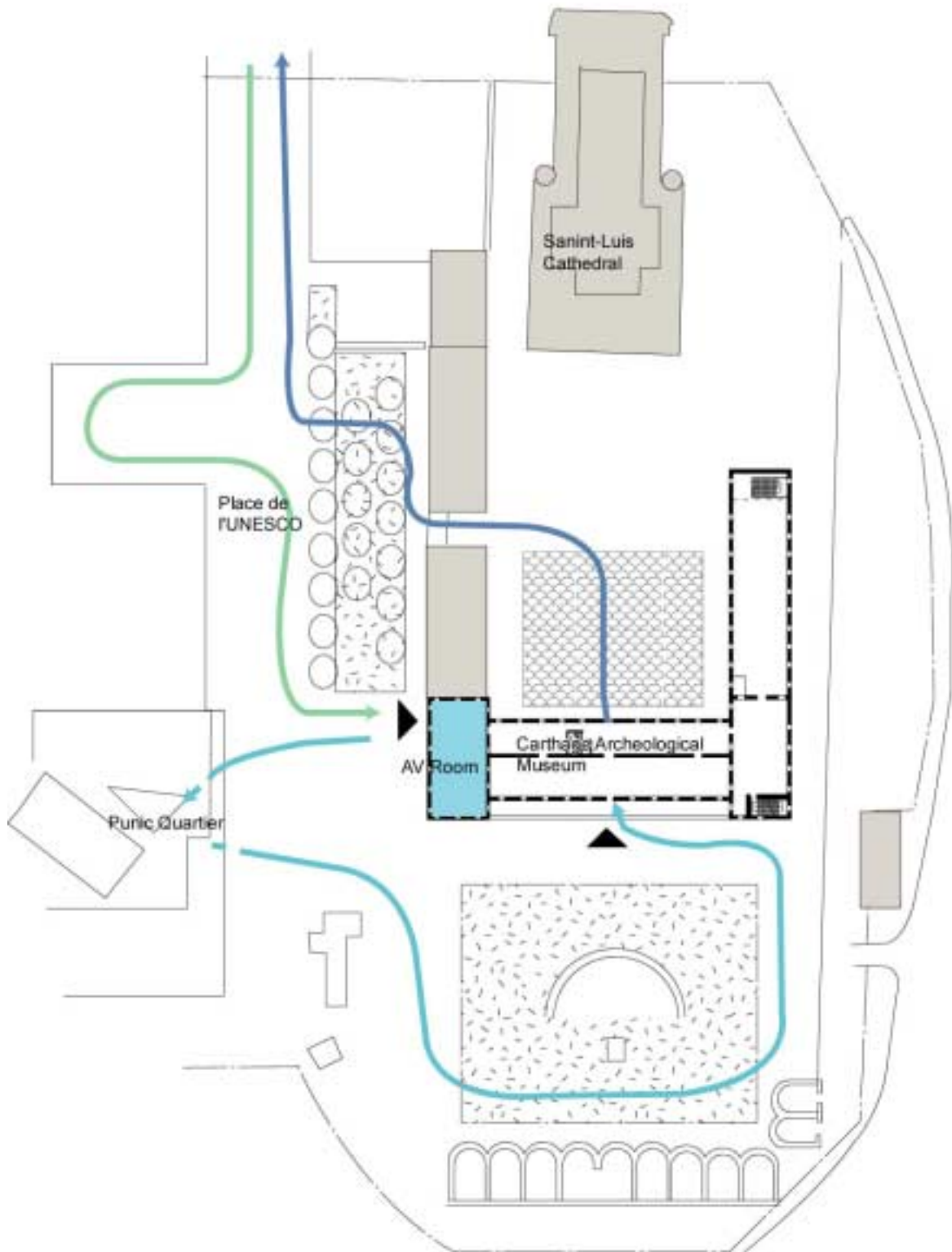
Multilingual signs will provide direction to all visitors. These will complete the existing signage of good quality.

c) Orientation Maps

A total of 15 such maps are to be installed in the vicinity including spots at the TGM stations, at key road intersections, to be illuminated and to contain multilingual content.

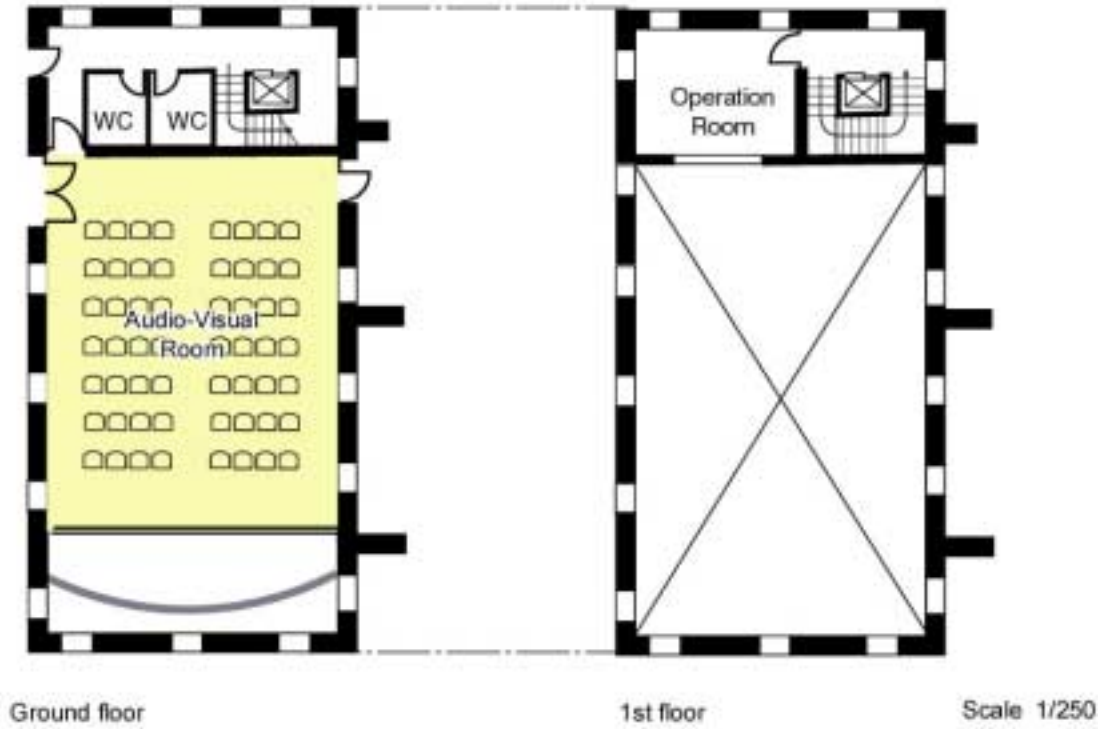
The AMVPPC and the ONTT will have to coordinate this work, both at construction stage and for upkeep.

Figure 14.1.6 Advanced Presentaions at Archeological Museum 1



Source: JICA Study Team

Figure 14.1.7 Advanced Presentation at Archeological Museum 2



Presentation theme and Image

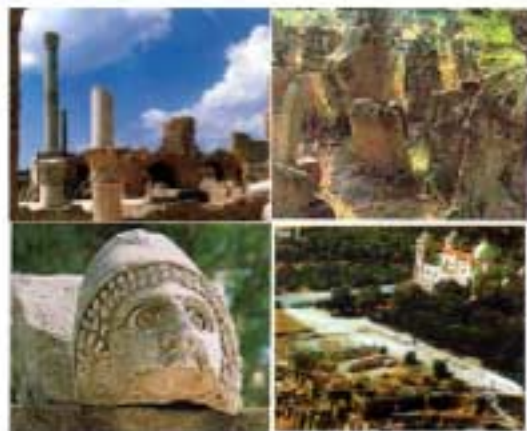


Histry in Carthage : Punic and Roman

Source: JICA Study Team



AV Room Image



Introduction of major sites in Carthage

(6) Visitor Facilitation Upgrading at Selected Sites

The Roman Theater will undergo light improvements for the purposes of safety, acoustics, esthetics and functionality at the ticketing esplanade and in the theater itself. Safety improvements (handrails, reworked stairways, and rebuilt ramps) will be made at selected sites in the park.

One of the rooms of the Villa de la Volière in the Roman Villas can house an audiovisual presentation (30-40 seats, 10-12 minutes) to relate information about the lifestyles of Roman Carthage and about the architecture of that period. Limited esthetic lighting for nighttime beautification can also be included at some locations.

Interpretation panels will be provided both at Tophet and Antoine Baths and pathways at these sites are also to be improved.

AMVPPC and the ONTT will have to avoid duplication of effort with its ongoing programs and with the upcoming World Bank effort.

(7) Provision of Shuttle Bus

A study is to evaluate the short to medium term needs of the Park in terms of internal circulation by vehicle, foot or bicycle. It will define the needs for bus and automobile parking, and a shuttle bus network linking the key tourist attractions and points in Sidi Bou Said and La Goulette.

Shuttle services will be defined so as to meet international standards of scheduling, comfort and provision of information by using computerized operation system.

Municipality of Carthage will take responsibility for the initial study and for the concession award process. It will retain the ongoing responsibility for monitoring compliance of the operator with the terms of the award.

(8) Sound and Light Show at Roman Theater

This component proposes creation of new attraction such as Spectacle Sound and Light Show with laser beam and sound audio system at the theater, where the voice narrates historic events and episodes and the lights form related figures.

AMVPPC and the ONTT will take responsibility for the planning, while the private sector will operate under concession.

(9) Training and Management Program

a) Tour Guides

Seminars should be organized on a regular basis to update tour guides' knowledge on the major issues regarding Carthage-specific cultural sites (e.g. archaeology, ruins, etc.) by university professors and relevant personnel. Foreign language skill is one of the key qualifications that are required for tour guides and should be improved by foreign instructors.

b) Information Center Staff

Training on general tourist services and foreign languages especially English language course should be provided.

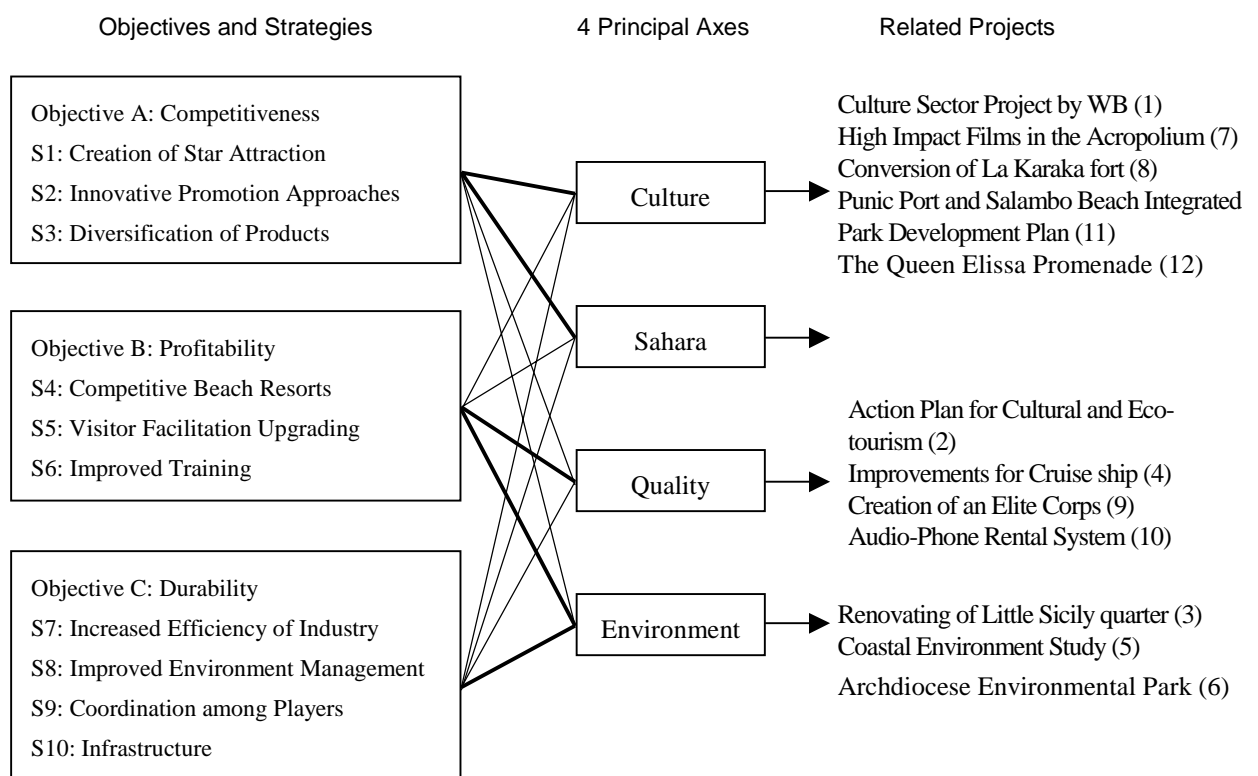
c) Event Manager (Sound and Light Show)

Foreign instructor dealing with Sound & Light show should be invited to provide training courses with regard to preparation, operation and maintenance

### 14.1.4 Related Projects

The following projects are undergoing. (see Figure 14.1.8) The proposed project package is complementary to all of them.

Figure 14.1.8 Related Projects



Source: JICA Study Team

- 1 Cultural Sector Project, in final formulation with the World Bank (museum, La Malga sites): It proposes major development of the cisterns at La Malga for a museum, and limited improvements at the Carthage Archeological Museum.
- 2 Action Plan for Cultural and Eco-tourism, Tunisian Government: It proposes works at the Punic naval basin, improvements on Byrsa Hill including a *Sound & Light* show, and works at the Archeological Museum.
- 3 Renovation of Little Sicily quarter in La Goulette by the Agency for Urban Upgrading and Renovation: This is in progress and will improving living conditions in this quarter.

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- 4 Planned improvements for cruise ships at La Goulette port by the Office of Ports: The objective is to improve the port's capability for cruise traffic.
  - 5 Coastal environmental study: APAL is in the process of conducting a study including the Carthage coastline covering the objective of environmental management.
  - 6 Creation of the archdiocese environmental park in La Marsa: The decision on this park's creation was made on January 2, 2001.

All of the following proposals directly improve the quality of the visiting experience for persons of all nationalities. All of these projects can be handled by the private sector. They vastly enrich the educational value, and contribute to the entertainment value. These tools are of very broad appeal to persons of all ages, nationalities and levels of education. They illustrate how heavily the private sector can make use of culture.

- 7 High-Impact Films in the Acropolium

This splendid but very under-utilized facility (the ex-cathedral of Saint Louis) can host a varied selection of audiovisual programs treating different cultural themes related to historic themes. The current concession operator or other private organization can arrange these programs on a breakeven or subsidized basis. A portion of the half million annual foreign visitors to Carthage, of the rising volume of cruise passengers plus many local persons and school groups constitute the most obvious markets for such films.

- 8 Conversion of La Karaka fort into the *Barbary Coast Castle*

This cultural facility will help anchor La Goulette as a reviving entertainment neighborhood as it was earlier in the 20<sup>th</sup> century. A promoter can install a museum with films and exhibits on maritime themes, (cf. the Mdina Experience in Malta) as well as themed shopping and restaurants. It can also offer amusements for visitors of all ages. The castle can have a fun character and draw all types of tourists including cruise tourists, which averaged over 400 persons per day (1999) at La Goulette port. The castle's close proximity to the port, within a 10-minute walk of the dock, gives it excellent marketing potential. Festival activities can be expanded within the walls of the fort. The adjacent Little Sicily district will emerge as a favorite neighborhood for entertainment and culture, as it once was in the past. Just as Dar Cherait constitutes the magnet for cultural entertainment in Tozeur, the *Barbary Coast Castle* can do so on a much larger scale and earn Tunisia an international reputation for an authentic and innovative approach to presenting its maritime history. An international competition to select the promoter is recommended to secure the best Tunisian and foreign entrepreneurial talent for this marquee project.

- 9 Creation of an Elite Corps of Site Guides

An arrangement between heritage authorities and a private university is under serious consideration to train well-educated college graduates as site guides [docents] providing enriched commentary for groups at Tunisia's prime heritage sites such as the Bardo Museum and at Carthage. This effort will



solve the problem of the scarcity of high quality guides at Carthage with fluency in key foreign languages.

#### 10 Audio-Phone Rental System

An exclusive concession can be granted by AMVPPC to a promoter to provide an audio-phone rental service in a choice of languages for visitors to the Carthage Park. The concession holder will design and operate the system on a for profit basis. It will require rental stations at key locations.

#### 11 Punic Ports and Salambo Beach Integrated Park Development Plan

Of extremely high potential for recreational and tourism purposes, the area including both Punic ports and the Salambo beachfront requires an integrated park development plan that will compatibly accommodate objectives of heritage preservation, recreation, tourism and residential life. Once fully redeveloped, the two Punic Ports together will constitute a strong third visitor magnet after the Archeological Museum and the Antoine Baths. This project can finally undertake the long-awaited basin rehabilitation, and install the promenades along the basins and along the waterfront. A very exciting prospect is the creation of an international standard marina, which would be a major recreational amenity at the southern end of the Carthage waterfront. The relocation of the Police Institute opens up excellent opportunities from the design and urbanism standpoints.

#### 12 The Queen Elissa Promenade and historic ship replicas

This elegant waterside promenade will extend from the Antoine Baths to the Punic Ports at Salambo forming a scenic pedestrian corridor 1,100 meters long linking these two key attractions. It will be equipped with street furniture, lighting and interpretive panels, flower stands and magazine kiosks, and a bandstand. One or more pavilions standing over the water will contain a restaurant or other amenity. Two fine beylical palaces lie on this route, Beit al Hikma and Dar Sidi Mohammed Bey. This promenade will be a favorite relaxation venue for Tunisians and foreigners alike, and will create a needed vibrant, lively image for Carthage appealing to tourists of all ages.

Two life-size replicas of Punic and Roman ships are to be built and moored alongside the promenade serving as open-air museums for the public. One can offer inside an audio-visual presentation on historic themes, and trained guides can provide guided tours by day and by night. The ships themselves will represent a must-see attraction of tremendous appeal. They can elucidate the history of Carthage's ancient sea-faring civilizations, illustrate ancient sea technology and explain the nearby Punic ports which need to provide more information. These ships will become a major highlight of ancient Carthage. The combination of the promenade and ships will constitute a major new magnet for Carthage.

## 14.2 PACKAGE B: ISLAMIC URBAN HERITAGE

### 14.2.1 Rationale

Medinas are one of the most focal destinations for tourists in order to experience Islamic way of life in Tunisia, attracting a great number of tourists all the year round. They are full not only of historic heritages but of characteristic industrial and commercial activities which tourists expect to visit. In addition, tourists can observe local people's lively daily lives there. In short, these relatively small walled spaces are a microcosm of Tunisia.

However, the values of Medinas are not fully exploited and enhanced due largely to a lack of necessary tourist information on their complex structure and appropriate interpretation of historical buildings and monuments. Featureless souvenirs together with occasional improper attitude of shopkeepers can also undermine their great potentials of Medinas as a tourist site.

As three Medinas of Tunis, Kairouan and Sousse in Tunisia are designated as "the UNESCO World Heritage", proper tourism development of Medinas; improvement of such information and presentation as well as overall service offered, certainly contribute to increase attractiveness of Medinas and fascinate more tourists, and as a result, to increase the overall value of Tunisian tourism.

### 14.2.2 Objectives

The objectives of this project package are to upgrade tourist attractions in Medinas in Tunisia and as a result to develop them as an open-air-museum and showpiece of Islamic heritage by the following measures:

- To upgrade tourist information services and presentation of the tourist attractions
- To improve physical tourist trail
- To rehabilitate historical buildings and to utilize them for tourism purposes
- To enhance shopping attraction by improving the quality of handicraft and by training shopkeepers
- To improve environment

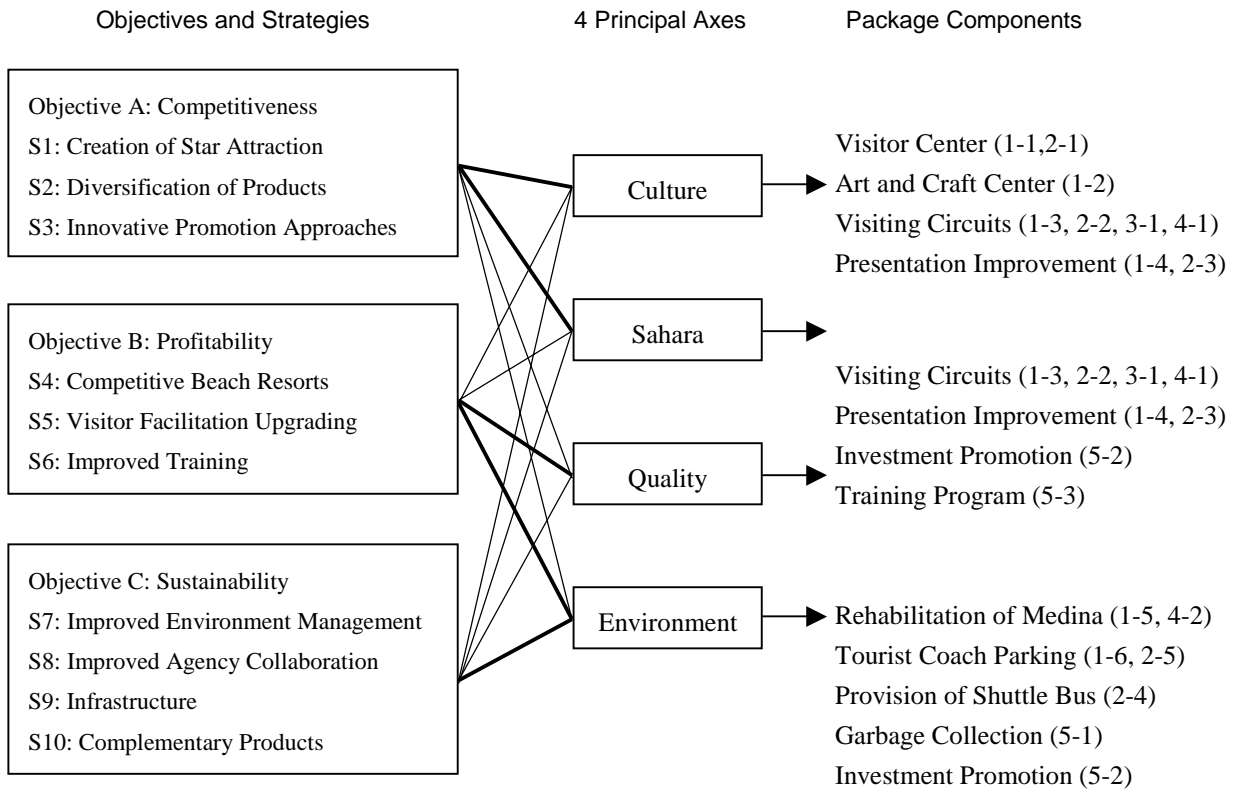
### 14.2.3 Package Components

This “Package B: Islamic Urban heritage” is composed of four sub-packages according to the locations of Medinas: Tunis, Kairouan, Sousse, Mahdia. The package is composed of the following components.

- (1) Tunis
  - 1-1 Establishment of Visitor Center
  - 1-2 Establishment of Art and Craft Center
  - 1-3 Creation of Visiting Circuits
  - 1-4 Presentation Improvement of Historical Buildings
  - 1-5 Rehabilitation of Medina along Visiting Circuits Including Cable TV System Installation
  - 1-6 Provision of Tourist Coach Parking
- (2) Kairouan
  - 2-1 Establishment of Visitor Center
  - 2-2 Creation of Visiting Circuits
  - 2-3 Presentation Improvement of Historical Buildings
  - 2-4 Provision of Shuttle Bus
  - 2-5 Provision of Tourist Coach Parking
- (3) Sousse
  - 3-1 Creation of Visiting Circuits
- (4) Mahdia
  - 4-1 Creation of Visiting Circuits
  - 4-2 Rehabilitation of Medina along Visiting Circuits
- (5) Common for all sites
  - 5-1 Improvement of Garbage Collection and Cleaning
  - 5-2 Tourism Investment Promotion in Medina
  - 5-3 Training and Management Program

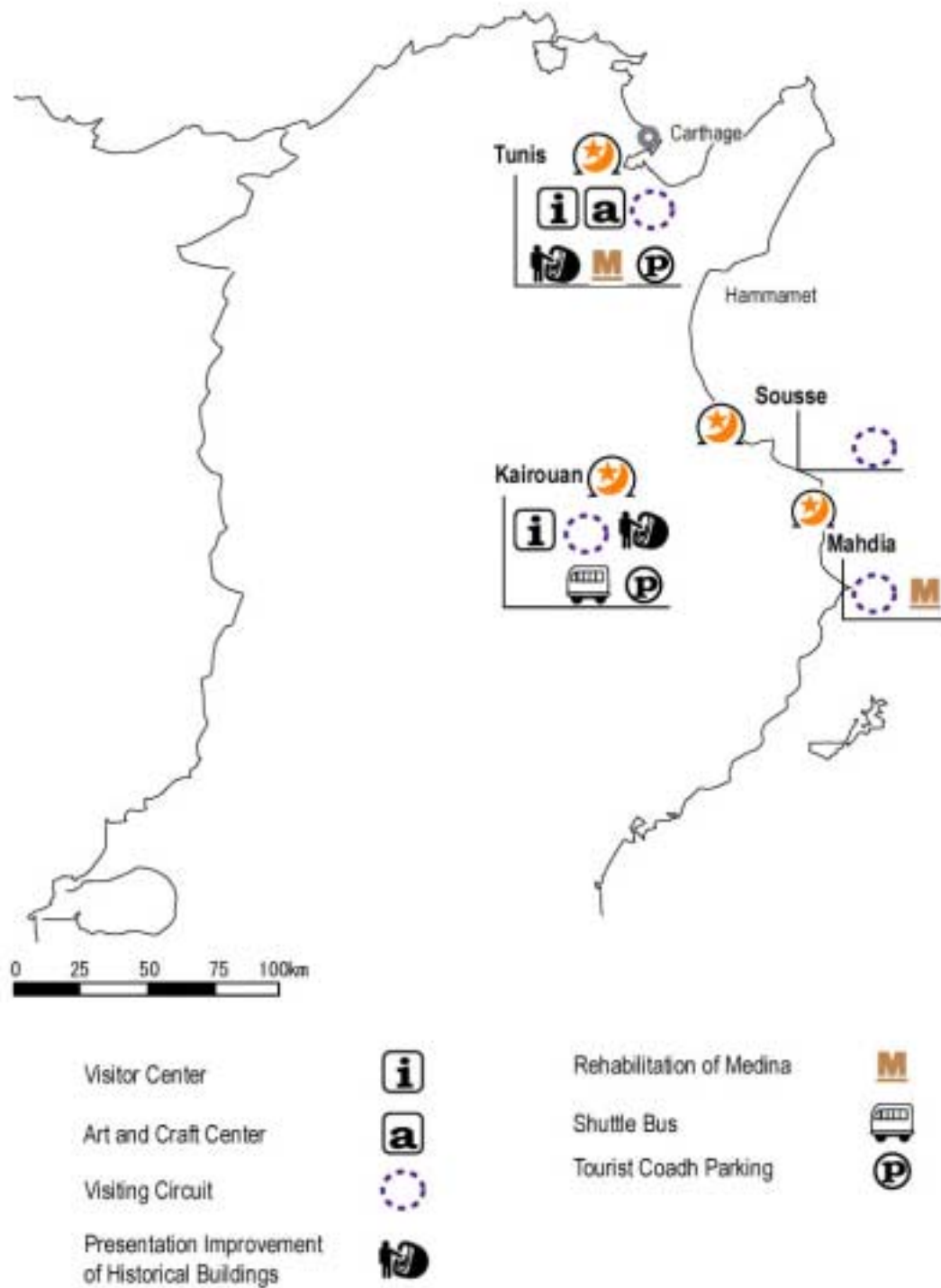
The locations of these components are illustrated in Figure 14.2.2.

Figure 14.2.1 Package Components



Source: JICA Study Team

Figure 14.2.2 Package B : Islamic Urban Heritage



Source: JICA Study Team

## (1) Medina of Tunis

Tunis is the capital of Tunisia and Medina of Tunis is located at the heart of the city. This sub-package is composed of six components, and the location of each component is presented in Figure 14.2.3. The plans of these components are described below.

## 1-1) Establishment of Visitor Center (see Figure 14.2.4)

Tunis Medina was established at the end of the 7th century AD, and was the city center for more than a thousand years. Therefore, there are various historical elements and backgrounds to be explained. The Visitor Center of Tunis will be established to provide necessary tourist guidance and information and to improve satisfaction level of visitors.

The following sub-components will be provided under this component:

- Production of multilingual site-specific informative handout that is one-sheet site map leaflet with site interpretations, and
- Introducing of “Master Pass” for all major tourist sites and monuments in and around Tunis.

## a) Objectives of Visitor Center

- Providing necessary guidance to visit the Medina
- Providing information concerning the Medina, such as historical background, development process and structures of Medina, etc.

## b) Design Concept of Visitor Center

The Visitor Center will be newly built at the west side of “Place de la Victoire” (Porte de France). The architectural style of the visitor center should harmonize with buildings around it. This center should include the functions as shown in Table 14.2.1

Table 14.2.1 Function of Visitor Center of Medina of Tunis

Function	Outline
Ticket office	Master Pass and ticket sales
Information Corner	Providing necessary guidance to enjoy Medina by: <ul style="list-style-type: none"> <li>- Information counter to provide free handout material</li> <li>- Modern presentation equipment and interpretative devices (panels, models, audio-visual devices, touch panel, etc.)</li> <li>- Inventory of historical buildings with dual purpose for ordinary visitors and for candidate investors in tourism and commercial use.</li> <li>- Place for relaxation</li> </ul>
Exhibition Room	Presenting history of Medina and outline of major sites Modern presentation equipment and interpretative devices (panels, models, audio-visual devices, touch panel, etc.)
Audio-visual room	Presenting history of Medina <ul style="list-style-type: none"> <li>- 5 to 10-minute video program shown constantly on screen.</li> </ul>
Office	ONTT Office. Office for tour guides included
Amenity facilities	Clean toilets, Kiosk, etc.

Source: JICA Study Team

Figure 14.2.3 Location and Sub-components in Tunis



Source : JICA Study Team



c) Presentation Concept

Exhibition: History of Tunis Medina

- Historical background of Medina:  
Presenting history of Tunisia and the roles of Tunis Medina  
Presenting historic events and episode in the Medina showing related sites
- Developing process of Medina:  
Presenting characteristics of Medina ( explanation of medina in general,  
specific characteristics of Tunis Medina compared to others )
- Major elements of Medina (e.g. mosques, hammams, souks, fundouk, etc.)  
and their expansion as well as industrial activities (handicrafts, etc.) in  
Medina

Audio-Visual Room

- Five to ten-minute video will continuously be put on the screen showing  
people's way of life, customs, and industrial activities in the past.

d) Implementation and O/M structure

The Visitor Center in Tunis Medina will be designed, built, equipped and then operated by ONTT with the cooperation of the municipality as well as Syndicat d'Initiative and ASM. ONTT will also provide necessary staff for the operation through continuous staff training program, including tourist services, geography, history, culture and major foreign languages.

Figure 14.2.4 Tunis Visitor Center



## 1-2) Establishment of Art and Craft Center (see Figure 14.2.5)

## a) Objectives of Art and Craft Center

- To provide information regarding Tunisia's handicrafts (e.g. list of SOCOPAs, recommended shops and private handicraft centers,
- To innovate and develop quality souvenirs and handicrafts attractive and marketable to discerning foreign tourists, and
- To sell quality products developed at the atelier as well as those collected in Tunis and its suburbs.

## b) Design Concept of Art and Craft Center

This center will be built at the heart of Tunis Medina near the Great Mosque with harmonized design. It will include the functions as shown in Table 14.2.2

Table 14.2.2 Function of Art and Craft Center

Function	Outline
Information Corner	Providing information regarding Tunisia's handicrafts <ul style="list-style-type: none"> <li>- Information counter to provide free handout material</li> <li>- Panel presentations</li> </ul>
Atelier	Developing high quality original handicrafts Demonstrating handicraft production <ul style="list-style-type: none"> <li>- Display handicraft production process</li> </ul>
Exhibition	Presenting handicraft in Tunis
Souk	Selling high quality handicraft <ul style="list-style-type: none"> <li>- Effective and attractive display</li> </ul>
Amenity facilities	Providing place for relaxation <ul style="list-style-type: none"> <li>- Clean toilets, cafeteria, patio garden</li> </ul>

Source: JICA Study Team

## c) Presentation Concept

## Atelier

Production of original handicrafts developed in Tunis will be demonstrated. An atelier will be allocated according to handicrafts and their production process. Explanation boards and panels will be provided at each atelier.

## Exhibition

High quality goods developed at this center will be exhibited.

High quality goods produced in Tunis and its suburb will be exhibited. Information regarding shops dealing with these handicrafts will be available both at the exhibition corner and information corner.

## d) Implementation and O/M structure

ONAT, in coordination with ONTT as well ASM, will plan, design and set up the center. ONAT will be responsible for the operation of the center. MFPE will provide craftsmen with training in order to develop original handicraft.

Figure 14.2.5 Art and Craft Center



Source : JICA Study Team

### 1-3) Creation of Visiting Circuits

Three different recommended tourist circuits will be established with standardized signage of international standards at regular intervals. Each circuit has specific theme and connects various existing and planned tourist attractions as shown in Figure 14.2.3.

- 1 Grand Mosque and Souk (Short course),
- 2 Dar Lasram (Medium course), and
- 3 Tourbet El Bey and Dar Ben Abdallah Museum (Long course)

The signage system to be provided will include the following:

- Interpretative panels and maps at major gates of Medina (see Figure 14.2.6), and
- Interpretative panels at major historical buildings and monuments (see Figure 14.2.7), and
- Standardized tourist direction signs at regular intervals and at major street corners of circuits (see Figure14.2.8),

In the Medina of Tunis, there already exist some similar signs and interpretation boards prepared by several different organizations, such as ONTT, ASM, INP and AMVPPC. As they were designed by different organization, they are neither very friendly nor convenient for visitors. In order to avoid this inefficacy, ONTT will plan, design and set up these signs in coordination with the above organizations as well as the municipality. Maintenance of these signs and boards should carefully be done by ONTT. The municipality will assist in supervising the conditions of signs and boards.

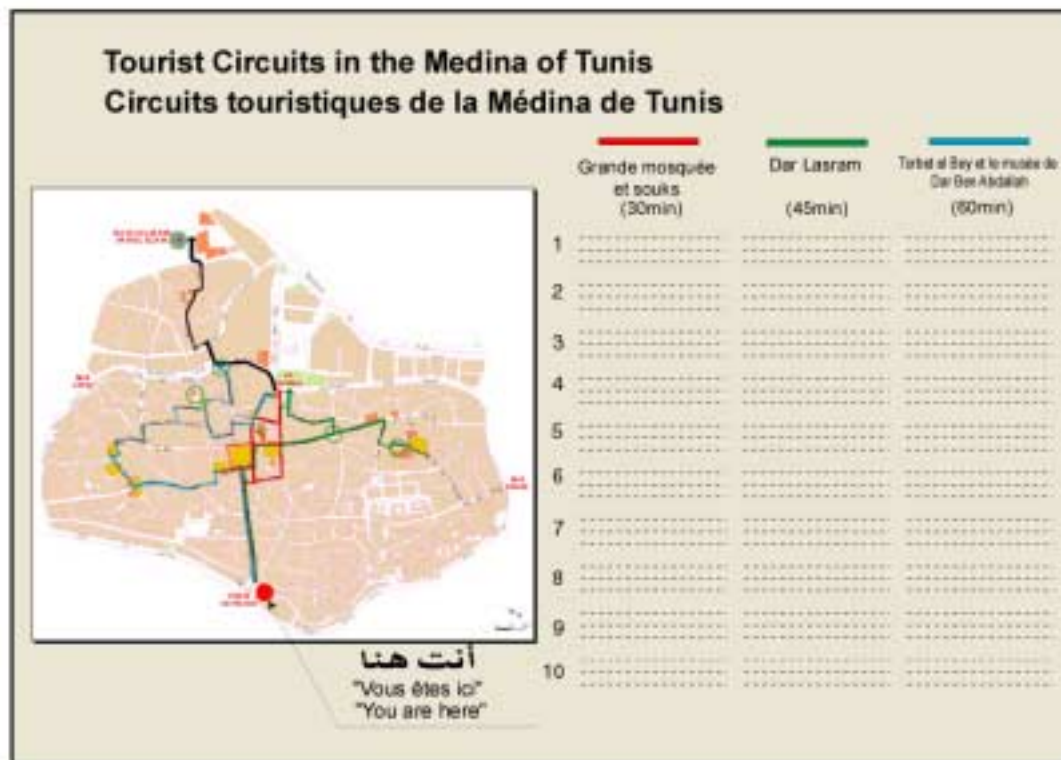
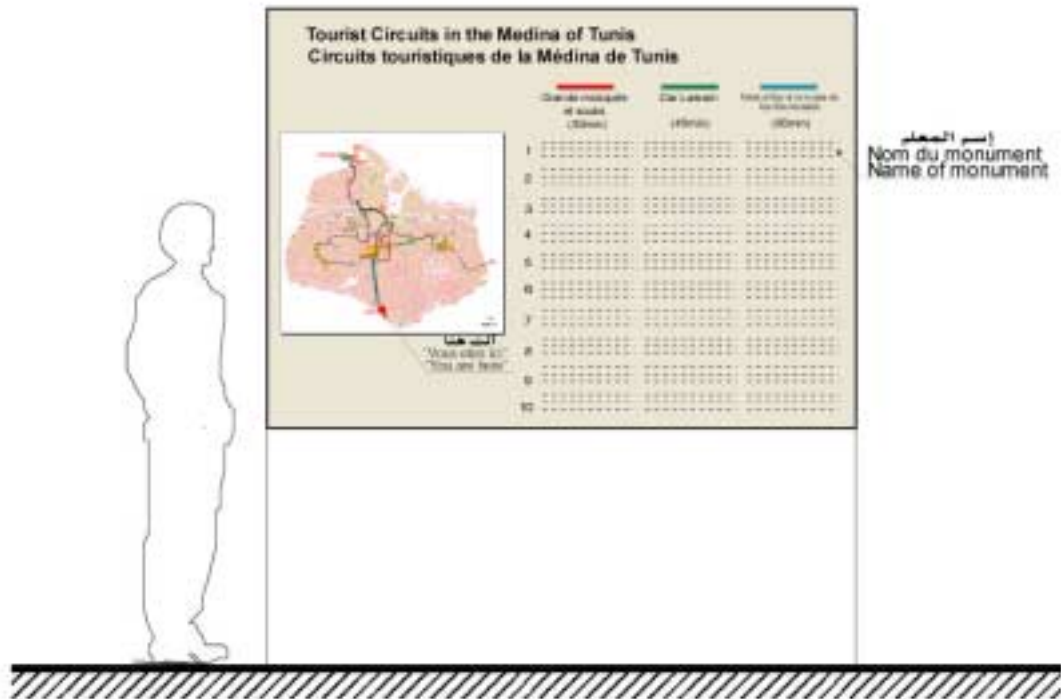
### 1-4) Presentation Improvement of Historical Buildings

In order to present the real value of Tunisian heritage in Medina of Tunis to visitors, the following measures will be taken:

- Rehabilitation of some major historical buildings (e.g. Great Mosque, Dar Lasram, Tourbet El Bey, Dar Houssein, Dar Ben Abdallah),
- Provision of interpretation panels and light-up facility,
- Improvement of display of Dar Ben Abdallah Museum, which is the largest museum in Medina, to meet international standards, and
- Provision and improvement of tourist amenity (street furniture, toilet, etc.).

ASM will take initiative to plan and conduct the rehabilitation of selected historical buildings in Medina, taking into account the present ownership of each building. ASM will operate and manage this component, in cooperation with ONTT and INP.

Figure 14.2.6 Creation of Visiting Circuits Interpretative Panel at Gates



Source: JICA Study Team

Figure 14.2.7 Creation of Visiting Circuits Interpretative Panel of Monuments



Source: JICA Study Team

Figure 14.2.8 Creation of Visiting Circuits Direction Sign



Source: JICA Study Team



1-5) Rehabilitation of Medina along Visiting Circuits Including Cable TV System Installation (see Figure 14.2.9 to 14.2.11)

Physical rehabilitation including the following items will be conducted at the streets and squares specified in Figure 14.2.3 to keep historical appearance of the Medina.

- Improvement of pavement,
- Provision of street lamps (and benches in case necessary),
- Rehabilitation of façade of some buildings along the visiting circuits),
- Replacement of overhead electric and telephone wirings with underground cables in the selected areas, and
- Replacement of television antennas (both ordinary and parabola antennas) with centralized antenna and cable television system. This system can include multimedia transmission and can be significant incentive for private investment (hotels, offices, ateliers, etc.)

ASM will operate and manage this component and the municipality will assist in supervising the conditions of above items.

1-6) Provision of Tourist Coach Parking (see Figure 14.2.12)

Tourist coach parking will be provided at the “Leader Plaza” about 500m apart from one of the main gates of Medina called Bab Menera. This component includes:

- Pavement of the “Leader Plaza”, taking into consideration an adjacent green area, and
- Provision of parking lot (part of Leader Plaza after improvement) reserved only for tourist coaches (about 10 coaches).

This component will facilitate visit for Medina and promote more visitors without minimum increase of traffic congestion generated by tourist coaches. Visitors on tourist coaches can start their visit from “Port de France” where new Visitor Center will be established, and after their visit, they can easily reach their tourist coaches waiting at the “Leader Plaza”.

ONTT will be responsible for the implementation of physical improvement, as it is the simplest arrangement and easy to supervise the design and construction to meet the international standards. The administrative agreement between ONTT and the municipality on property and maintenance responsibility (i.e., ownership transfer, management agreement) will properly be arranged at the outset to avoid any confusion of maintenance and operation after construction. As the project includes an establishment of plaza nearby some historical buildings, cooperation among the municipality, ONTT and ASM, therefore, is essential.

Figure 14.2.9 Rehabilitation of Medina : Rue des Andalous

Existing situation



Pathological problems:

- Damp patches
- Plastering's degradation
- Deterioration of the woodwork
  
- Lanterns' absence
- Dispersion of electric wires

Post-operation situation

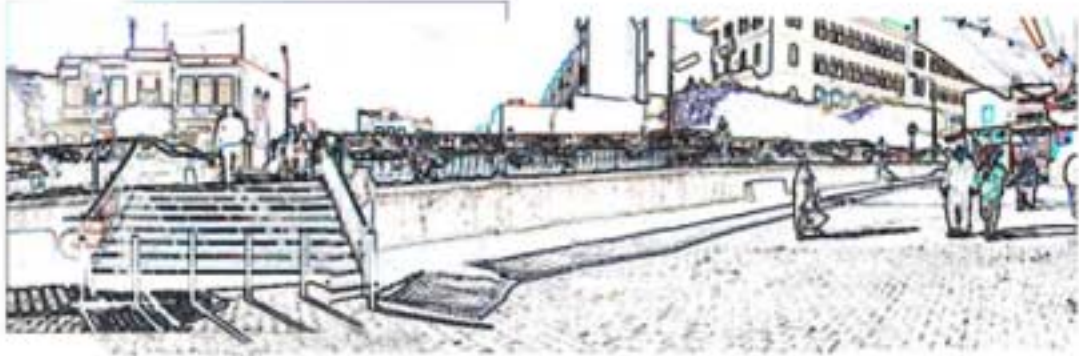


- Plastering repair
- painting repair
- Repair apertures' frames
- Pavement improvement
- Lanterns' replacing
- Electric wires' assembling
- Signage posting
- Litter boxes' installation
- Walls' restauration

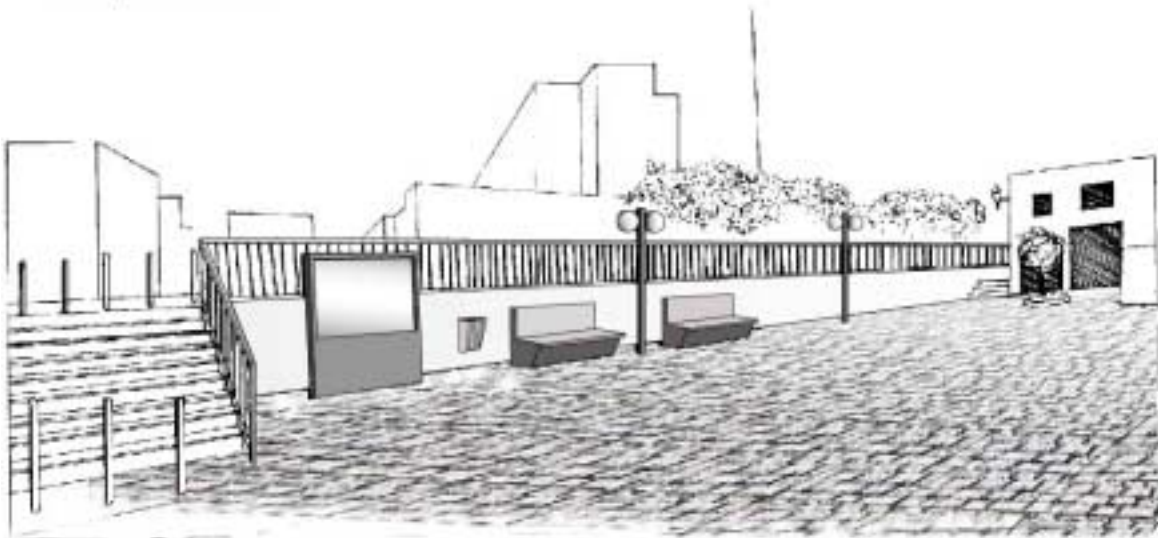
Source : JICA Study Team

Figure 14.2.10 Rehabilitation of Medina - Place de Bab Menara

Existing Sketch



Post-operations' Sketch



- Implementation of lamp posts
- Facade improving
- Pavement improving
- Implementation of signages
- Trees planting
- Repair of the balustrade
- Repair of the stairs
- Public benches establishment

Source : JICA Study Team

Figure 14.2.11 Rehabilitation of Medina - Place du Tribunal

Existing situation



Post-operation situation



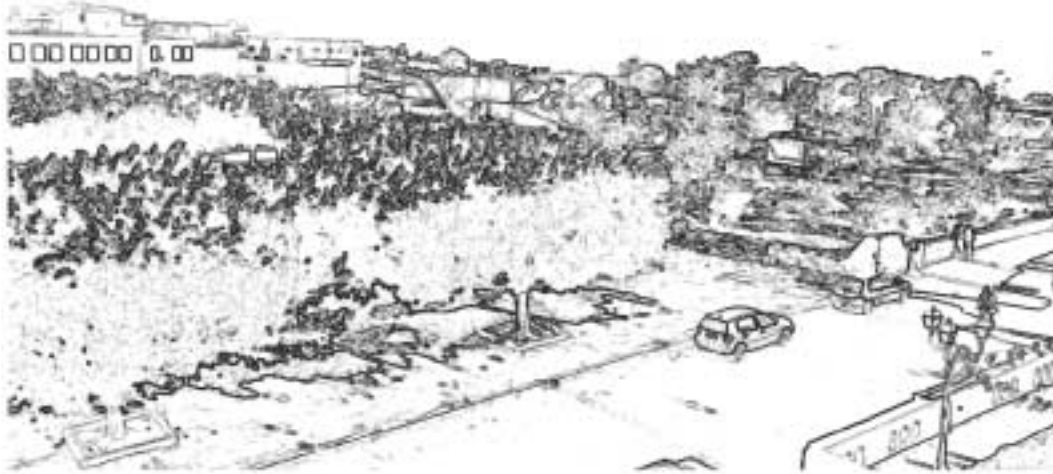
- Pavement improvement
- Public benches installation
- Lamps posts installation
- Installation of signage
- Road pavement improvement
- Facades improvement
- Litter boxes installation

Source: JICA Study Team



Figure 14.2.12 Rehabilitation of Medina and Tourist Coach Parking  
Place du Leader

Existing Sketch



Post Operation Sketch



- Establishment of tourist coach parking
- Installation of signals
- Pavement improvement
- Public benches installation
- Lamp posts installation
- Litter boxes installation

Source: JICA Study Team

## (2) Medina of Kairouan

Kairouan is the oldest Islamic city in Maghreb, and this sub-package will highlight its prosperity. It is composed of five sub-components, and the location of each component is illustrated in Figure 14.2.13. The plans of these components are described below.

## 2-1) Establishment of Visitor Center (see Figure 14.2.14)

The Visitor Center of Kairouan will be newly built close to “le Bassin des Aglabides”. This center will rather focus on providing basic information for tourists, such as directions and bus schedule, since the “Interpretative Center” proposed by the World Bank plans to provide detailed cultural and historical information.

The following sub-components will be provided under this component:

- Production of multilingual site-specific informative handout that is one-sheet site map leaflet with site interpretations, and
- Introducing of “Master Pass” for all major tourist sites and monuments in and around Kairouan.

## a) Objectives of Visitor Center

This visitor center will provide necessary information to visit tourist sites in Kairouan and its suburb.

## b) Design Concept of Visitor Center

This visitor center should be constructed taking neighboring buildings into consideration since it will be adjacent to “le Bassin des Aglabides” which is one of the major tourist sites in Kairouan.

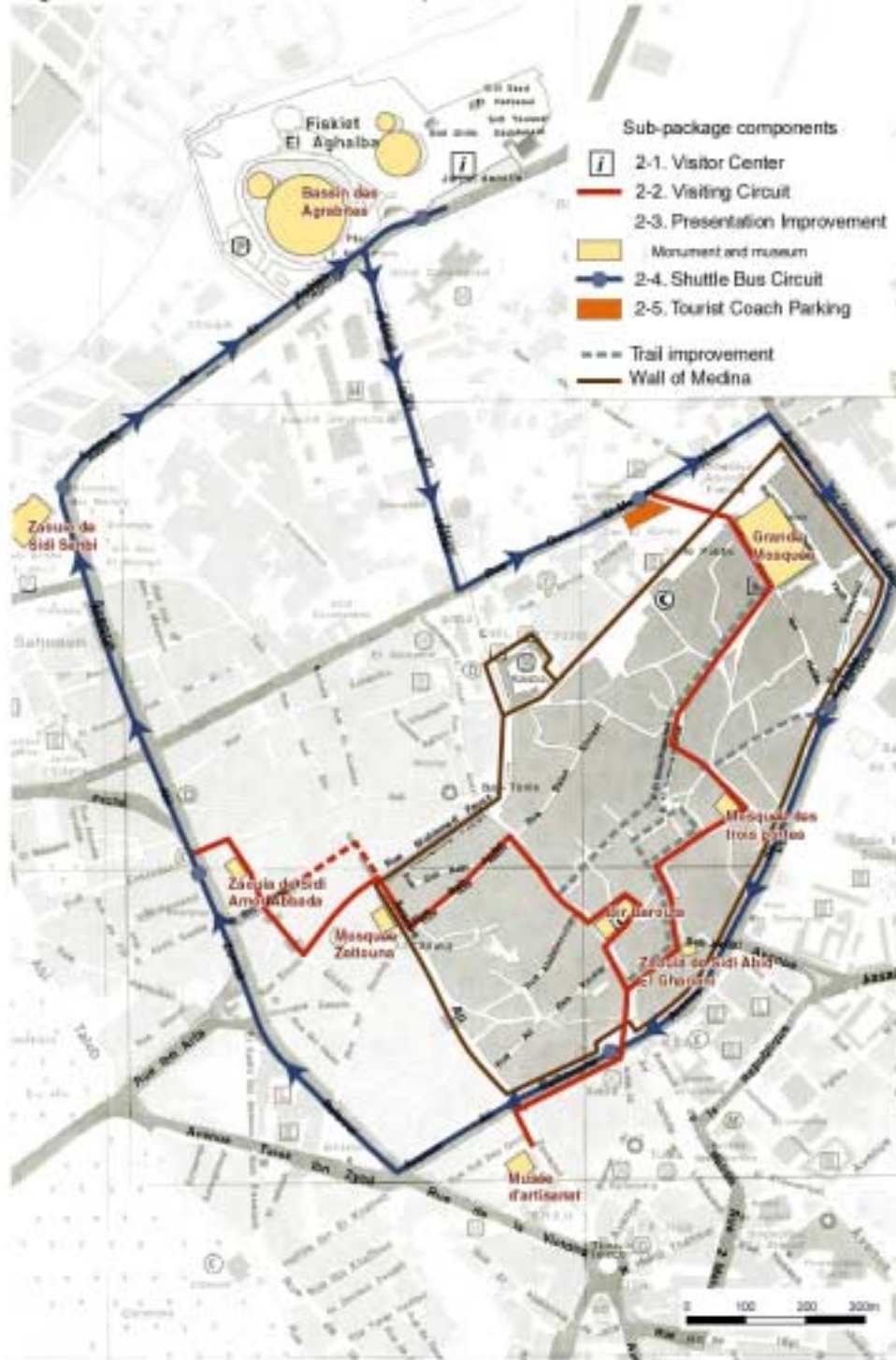
This center should include the functions as shown in Table 14.2.3

Table 14.2.3 Function of Visitor Center of Kairouan

Function	Outline
Ticket office	Master Pass and ticket sales
Information Corner	Providing necessary guidance for visiting the Medina - Information counter to provide free handout material. - Modern presentation equipment and interpretative devices (panels, models, audio-visual devices, touch panel, etc.) - Inventory of historical buildings with dual purpose for ordinary visitors and for candidate investors in tourism and commercial use.
Audio-visual room	Presenting history of Medina - 5 to 10-minute video program provided constantly on screen.
Salon	Place for relaxation
Office	ONTT Office. Office for tour guides included
Amenity facilities	Clean toilets Cafeteria etc.

Source: JICA Study Team

Figure 14.2.13 Location and Sub-components in Kairouan



Source : JICA Study Team

c) Presentation Concept

Information Corner:

- Information on locations, outline and transportation of major tourist sites in Kairouan and its suburb will be provided.
- Information on accommodations, restaurants and souvenir shops in Kairouan and its suburb will be provided.
- Recommended and typical tour routes will be exhibited.

The above information will be provided through a touch-panel and original tour routes can be organized on tourists' demands.

Audio-Visual Room

Five to ten-minute video will continuously be put on the screen showing major tourist sites, means of transportation, restaurants, and shops along the recommended routes, which will help tourists travel more effectively.

d) Implementation and O/M structure

The Visitor Center in Kairouan will be designed, built, equipped and then operated by ONTT with the cooperation of the municipality as well as Syndicat d'Initiative and ASM. ONTT will also provide necessary staff for the operation through continuous staff training program, including tourist services, geography, history, culture and major foreign languages.

2-2) Creation of Visiting Circuit

Recommended tourist circuits will be established with tourist signage of international standards at regular intervals. Each circuit connects various existing and planned tourist attractions.

The signage system to be provided will include the following:

- Standardized tourist direction signs at regular intervals and at major street corners of circuits,
- Interpretative panels and maps at major gates of Medina, and
- Interpretative panels at major historical buildings and monuments.

ONTT will plan, design and set up these signs in coordination with ASM, INP and AMVPPC as well as the municipality. Maintenance of these signs and boards should carefully be done by ONTT. The municipality will assist in supervising the conditions of signs and boards.



Figure 14.2.14 Kairouan Visitor Center



Information provided

Site-specific information



Source: JICA Study Team

Souvenir

Recommended shops by ONAT

### 2-3) Presentation Improvement of Historical Buildings

In order to present the real value of Tunisian heritage in Medina of Kairouan to visitors, the following measures will be taken:

- Rehabilitation of some major historical buildings (e.g. Grande Mosque, Zaouia de Sidi Sahabi, Bassin Aglabit, Mosque des portes, Musee de Sidi Amor Abada, Zaouia de Sidi Abid al Gharlani),
- Provision of interpretation panels and light-up facility,
- Improvement of display of Dar Ben Abdallah Museum to meet international standards, and
- Provision and improvement of tourist amenity (street furniture, toilet, etc.).

ASM will take initiative to plan and conduct the rehabilitation of selected historical buildings in Medina, taking into account the present ownership of each building. ASM will operate and manage this component, in cooperation with ONTT and INP.

### 2-4) Provision of Shuttle Bus

Circular shuttle bus service at regular intervals will be provided in order to serve tourists with practical transportation means as well as to avoid traffic congestion and pollution by tourist vehicles, thereby minimizing environmental impact on the historical structures and the local area. The bus to be introduced should have attractive and harmonized design for the historical city of Kairouan.

The municipality will manage this component.

### 2-5) Provision of Tourist Coach Parking

Tourist coach parking (about 5 coaches) will be provided at the entrance of the Medina. Combined with the provision of shuttle bus service, this component will provide convenience for visitors as well as minimize traffic congestion and pollution by tourist vehicles.

ONTT will be responsible for the implementation of physical improvement, as it is the simplest arrangement and easy to supervise the design and construction to meet the international standards. The administrative agreement between ONTT and the municipality on property and maintenance responsibility (i.e., ownership transfer, management agreement) will properly be arranged at the outset to avoid any confusion of maintenance and operation after construction.

(3) Medina of Sousse

This sub-package is composed of the following component, and its location is illustrated in Figure 14.2.15:

3-1) Creation of Visiting Circuits

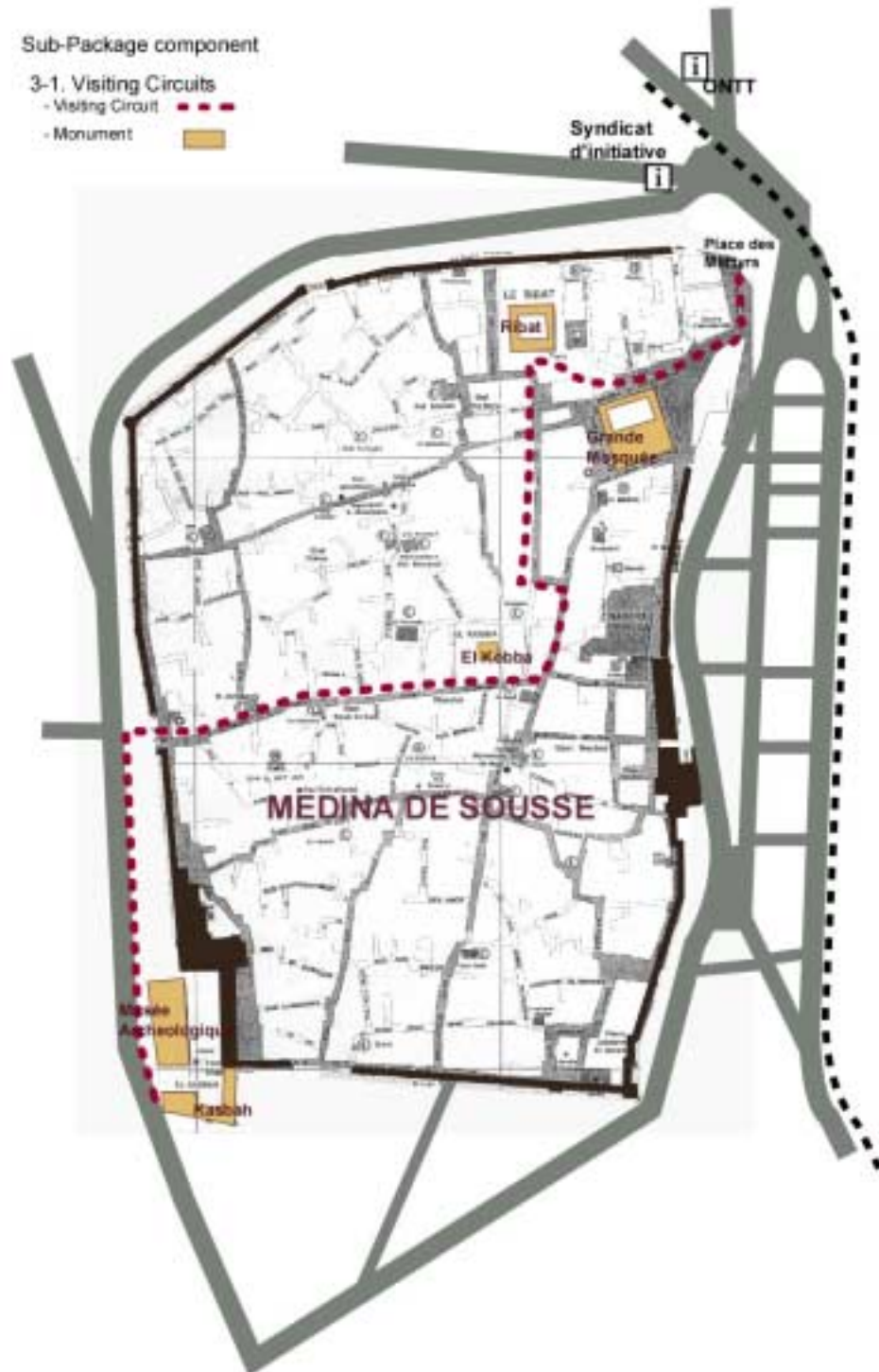
Recommended tourist circuits will be established with tourist signage of international standards at regular intervals. Each circuit connects various existing and planned tourist attractions (e.g., Sousse: Grande Mosque, Ribat, Ribat, Kalaout el Koubba).

The signage system to be provided will include the following:

- Standardized tourist direction signs at regular intervals and at major street corners of circuits,
- Interpretative panels and maps at major gates of Medina, and
- Interpretative panels at major historical buildings and monuments.

ONTT will plan, design and set up these signs in coordination with ASM, INP and AMVPPC as well as the municipality. Maintenance of these signs and boards should carefully be done by ONTT. The municipality will assist in supervising the conditions of signs and boards.

Figure 14.2.15 Location and Sub-component in Sousse



Source: JICA Study Team

#### (4) Medina of Mahdia

This sub-package is composed of two components, and their locations are presented in Figure 14.2.16. The plans of these components are described below.

##### 4-1) Creation of Visiting Circuit

Recommended tourist circuits will be established with tourist signage of international standards at regular intervals. Each circuit connects various existing and planned tourist attractions (e.g. Skifa el Kahla, Musee de Mahadia, Grande Mosquee, Borj el Kebir).

The signage system to be provided will include the following:

- Standardized tourist direction signs at regular intervals and at major street corners of circuits,
- Interpretative panels and maps at major gates of Medina, and
- Interpretative panels at major historical buildings and monuments.

ONTT will plan, design and set up these signs in coordination with ASM, INP and AMVPPC as well as the municipality. Maintenance of these signs and boards should carefully be done by ONTT. The municipality will assist in supervising the conditions of signs and boards.

##### 4-2) Rehabilitation of Medina along Visiting Circuits

Physical rehabilitation including the following items will be conducted along the established circuits.

- Improvement of pavement,
- Rehabilitation of façade of some buildings along the visiting circuits, and
- Replacement of overhead electric and telephone wirings with underground cables in the selected areas.

ASM and the ONTT will operate and manage this component and the municipality will assist in supervising the conditions of above items.

Figure 14.2.16 Location and Sub-components in Mahdia



(5) Common for all sites

The following components will be commonly included in the all sub-packages of Tunis, Kairouan, Sousse and Mahdia.

5-1) Improvement of Garbage Collection and Cleaning

As the litter is one of the major environmental problems in Medina of Tunis Kairouan Sousse and Mahdia, the garbage collection system should be carefully examined and improved in order to maintain attractiveness of Medina. The component includes:

- Preparation garbage collection plan,
- Provision of litter boxes, and
- Provision of garbage collection vehicles and cleaning equipments.

The solid waste management is responsibility of the municipality. Therefore, the municipality will implement this component.

5-2) Tourism Investment Promotion in Medina

In order to promote increased investment, the following measures are to be implemented:

- Increased tax incentives for investment (e.g. customs duty exemption) in order to rehabilitate historical buildings and to utilize them for tourism purposes by the private sector as inns, restaurants, etc. (The existing low interest loan for dwelling dose not cover the commercial use.)
- Preparation of a digitized inventory of historical buildings, which shows all the distinctive buildings in Medina of Tunis, Kairouan, Sousse and Mahdia and the availability for tourism and commercial uses.

5-3) Training and Management Program

a) Shopkeepers

- Organization of seminars on manners, etiquette and foreign customs,
- Provision of incentives such as classes free of charge, financial assistance and tax reduction,
- Provision of management consulting concerning order processing, display, packaging and shipping skills, and
- Provision of claim counter in the Medina.

b) Craftsmen

- Invitation of foreign teachers to understand their product design and quality as well as to analyze the types of products attracting foreign tourists, partly taking into account the traditional and cultural features of the existing Tunisian souvenirs and handicrafts, and
- Improvement of basic skills for product design based on the above survey.

- c) ONTT Staff
  - Invitation of data base expert to improve tourist data base including hotels, souvenir shops, local attractions, etc., and
  - Provision of English language courses.
  
- d) Local People
  - Organization of sensitization seminars regarding garbage disposal (e.g. time and place of garbage collection) by the municipality,
  - Provision of training courses (e.g. interpretation of history of cultural sites, local history and nature, foreign languages and customs), and
  - Provision of site-specific guide license and uniform after successful completion of the above training courses

Training programs for shopkeepers are to be prepared and conducted by the private sector (commercial union) in cooperation with ONAT. MFPE will take the responsibility for training craftsmen. Local people training can be planned and conducted by the municipality.

#### 14.2.4 Related Projects

The following components are not included in this project package since the same or similar plans have been proposed by other donor agencies as well as the private sector. However, they are complementary to this project package and are desirable to concurrently be implemented.

(1) Medina of Tunis

Improvement of Avenue Habib Boulguiba started in 2000 by the Tunisian Government. The project includes the improvement of access road to “Porte de France”, eastern side of Medina. In addition, car parking accommodating about 1,500 cars is currently planned by the private sector.

(2) Kairouan

Tourist circuit plan in Medina has been prepared and partly implemented by ASM and will further be conducted by the World Bank. Improvement of presentation, such as interpretation boards and exhibition, at Great Mosque are also planned in the same project. In addition, the “Interpretative Center” proposed by the World Bank plans to provide detailed cultural and historical information.

(3) Sousse

Presentation improvement at major tourist sites is in progress by ASM. The World Bank plans to restore and further develop the Sousse Museum.

(4) Private Sector

The following proposal will enhance Medinas’ attractions and can be handled by the private sector.



1 Introduction of Folklore (traditional Islamic life) to Foreign Tourists

During the visit of historical Medinas, visitors expect to experience or to touch authentic Tunisian tradition. The private sector can provide viable activities as shown below:

- Lending of traditional clothing at shops,
- Provision of traditional food and drinks (e.g. food at wedding ceremony) at some restaurants, and
- Presentation of actual ceremonies.

## 14.3 PACKAGE C: SAHARA AND OASIS LIFE

### 14.3.1 Rationale

The “Sahara” reminds people of absolute serenity. It attracts large number of tourists, particularly those from industrialized countries. In fact, more than 700 thousand foreign tourists visit a year, directly from Europe or from their vacation villages of Jerba or Sousse.

However, due to the limited attractions available here, the region is suffered from low number of tourist-nights spent. The average length of stay in the region is significantly lower than the national one. Most visitors tend to spend only one night here. Their satisfactions are less than what they expected.

Sahara is never same as that was yesterday, neither as those found in other countries. In fact, the Tunisian Sahara or South Tunisia is unique in the world, characterized by its landscape, human settlements and life. It is absolutely needed to develop the authenticity of the Tunisian Sahara and South Tunisia in order to attract more people to come and stay, and eventually to contribute to the regional economy and creation of more jobs.

### 14.3.2 Objectives

The objectives of this project package are to develop authentic attractiveness of “Tunisian Sahara and Oasis” as symbolic star tourist attractions, and eventually to increase the value of overall Tunisian tourism as well as to contribute to the regional economy by the following measures:

- To provide develop new and high quality tourist attractions which will offer authentic experiences of Tunisian Sahara and Oasis life,
- To provide rich variety of tourist activities,
- To provide necessary tourist information of international standards,
- To beautify and preserve the landscape, and
- To organize training courses and seminars.

### 14.3.3 Package Components

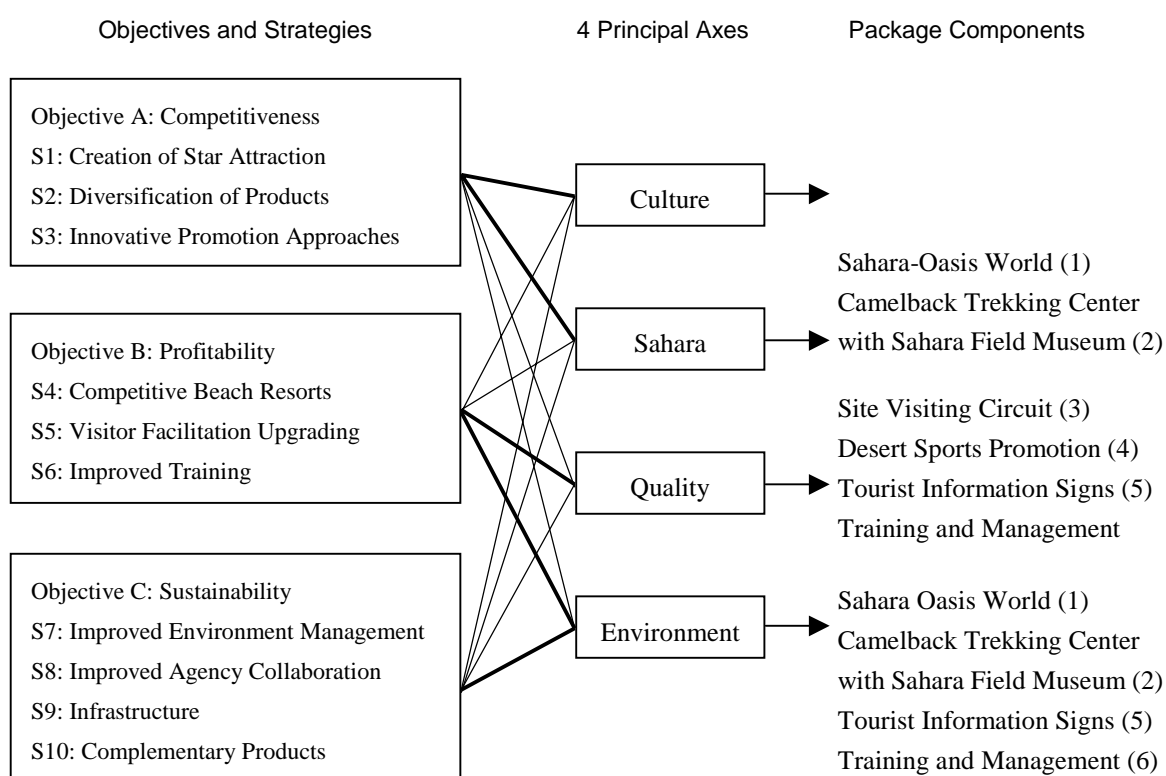
This project package is composed of the following 6 components:

- 1 Establishment of Sahara-Oasis World,
- 2 Establishment of Sahara Camelback Trekking Center with Sahara Field Museum,
- 3 Creation of Site Visiting Circuit,
- 4 Desert Sports Promotion,
- 5 Tourist Information Signs for All Major Tourist Sites, and
- 6 Training and Management Program.

The locations of these components are shown in Figure 14.3.2.

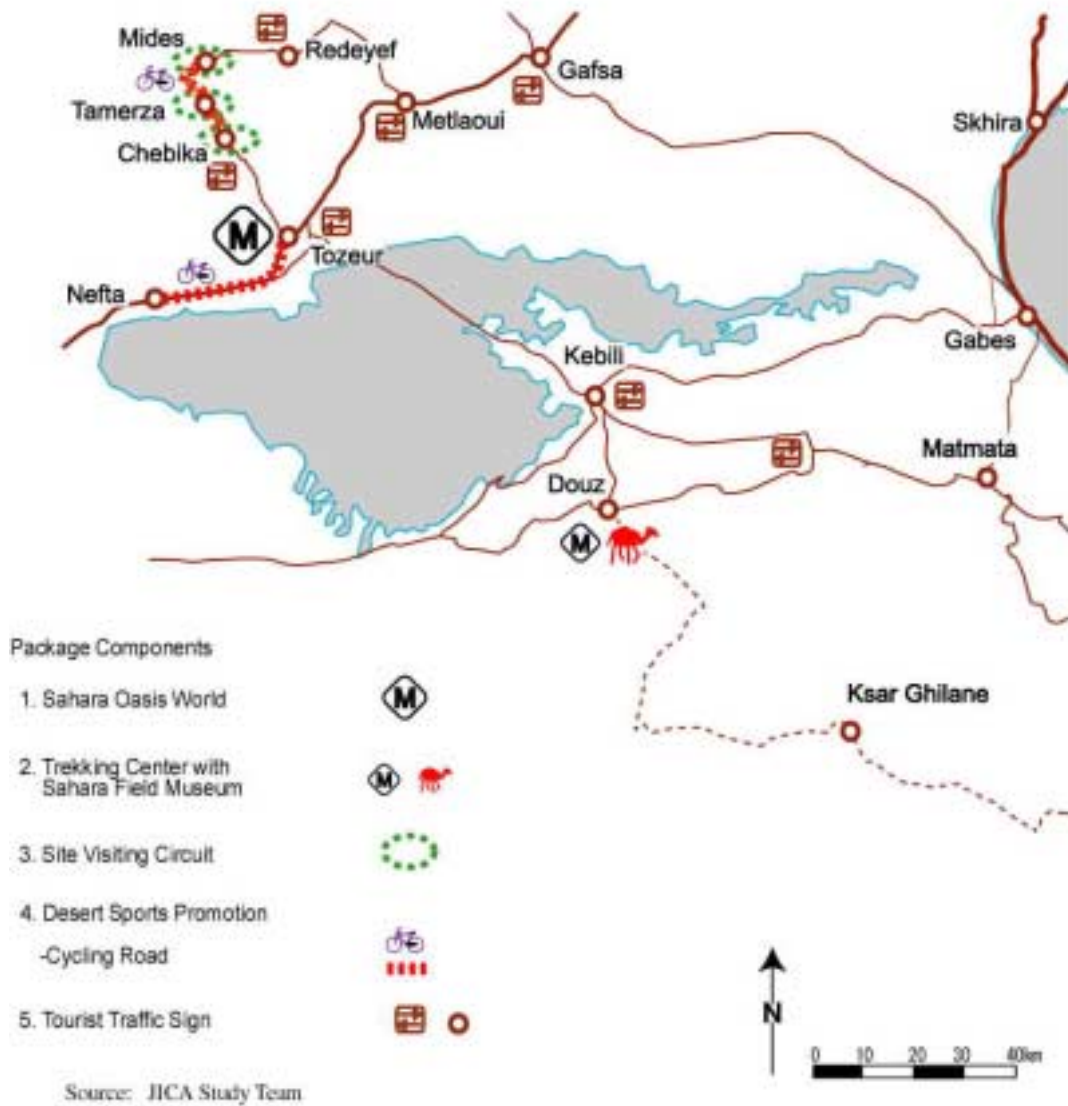
Components (1) and (2) are proposed for the creation of new tourism products, which will add attractiveness to the Sahara and Oasis tourism. Component (4) is proposed for promotion of the Saharan sports. Components (3), (5) and (6) are proposed to upgrade the present condition of the Sahara and Oasis tourism such as mountain oasis, which will provide a comfortable tourism environment to tourists.

Figure 14.3.1 Package Components



Source: JICA Study Team

Figure 14.3.2 Package C : Sahara and Oasis Life



(1) Establishment of Sahara-Oasis World (See Figure14.3.3, Figure14.3.4)

Sahara and Oasis have rich cultural and historical resources but they are not well known to the tourists. In order to promote and to increase the attractiveness of Sahara and Oasis culture, a sort of museum needs to be established.

A Sahara-Oasis World with distinctive design is proposed in Tozeur to provide entertainment as well as educative facility by use of latest innovation in multi-media audio-visuals and other programs, which could be developed with international collaboration.

a) Basic Concept of Sahara-Oasis World

Basic Concept

Establish a new tourism attraction as a magnet of the Sahara and Oasis tourism with the basic concept of *“Feel and Experience the Sahara and Oasis Life in Tunisia”*

Concept 1: Appeal to Five Senses

Vision: Recreation of structures related to Sahara and Oasis life  
Attractive presentation (pictures, films, diorama),  
Events: costume, dance  
Hearing: folk music  
Smell: food, perfume, incense  
Taste: food, tea, palm date  
Touch: living style, camel, salt, sand

Concept 2: Participation by Local People

- Wear traditional costume
- Preparing and serving traditional meal and tea
- Showing traditional music and dance

Concept 3: Satellite Museums (Network Museums)

Main Museum: Comprehensive coverage of Sahara and Oasis life  
Field Museum: Display of actual Sahara life (tent, traditional tea, pictures)

b) Objectives of Sahara-Oasis World

- Maximize the advantage as the gateway to Sahara and Oasis tourism,
- Establish a museum so that the tourists are able to experience and learn about the nature and culture of the Sahara and Oasis,
- Tunisian children can also learn their own nature and culture,
- The museum should also function as the information center for the Sahara and Oasis tourism,
- Promote interactions between tourists and the local people, and
- Create jobs for the local people.

## c) Display Concept and Component

- The Sahara-Oasis World consists of Main Museum complex and Annexes (Five ha of land is needed for the Sahara Oasis World),
- Outdoor display will also be used to show Sahara activities,
- Use diorama to recreate the Sahara and Oasis life and culture,
- Bring real materials (tent, costume) for display, and
- Interactive computer network to learn about the Sahara and Oasis life and culture.

Table 14.3.1 Display Concept of Sahara-Oasis World

Display	Topic
1. Entrance (Ticket and information)	- Ticket sales - Provide tourism information for all tourists
2. Sahara and Oasis Exhibition (I)	Description of Sahara and Oasis - Natural Condition (Sahara Desert, Chott El Jerid, Oasis, Mountain Oasis, Climate, Geology, Groundwater, Flood in Mountain Oasis, Environmental Issues) - Fauna and Flora (Oasis :kinds of palm trees, Desert, Coastal area)
3. Sahara and Oasis Exhibition (II)	History: Berber, Romans, Islam, Ottoman, French
4. Oasis Life Exhibition	- Oasis life style by region Display of different life style (housing, food, clothing) by region and by period - Music, dance, folklore - Pioneer to Oasis - History of water and natural disaster - Oasis related industries (palm dates, oil, etc.)
5. Sahara (Berber) Life Exhibition	Berber life, handicraft, folklore, existing heritage, modern Sahara life
6. Experience Zone (Theater)	- Music and dance demonstration - Fitting the traditional costume - Demonstration of handicraft
7. Shop and Cafe	- Place for relaxation - Serving light meal and beverages
8. Temporary Exhibition	- Temporary exhibition will be available for events and special occasion.

Source: JICA Study Team

## d) Design Concept

- Outward appearance should match the Tozeur style architecture,
- Establishment of a main museum building with Oasis Life Exhibition Hall, showing ways of life according to regions and periods, traditional music and tales, fragrance, decoration, etc. and Sahara Life Exhibition Hall, showing Berber life, handicraft, folklore, current way of life, etc. with the floor area of 4,000 sq.m.
- The scale of Annexes are about 200 to 300 sq.m and each corresponding to the Main Museum with specific topics, such as Berber life, geology, climate, civilization, water and fauna and flora.

## e) Implementation and O/M Structure

- As this museum is expected to be significant both from academic and leisure point of view, ONTT, AMVPPC and INP will make close corporation from the initial stage of its planning. Staff training should be prepared and conducted by these organizations as well as the private sector, which will be in charge of operation.
- A private organization will be responsible for financial and operational matters and public entity (ONTT, AMVPPC, INP) will be responsible for the academic contribution and supplying materials for display.
- A private organization will be granted concession, requiring admission fee to finance its operation and maintenance.

Joint operation with foreign organizations and domestic organizations will be ideal formation of the operation and maintenance because it will establish a strong tie with the international market and transfer international know-how of how to operate the museum to the domestic partners.

Table 14.3.2 Characteristics of International Joint Operation

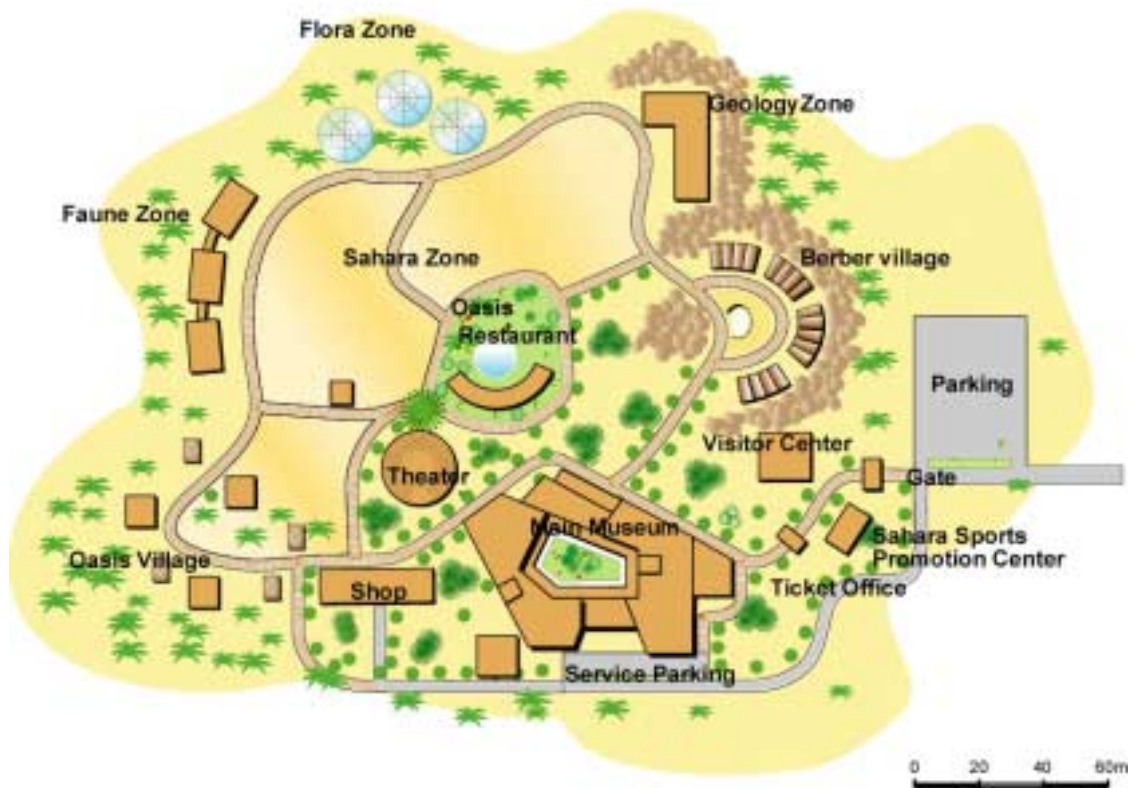
	Formation type	Characteristics
Group of foreign and domestic entities	Forming the new entity with international organizations (tour operator, hotel chains) and domestic organizations (tour operator)	<ul style="list-style-type: none"> <li>- Strong ties with the international market for bringing the tourists</li> <li>- Strong marketing and promotion channels for the international market</li> <li>- Applying international know-how of the operation and maintenance</li> <li>- Joint operation will allow to take some profits from the operation to the Tunisian economy</li> <li>- Mutual responsibility of the operation creates the environment for the technology transfer to Tunisian partners, which will lead the quality improvement for other operations.</li> <li>- Increase in conscious of the quality needed for tourism for the Tunisian partners</li> </ul>

Source: JICA Study Team

## f) Expected effect

- Promotion of Sahara and Oasis culture to tourists by increasing cultural exchange
- Increase in tourists expenditure by attracting more tourists to the Museum and distributing the profits to the Tunisian economy
- Technology transfer from foreign partners to the domestic partners for operational know-how
- Create jobs for the local people

Figure 14.3.3 Sahara Oasis World - Area Plan



Main Themes of Sahara Oasis World



Source: JICA Study Team



Figure 14.3.4 Sahara Oasis World - Main Museum



1st Floor

Ground Floor

Source: JICA Study Team

(2) Establishment of Sahara Camelback Trekking Center with Sahara Field Museum  
(See Figure14.3.5)

Sahara desert life as well as desert trekking are the major Sahara attractions and enhance the attractiveness of Saharan culture and adventure.

One of major complaints from tourists concerned with the camel ride is unclear ride fare and the camel owners' unnecessary request for tips. In order to increase the attractiveness of Sahara adventure, the information and systematic camel ride system should be provided, and facilities and services should be improved.

The Sahara Field Museum, which also functions as the Sahara Gateway Camelback Trekking to introduce Sahara life and culture to the tourists who are taking camelback ride, will be constructed. Scenic beauty and the wisdom of survival of Sahara will be the main theme of the museum.

a) Concept

- Combination of Sahara Field Museum and Camelback Trekking Center with the Sahara as a main theme,
- Increase the attractiveness of camel ride tour by introducing the Sahara life style,
- Provide the information on Sahara culture, and
- Create a systematic camel ride system to avoid unnecessary discomfort by tourists.

b) Facility Plan

Camelback Trekking Center

- Combination of brick structure and tent (200~300 sq.m),
- Camel ride station,
- Information counter (ride course description, fare),
- Rest house (toilet, shower, etc.),
- Parking space,
- Souvenir shops,
- Rescue system (radio transmitter), and
- Sign board to guide the tourists to the Camel Ride Center and the camel ride route.

Sahara Field Museum

- Tent style structure,
- Sahara gallery (Sahara 24 hours pictures), and
- Wisdom of Sahara (Sahara journey, Sahara survival).

Other components

- Parking space (500 ~600 sq.m), and
- Access road (500m).

c) Implementation and O/M Structure

- ONTT is required to plan, design and establish the Center. The site arrangement and construction will carefully be supervised by ONTT and the business association of tour agencies and camel owners should undertake the operations.
- The Camelback Trekking Center, that is expected to be executed in combination with the Sahara Field Museum, will be established by ONTT and operated by the same private organization as the Sahara Field Museum, in corporation with INP for the academic aspects of the museum.
- Coordination with hotels (open the rooms by time during the low season, restaurant, bathroom, swimming pool) and the center should also be considered.
- Camel ride system (fare, route, camel ride system).
  - e.g., 30 min. course, 1 hour course, half day course, etc., accommodation service, maps, diorama models to show the routes.

d) Expected effect

- Increase in tourist expenditure by fixing the camel ride fare which will secure the income of the camel owners,
- Reducing the trouble between tourists and middlemen, which results in higher tourists satisfaction,
- Increase in number of jobs, and
- Vitalizing Zone Touristic of Douz.

(3) Creation of Site Visiting Circuit

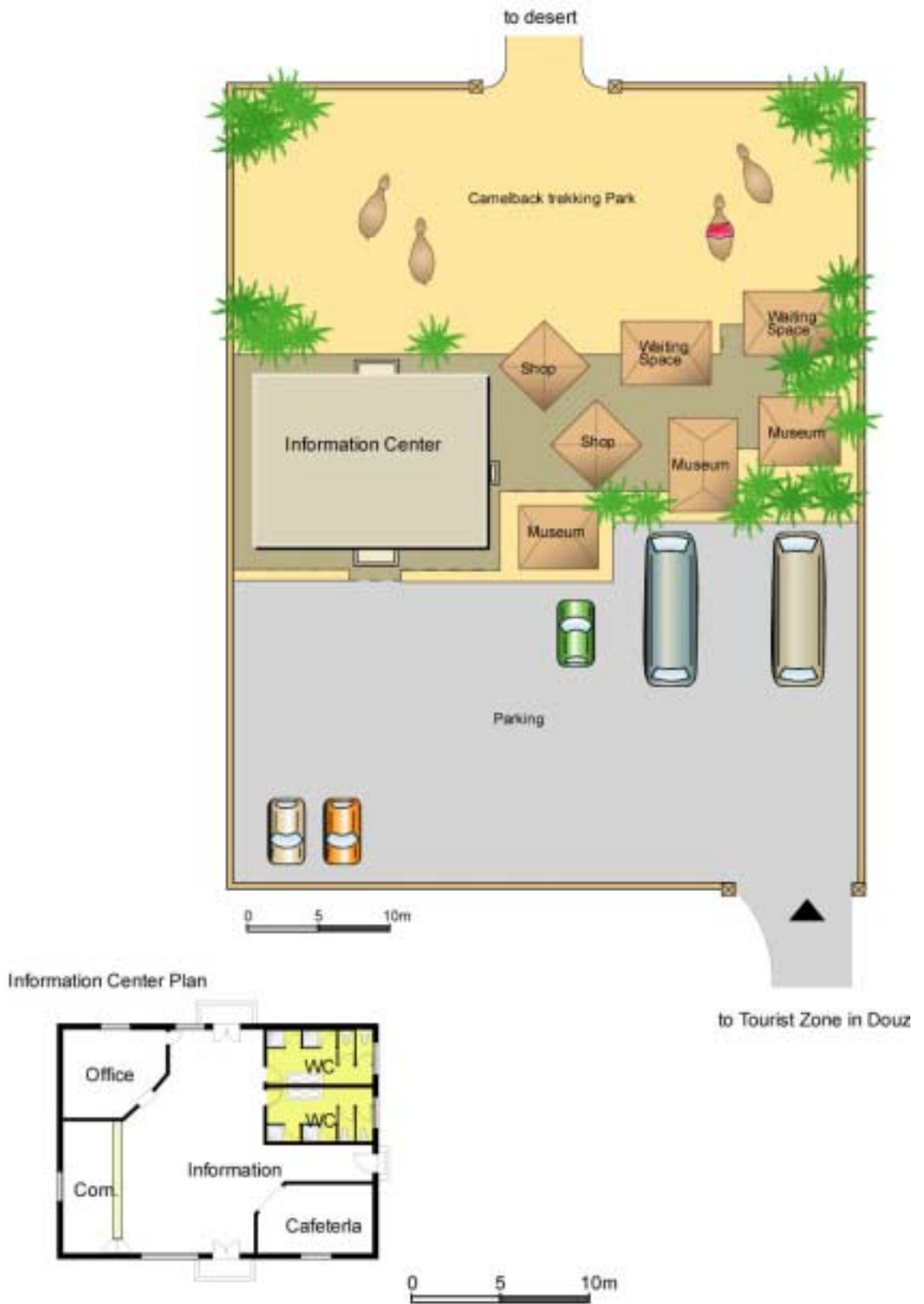
Attractive tourist walking trails should be provided with international standard tourist signs, amenities and tourist road signs in Tamerza-Mides-Chebika-Tozeur-Nefta.

- Provision of standardized tourist direction signs and interpretative panels,
- Improvement of pavement,
- Provision of resting space with shades, benches, an observatory, etc.,
- Lighting-up of monuments, and
- Production of multilingual informative materials.

a) Implementation and O/M Structure

ONTT should plan, design and set up these signs in coordination with AMVPPC as well as the municipality. Because the management authority differs from site to site, from facility to facility, it is essential that a single authority, ONTT, provide uniformly designed signs and boards so that tourists can easily find and identify places of interest. Maintenance of these signs and boards should carefully be done by ONTT. The municipality should assist in supervising the conditions of signs and boards.

Figure 14.3.5 Sahara Camelback Trekking Center with Sahara Field Museum



Source: JICA Study Team

#### (4) Desert Sports Promotion

Some sports activities are already provided in Tozeur and Nefta area by tour operators but these activities need to be further expanded in order to increase the attractiveness of the Sahara and Oasis tourism.

The Sahara desert sports promotion will give tremendous boost to the attractiveness of tourism in the Sahara and Oasis regions. Chott El Jerid will become a major Desert Sports Center. Sand Yachting, Hot Air ballooning, Sand Baggy, Cycling are suitable for the sports activities.

This component also provides cycling route as indicated in Figure 14.2.2 and within the Oasis of Tozeur and Nefta. Tourist traffic signs for bicyclists will be provided along the route.

Necessary facilities will be provided and maintained by ONTT, however, since sports activities are provided by a private sector, actual operation will stay with the private sector. ONTT will be responsible for the promotion activities in cooperation with tour operators and hotel groups.

The contents of some attractive desert sports are shown in the following sample menu:

Table 14.3.3 Sample Menu of Desert Sports

Menus	Activity	Remarks
Desert Nature Walks	Learn about the desert and mountain wildlife, the variety of desert plants and the awesome geology through guided walks. Walks are at a comfortable pace and are flexible in length and time.	Location -Mountain Oasis -Tozeur
Horseback Rides*	Visit the desert and a mountain Oasis on horseback ride. The length and time of rides are flexible.	Location -Mountain Oasis -Tozeur -Douz
Off-Road Bicycle Tour*	See the incredible beauty of the desert and mountain scenery on mountain bikes. This ride is flexibly designed to meet the needs of each group and will cover paved roads as well as off-road desert trails.	Location -Mountain Oasis -Tozeur /Nefta
Off-Road Desert Jeep*	Explore the Sahara desert in the air-conditioned comfort of 4-wheel drive Jeeps. Admire the beautiful and mysterious scenery of Southern Tunisia as the sun rises and sets.	Location -Tozeur /Nefta -Chott El Jerid
Hot Air Ballooning	See the desert from a unique vantage point, enjoy in-flight champagne, snacks and aerial photography, and receive a flight certificate	Location -Mountain Oasis -Tozeur
Sand Yachting*	Sand Yachting, as the name implies, is usually carried out on sand, but the natural resources of Chott El Jerrid, which is so typical of Southern Tunisia, can also be utilized for the enjoyment of this sport.	Location -Chott El Jerid
Sand Boarding	Challenge own limits, surf over acres of pure dunes, and take sand boarding to a new dimension	Location -Tozeur
Team Building Sport*	<Off-Road Team Rally> Each team has its own 4-wheel-drive jeep and driver to navigate the trails and overcome various obstacles while building teamwork and decision-making skills. Groups must work together to find various checkpoints. <Cycling Scavenger Hunt> A group is divided into team and everyone has a bike. Teams are given maps and a list of places and things they will need to "hunt". Teams compete on several levels.	Location -Tozeur -Nefta -Mountain Oasis

Note: \* Location of these sports should be selected with a consideration of environmental aspects to protect the natural and man-made eco-systems. Particularly uncontrolled off-road activities are not appropriate in sand dune area and Chott El Jerid

Source: JICA Study Team

#### a) Implementation and O/M Structure

Private sector will manage the tourist sports attractions as business activities. However, ONTT and other relevant public agencies such as MOE and the municipality, participate in site selection, coordination with the private sector, and

issues license for sports activities. ONTT and the FTAV will also be responsible for promotion of the desert sports.

(5) Tourist Traffic Signs

The standardized tourist traffic signs will be provided both in French and English in the Sahara and Oasis areas for guiding tourists to tourist attractions.

- Provision of signs at the entrance of the cities to show all the attractions and to guide tourists to the specific tourist attractions (Tozeur, Douz, Nefta, Mides, Tamerza, Chebika)
- Provision of signs to show specific attractions at specific sites (eg. Museum, horse carriage ride, information, etc.)

a) Implementation and O/M Structure

Tourist Traffic Direction Signs should show the information prepared by ONTT. ONTT should plan, design and set up these signs in coordination with road management authority of MOEH and the municipality. Maintenance of these signs and boards should carefully be done by ONTT.

(6) Training and Management Program

a) Tour Guide

Local tour guides will be re-trained in order to provide in-depth information at tourist sites. The knowledge level of tour guides should meet the needs of tourists, who are getting more and more demanding.

- Organization of regular seminars to update tour guides' knowledge on the major regional issues (e.g. ecology, dessert, fauna and flora, etc.) by university professors and relevant personnel,
- Provision of foreign language and customs courses by foreign instructors, and
- Provision of training courses for trekking guides, sport instructors and mechanics.

b) Curators

Provision of staff training regarding tourist services and topics for Sahara Oasis World, Sahara Field Museum and camel ride is important for adaptation of the new system. The services include tour guide, display management, and other skills required for O&M work. Training should be conducted separately by the tasks as follows. Training will be provided by ONTT and an O&M entity.

- Museum tour guide training,
- Operation work (display management, facility management, utility management, cleaning), and
- Management work (finance, personnel).

c) Hotel Personnel

Hotel staff will be re-trained in order to handle increased guests in the course of project implementation as well as to upgrade service quality and enhance their guests' satisfaction.

- Enhancement of continuing training courses at ONTT public hotel school in Tozeur for receptionists, cooks, restaurant/bar staff and housekeepers,
- Provision of teachers and facilities of the public schools,
- Invitation of foreign instructors for manager training, and
- Provision of foreign language courses, particularly English.

d) Shopkeepers

- Organization of seminars on manners, etiquette and foreign customs,
- Provision of incentives such as classes free of charge and financial assistance, and
- Provision of management consulting concerning order processing, display, packaging and shipping skills.

#### 14.3.4 Related Projects

Most projects related to this area are for the creation of tourism products, which are proposed mainly by the private sector. Golf course, therapy facility, horseback ride, casino, movie studio are among them. A golf course is already realized and will be completed in 2001, and rest of the projects is still a plan stage.



## 14.4 PACKAGE D: CULTURAL CIRCUITS UPGRADING

### 14.4.1 Rationale

Tunisia is one of the most splendid countries in the world endowed with abundant cultural assets of different eras and different civilizations. It is located at a distance only a few hours away from Europe where the people are always seeking things to learn more.

However, those resources are not well prepared for visitors. Information related to the historical sites, its history, society and ethnology is not conveniently available. Most of sites do not provide minimum requirements of tourists. Thus, most visitors have been disappointed with Tunisia's cultural assets despite of their real value.

Improvement of visitor facilitation as well as of interpretation of cultural assets must be done, if Tunisia wants to increase the overall value of its tourism. It is this package that aims at drastically improving the situation.

### 14.4.2 Objectives

The objectives of this project package are to upgrade cultural sites and to improve access to them, and also to develop culture circuits with specific theme as new and well-organized tourism products by the following measures:

- To improve presentation of the tourist attractions at major cultural sites,
- To provide tourist direction signs at major cultural sites,
- To upgrade visitor facilities at major cultural sites,
- To develop cultural and historic buildings for tourism activities,
- To provide tourist traffic signs to strengthen linkage of selected sites, and
- To improve tourist information service to be obtained more conveniently.

### 14.4.3 Package Components

This "Package D" is composed of three sub-packages according to the origin of circuits, which are Tunis/Carthage, Sousse/Hammamet and Jerba/Tataouine, each illustrated in Figure 14.4.2.

The package is composed of the following components.

#### (1) Tunis/Carthage

- 1-1 Creation of Site Visiting Circuit
- 1-2 Environmental Improvement of Sites
- 1-3 Provision of Tourist Traffic Signs
- 1-4 Improvement of Gateway Information Center
- 1-5 Training and Management Program

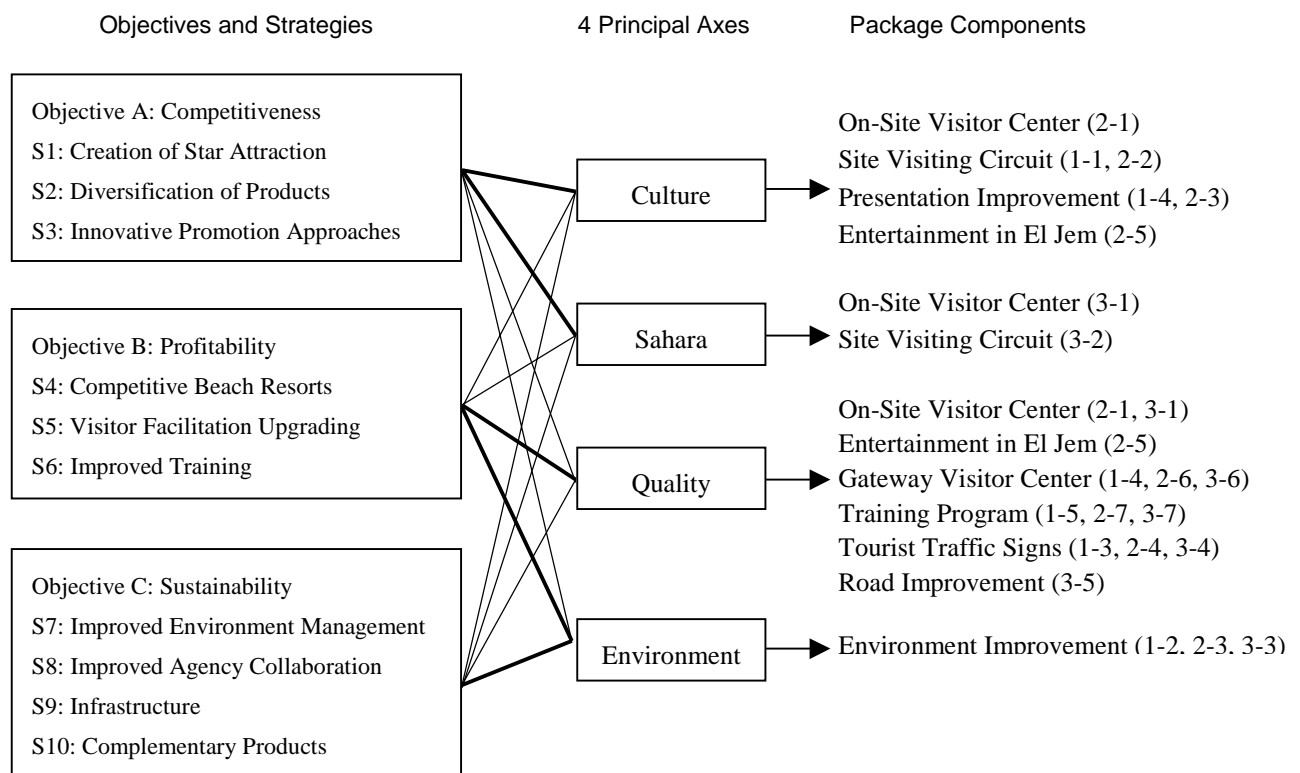
## (2) Sousse/Hammamet

- 2-1 Establishment of On-Site Visitor Center
- 2-2 Creation of Site Visiting Circuit
- 2-3 Environmental Improvement of Sites
- 2-4 Provision of Tourist Traffic Signs
- 2-5 Enhancement of Entertainment in El Jem
- 2-6 Improvement of Gateway Information Center
- 2-7 Training and Management Program

## (3) Jerba/Tataouine

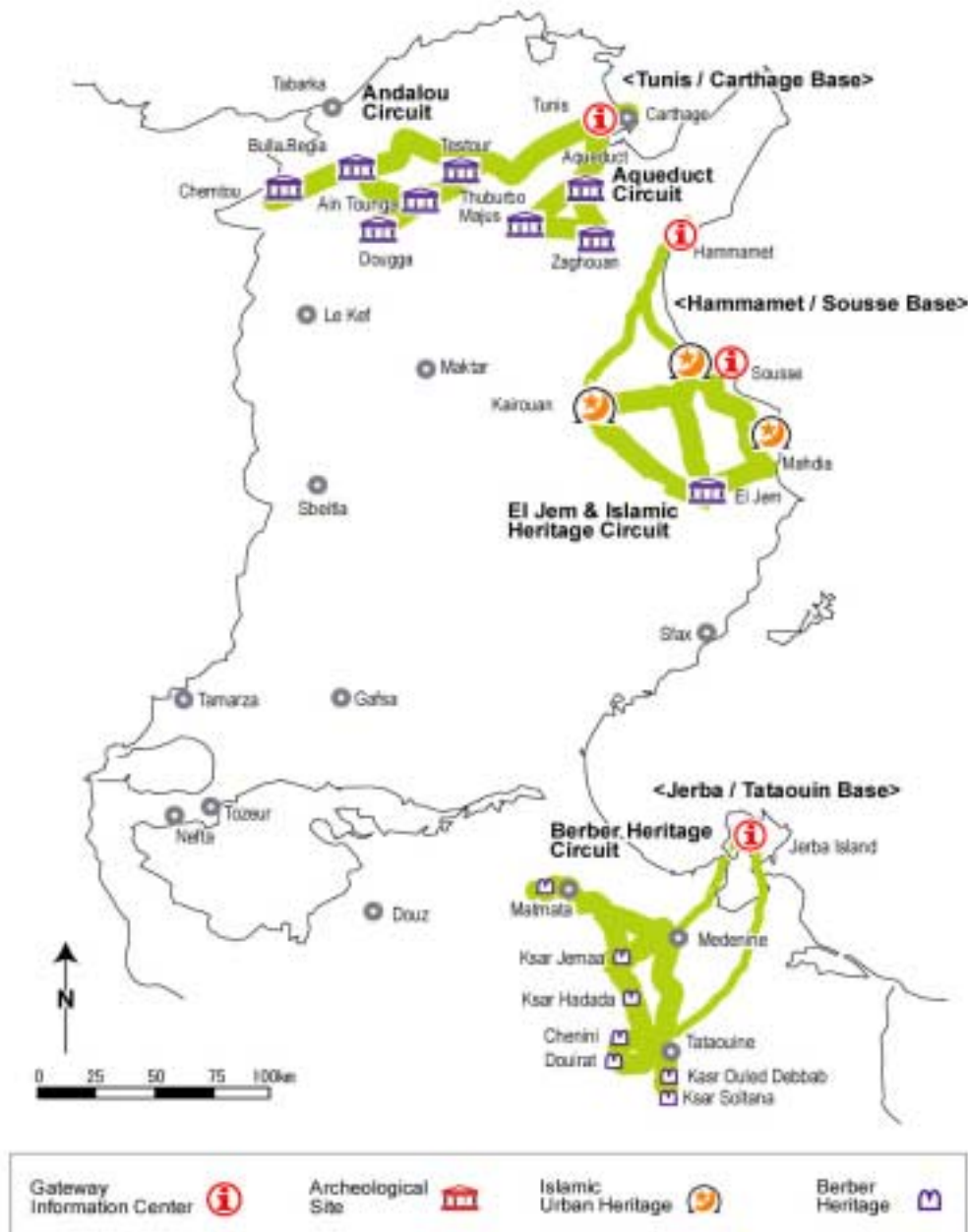
- 3-1 Establishment of On-Site Visitor Center in Tataouine
- 3-2 Creation of Site Visiting Circuit
- 3-3 Environmental Improvement
- 3-4 Provision of Tourist Traffic Signs
- 3-5 Road Improvement
- 3-6 Improvement of Gateway Information Center
- 3-7 Training and Management Program

Figure 14.4.1 Package Components



Source: JICA Study Team

Figure 14.4.2 Package D : Culture Circuit Upgrading



Source: JICA Study Team

(1) Tunis/Carthage Base

The following two circuits will be established.

- 1 Andalous circuit
  - Tunis ~ Dougga ~ Boulla Regia ~ Chemteau ~ Ain Tounga ~ Testour
- 2 Aqueduct circuit
  - Carthage ~ Aqueduct (Mohamedia) ~ Zagouan ~ Thuburbo Majus

This sub-package is composed of the following components (see Figure 14.4.3 for their locations):

1-1) Creation of Site Visiting Circuit

a) Outline

Attractive tourist walking trails will be created with international standard tourist signs and amenities in the archeological sites of Bulla-Regia, Aqueduct and Tuburbo Majus. This component aims at increasing satisfaction level of visitors and includes the following elements:

- Provision of standardized tourist direction signs and interpretative panels,
- Improvement of pavement,
- Provision of resting space with shades, benches, an observatory, etc.,
- Lighting-up of monuments, and
- Production of multilingual informative materials.

b) Presentation Concept

Boull Regia (see Figure 14.4.4)

Boulla Regia is famous as a place where Romans went underground to escape the heat. They built their villas with one stony above ground and another below. There are some underground villas with beautifully preserved mosaic and they are the major attraction at this historic site. Detailed information especially regarding underground villas and mosaic will be provided here.

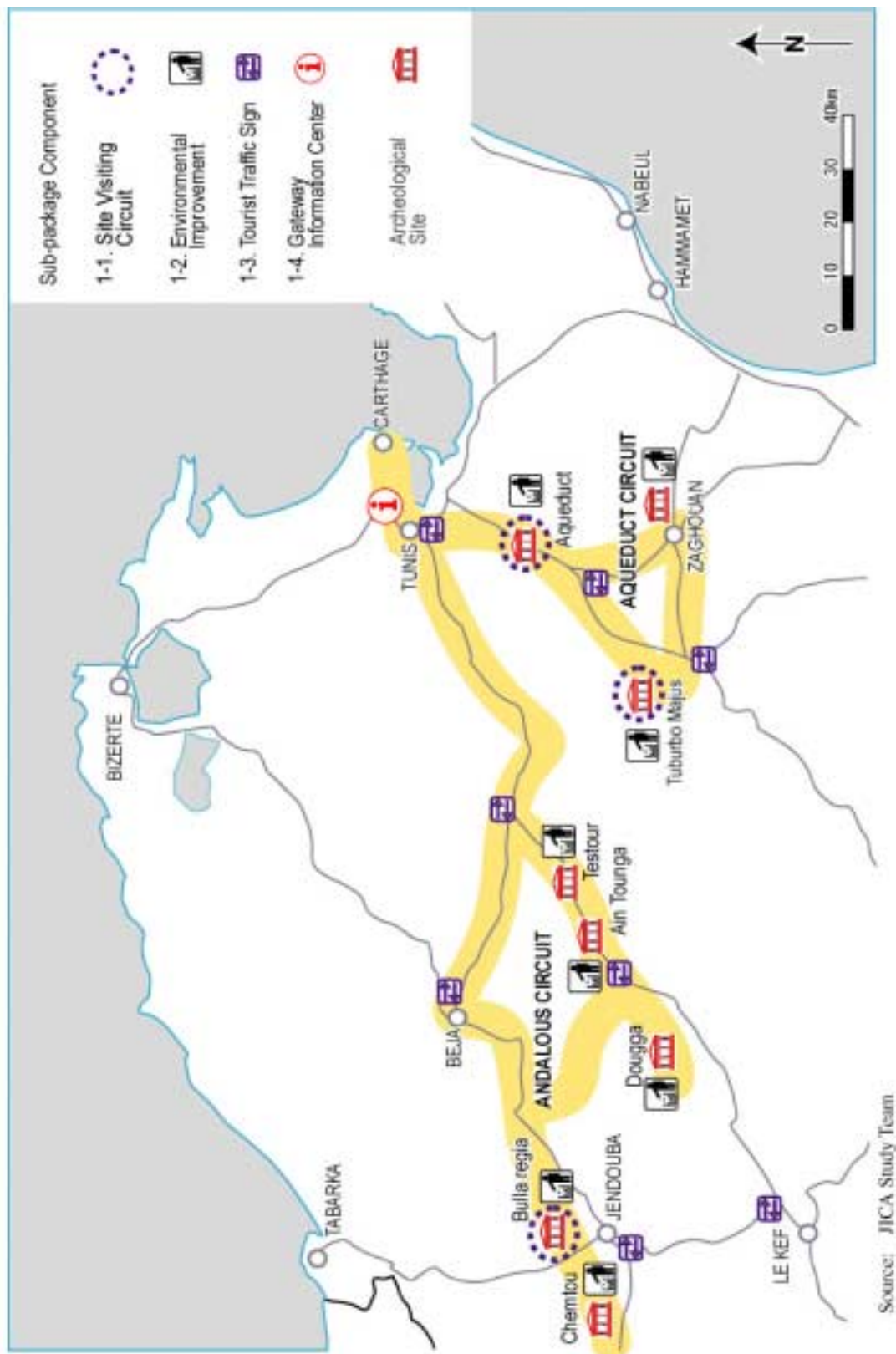
Aqueduct (see Figure 14.4.5)

Part of aqueduct (7.5 km out of 130 km) remains well preserved in Mohamedia, which is about 20 km from Tunis and is located along the major route from Tunis to Kairouan. This site is a very popular tourist spot. The component proposes lighting up this part of aqueduct so that tourists enjoy it even at night. Interpretative panels will be set up nearby photo-points to explain the outline of aqueduct.

Tuburbo Majus

Tububo Majus is a historic site surrounded by large green area. Observatory and rest area should be set up in order to enjoy the beautiful view.

Figure 14.4.3 Cultural Circuite Upgrading : Tunis/Carthage Base



Source: JICA Study Team

c) Implementation and O/M structure

Because the management authority differ from site to site, from facility to facility, it is essential that a single authority, AMVPPC, provide uniformly designed signs and boards, so that tourists can easily find and identify places of interest. Maintenance of these signs and boards will carefully be done by AMVPPC.

1-2) Environmental Improvement (Conservation and Beautification)

Measures for the conservation of cultural heritage and beautification will be undertaken including:

- Re-education of tour guides regarding environmental consideration and management of tourists,
- Through prevention of scribbling on the walls and exhibits by putting up posters and notices,
- Provision of litter boxes at the entrance of major cultural sites,
- Planning and enforcement of toilet cleaning,
- Rise of public awareness of environment by involving local people, for instance, hiring them as “Local Ambassador at Cultural Sites” with the aim of generating local pride and interest in their own culture, and
- Establishment of local environmental guideline at cultural sites.

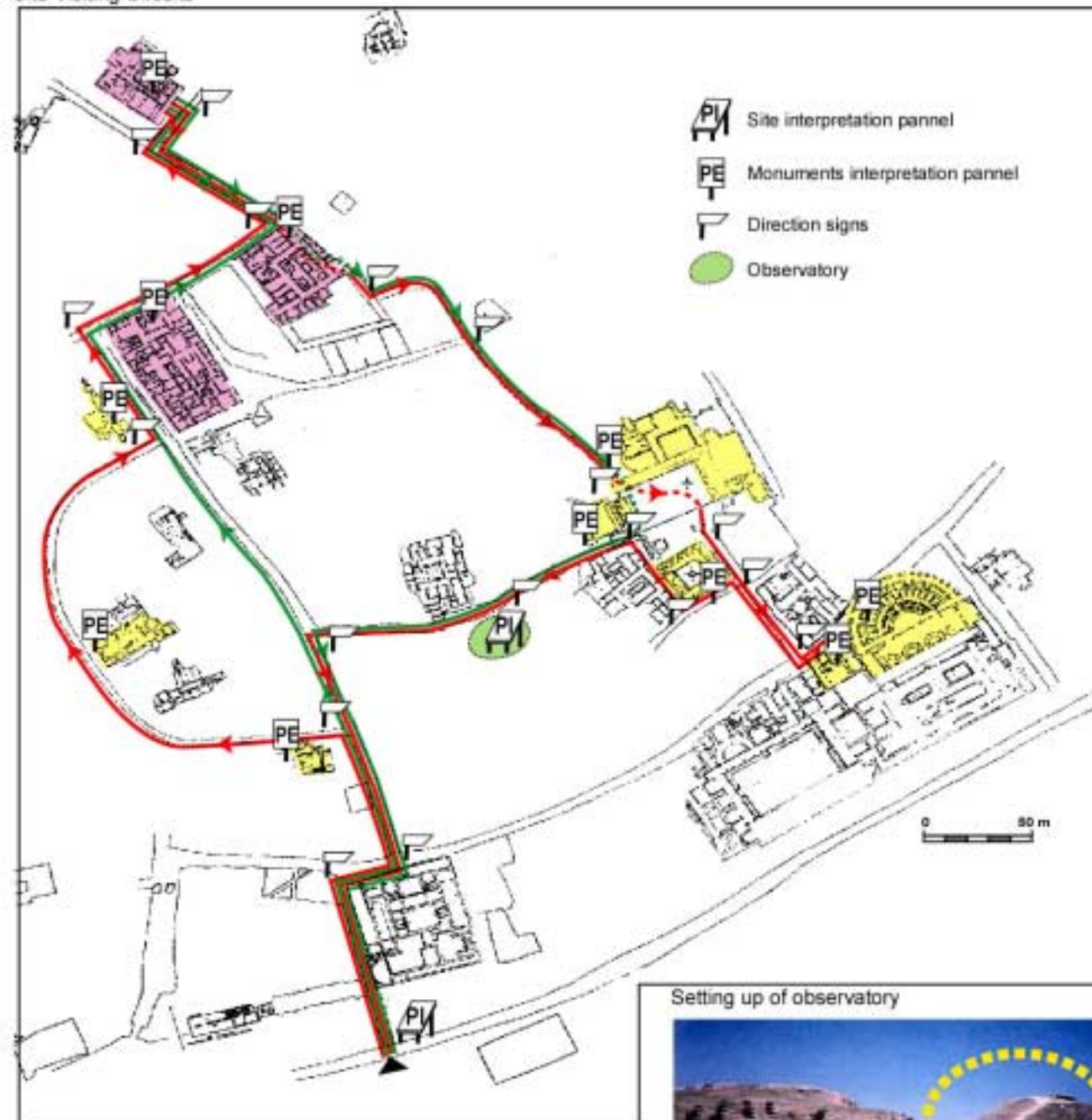
The municipality will take a responsibility for implementing this component. Guide re-training can be undertaken by the municipality in cooperation with ONTT.



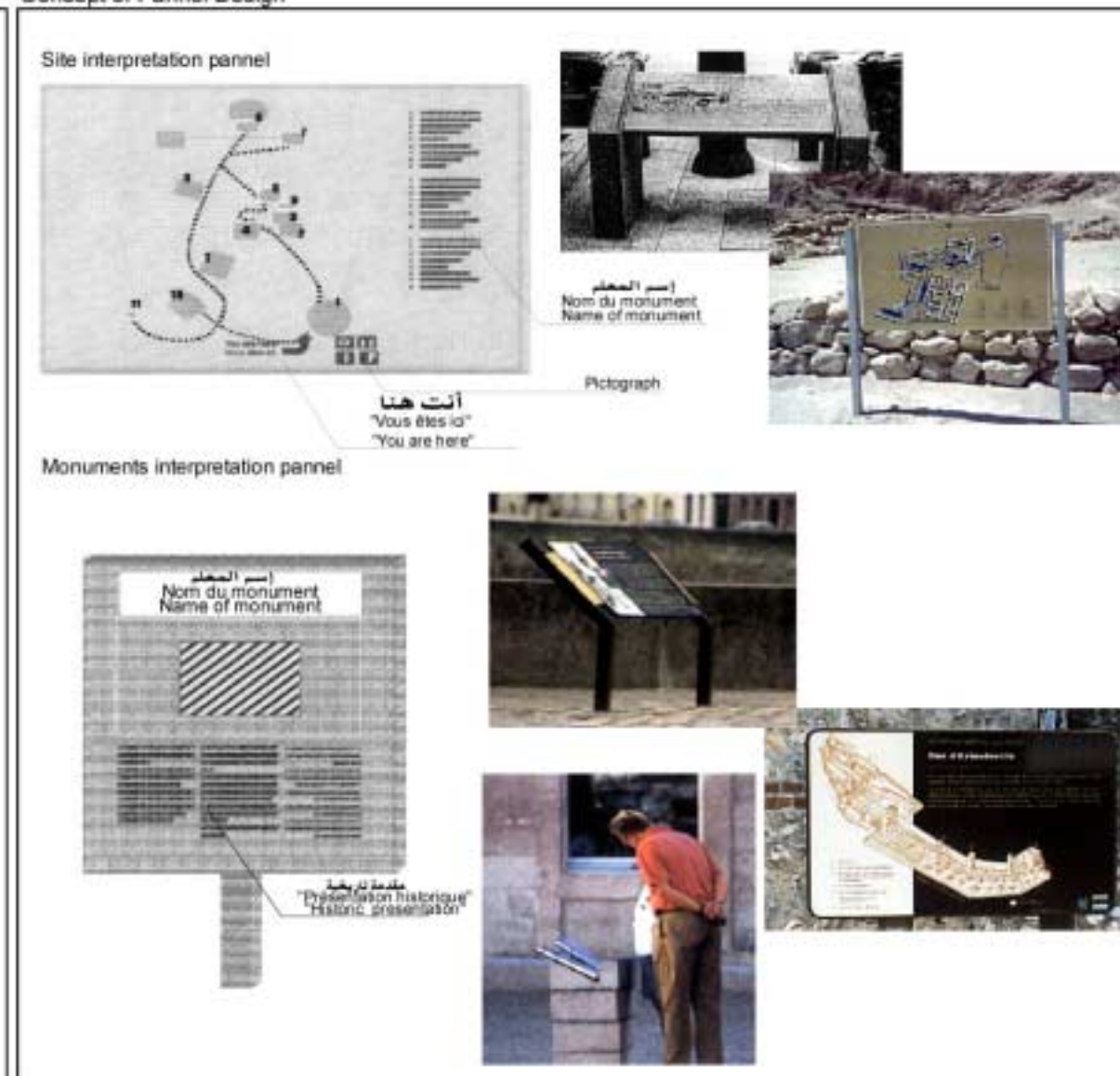


Figure 14.4.4 Creation of Site Visiting Circuit : Bulla Regia

Site Visiting Circuits



Concept of Pannel Design



Setting up of observatory



Source : JICA Study Team





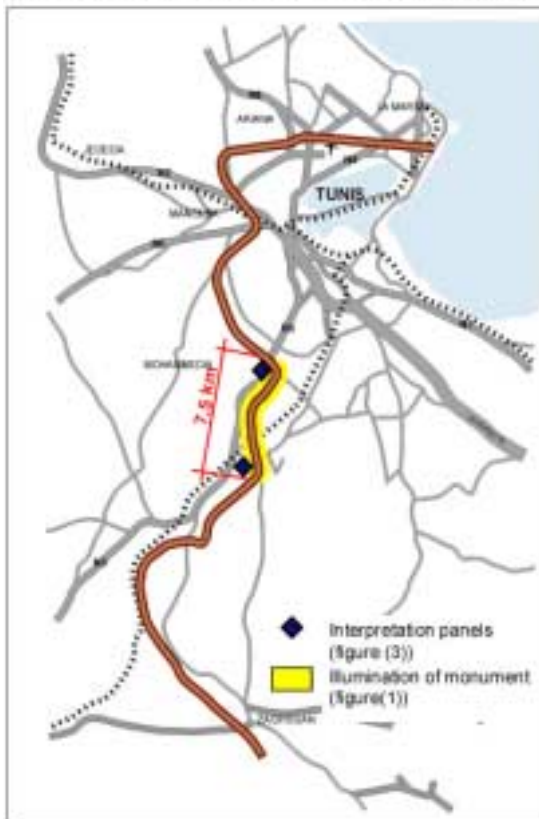
Figure 14.4.5 Creation of Site Visiting Circuit : Aqueduct

(1) Illumination of monument

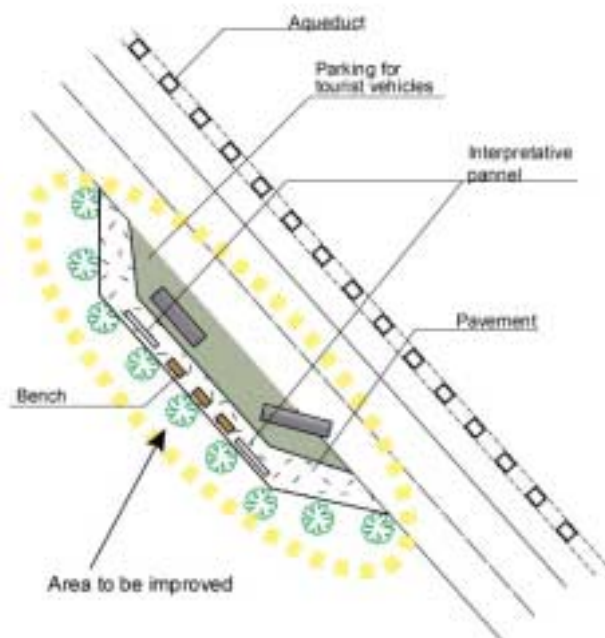


Note: The planned work focuses on illuminating Aqueduct, not including rehabilitation of Aqueduct itself.

(2) Alignment of aqueduct and improvement work area



(3) Interpretation panels installation



Source : JICA Study Team

1-3) Provision of Tourist Traffic Signs (see Figure 14.4.6)

Standardized tourist direction signs will be provided with internationally recognized pictographs, colors, and letters at all necessary junctions and byroads to all the selected sites in order to assure tourists of the correct directions to the sites.

Tourist Traffic Direction Signs should show the information prepared by ONTT. ONTT should plan, design and set up these signs in coordination with road management authority of the municipality. Maintenance of these signs and boards should carefully be done by ONTT.

1-4) Improvement of Gateway Information Center

Services at the Tourist Information Center in Tunis will be improved in order to provide necessary tourist information concerning the tourist circuits.

- Provision of necessary information tools (audio-visual, touch-screen devices, video, etc.), and
- Production and provision of free handout “Circuit Map and Brochure” concerning the created circuits under this package and other existing circuits.

This component will be carried out by ONTT.

1-5) Training and Management Program

a) Tour Guides

Local tour guides will be re-trained in order to provide in-depth information at tourist sites. The knowledge level of tour guides should meet the needs of tourists, who are getting more and more demanding.

- Organization of regular seminars to update tour guides’ knowledge on the major issues at cultural tourist sites (e.g. archaeology, ruins, etc.) by university professors and relevant personnel, and
- Provision of foreign language and customs courses by foreign instructors.

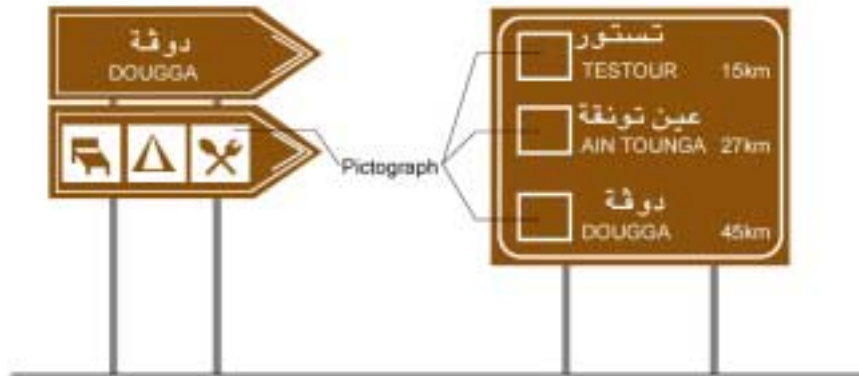
b) Shopkeepers

- Organization of seminars on manners, etiquette and foreign customs,
- Provision of incentives such as classes free of charge and financial assistance, and
- Provision of management consulting related to order processing, display, packaging and shipping skills.

c) Tourist Information Center Staff

- Provision of training on tourist services, and
- Provision of English language training.

Figure 14.4.6 Tourist Road Sign



Example of Other Countries



Source: JICA Study Team

d) Local People

- Provision of training courses (e.g. interpretation of history of cultural sites, local history and nature, foreign languages and customs), and
- Provision of site-specific guide license and uniform after successful completion of the above training courses.

Training programs for tour guides and tourist information staff are to be prepared and conducted by ONTT and those for shopkeepers are to be prepared and conducted by the private sector (commercial union) in cooperation with ONAT. Local people training can be planned and conducted by the municipality.

(2) Sousse/Hamammet Base

The following circuit will be established

El Jem and Islam Civilization circuit

- Sousse/Hammamet ~ Kairouan ~ El Jem ~ Mahdia

This sub-package is composed of the following components (see Figure 14.4.7 for their locations):

2-1) Establishment of On-site Visitor Center (see Figure 14.4.8)

A visitor center with an exhibition space and audio-visual space will be established in the “Colosseum of El Jem” in order to provide necessary tourist information related to the site. Scenes at Colosseum during the Roman era will be reproduced by interpretation devices. The component includes the following:

- Rehabilitation of underground area of Colosseum,
- Provision of necessary modern presentation equipment and interpretative devices (panels, models audio-visual devices, etc.),
- Provision of necessary site-specific information tools (e.g. one-sheet site map leaflet), and
- Provision of staff training regarding tourist services and local history.

The visitor center will be designed, constructed, equipped and then operated by AMVPPC in cooperation with ONTT. It also will provide necessary staff for the operation through continuous staff training program, including tourist services, culture and major foreign languages.

2-2) Creation of Site Visiting Circuit (see Figure 14.4.8)

Attractive tourist walking trails will be created with international standard tourist signs and amenities in the site of El Jem including:

- Provision of standardized tourist direction signs and interpretative panels,
- Improvement of pavement and safety handrails,
- Provision of resting space with shades, benches, an observatory, etc., and
- Production of multilingual informative materials.

Since El Jem is registered as a UNESCO world heritage, placement/establishment of facilities shall be carried out through the close discussions with UNESCO. Above mentioned facilities are considered feasible, based upon the study on various examples in the past as well as upon discussions with the Ministry of Culture.

Because the management authority differ from site to site, from facility to facility, it is essential that a single authority, AMVPPC, provide uniformly designed signs and boards, so that tourists can easily find and identify places of interest. Maintenance of these signs and boards will carefully be done by AMVPPC.

Figure 14.4.7 Cultural Circuits Upgrading : Sousse/Hammamet Base

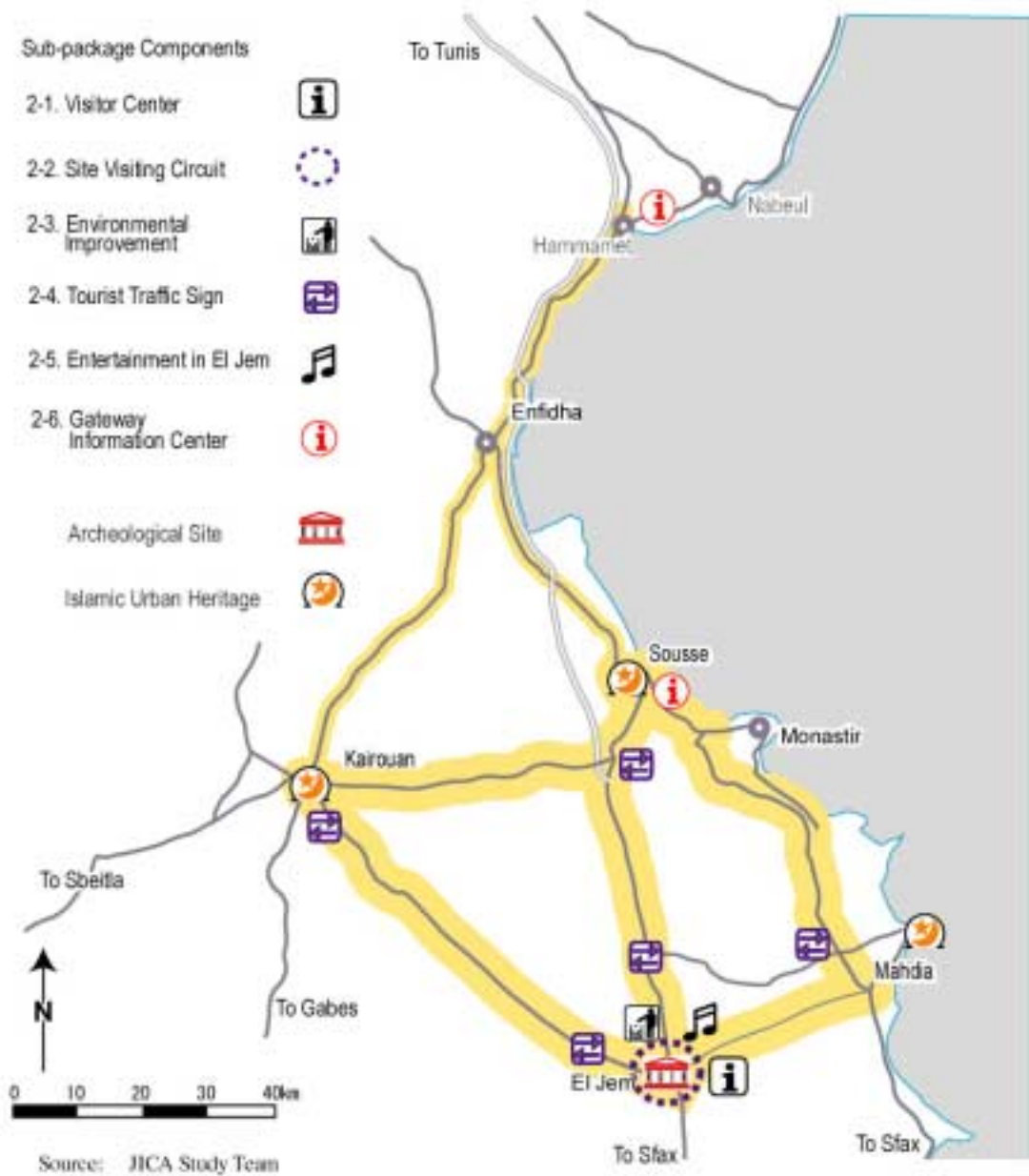
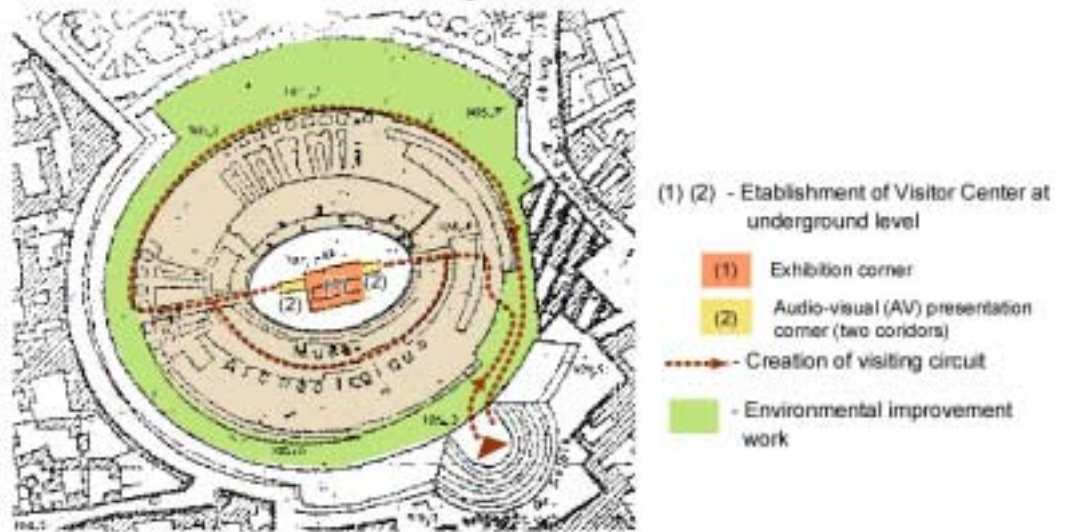




Figure 14.4.8 Establishment of On-site Visitor Center and Creation of Site Visiting Circuit in El Jem



Visitor Center (Underground Areas (1)&(2) in the above figure)

Area(1) Exhibition Corner



Improve and rehabilitate the underground area and set up exhibition

Use underground rooms



Use these rooms for exhibition

Area(2) : AV Presentation Corner

Presentation Images



Use two underground corridors for AV presentation



Themes of AV presentation and exhibition would include history of El Jem and its use in ancient times as well as comparison of colosseums in the world

Source : JICA Study Team



### 2-3) Environmental Improvement (Conservation and Beautification)

Measures for the conservation of cultural heritage and beautification will be undertaken including:

- Re-education of tour guides regarding environmental consideration and management of tourists,
- Through prevention of scribbling on the walls and exhibits by putting up posters and notices,
- Provision of litter boxes at the entrance of major cultural sites,
- Planning and enforcement of toilet cleaning,
- Rise of public awareness of environment by involving local people, for instance, hiring them as “Local Ambassador at Cultural Sites” with the aim of generating local pride and interest in their own culture, and
- Establishment of local environmental guideline at cultural sites.

The municipality will take a responsibility for implementing this component. Guide re-training can be undertaken by the municipality in cooperation with ONTT.

### 2-4) Provision of Tourist Traffic Signs

Standardized tourist direction signs should be provided with internationally recognized pictographs, colors, and letters at all necessary junctions and byroads in Kairouan, El Jem and Mahdia in order to assure tourists of the correct directions to the sites.

Tourist Traffic Direction Signs should show the information prepared by ONTT. ONTT should plan, design and set up these signs in coordination with road management authority of the municipality. Maintenance of these signs and boards should carefully be done by ONTT.

### 2-5) Enhancement of Entertainment in El Jem

- Strengthening of the existing attraction (e.g. enhancement of music festival), and
- Creation of new attraction such as Spectacle Sound and Light Show with lighting effects such as laser beam and sound audio system at Colosseum where the voice narrates historic events and episodes and the light shines on the related spots to the voice.

AMVPPC and the ONTT will take the responsibility for preparation, operation and management of the Sound and Light Show. However, real operation and management of entertainment can be undertaken by a private concessionaire.

### 2-6) Improvement of Gateway Information Center

Services at information centers will be improved in Sousse and Hamammet in order to provide necessary tourist information concerning the tourist circuit

- Provision of necessary information tools (audio-visual, touch-screen devices,

video, etc.), and

- Production and provision of free handout “Circuit Map and Brochure” concerning the created circuits under this package and other existing circuits.

This component will be carried out by ONTT.

## 2-7) Training and Management Program

### a) Tour Guides

Local tour guides will be re-trained in order to provide in-depth information at tourist sites. The knowledge level of tour guides should meet the needs of tourists, who are getting more and more demanding.

- Organization of regular seminars to update tour guides’ knowledge on the major issues at cultural tourist sites (e.g. archaeology, ruins, etc.) by university professors and relevant personnel, and
- Provision of foreign language and customs courses by foreign instructors.

### b) Shopkeepers

- Organization of seminars on manners, etiquette and foreign customs,
- Provision of incentives such as classes free of charge and financial assistance, and
- Provision of management consulting related to order processing, display, packaging and shipping skills.

### c) Tourist Information Center Staff

- Provision of training on tourist services, and
- Provision of English language training.

### d) Local People

- Provision of training courses (e.g. interpretation of history of cultural sites, local history and nature, foreign languages and customs), and
- Provision of site-specific guide license and uniform after successful completion of the above training courses.

### e) Event Manager (Component 2-5)

- Invitation of foreign instructor dealing with Sound & Light show to provide training courses with regard to preparation, operation and maintenance

Training programs for tour guides and tourist information staff are to be prepared and conducted by ONTT and those for shopkeepers are to be prepared and conducted by the private sector (commercial union) in cooperation with ONAT. Local people training can be planned and conducted by the municipality.

## (3) Jerba/Tataouin Base

The following circuit will be provided.

## Berber Heritage Circuit

- Matmata ~ Ksar Joumaa ~ Ksar Hadada ~ Douiet ~ Chenini ~ Ksar el Ferch ~ Ksar Debbab ~ Ksar Ouled Sultane

This sub-package is composed of the following components (see Figure 14.4.9 for their locations).

## 3-1) Establishment of On-site Visitor Center in Tataouine (see Figure 14.4.10, 14.4.11)

An on-site visitor center will be established about 3km from Tataouin toward Chenini, at the starting point of the proposed circuit.

This component proposes production of free handout “Circuit Map and Brochure” concerning the circuit. It also includes staff training regarding tourist services and relevant local information.

## a) Objectives of On-site Visitor Center

- 1 To provide necessary tourist information concerning the Berber site
- 2 To display the Berber-related exhibitions.

## b) Design Concept of Center

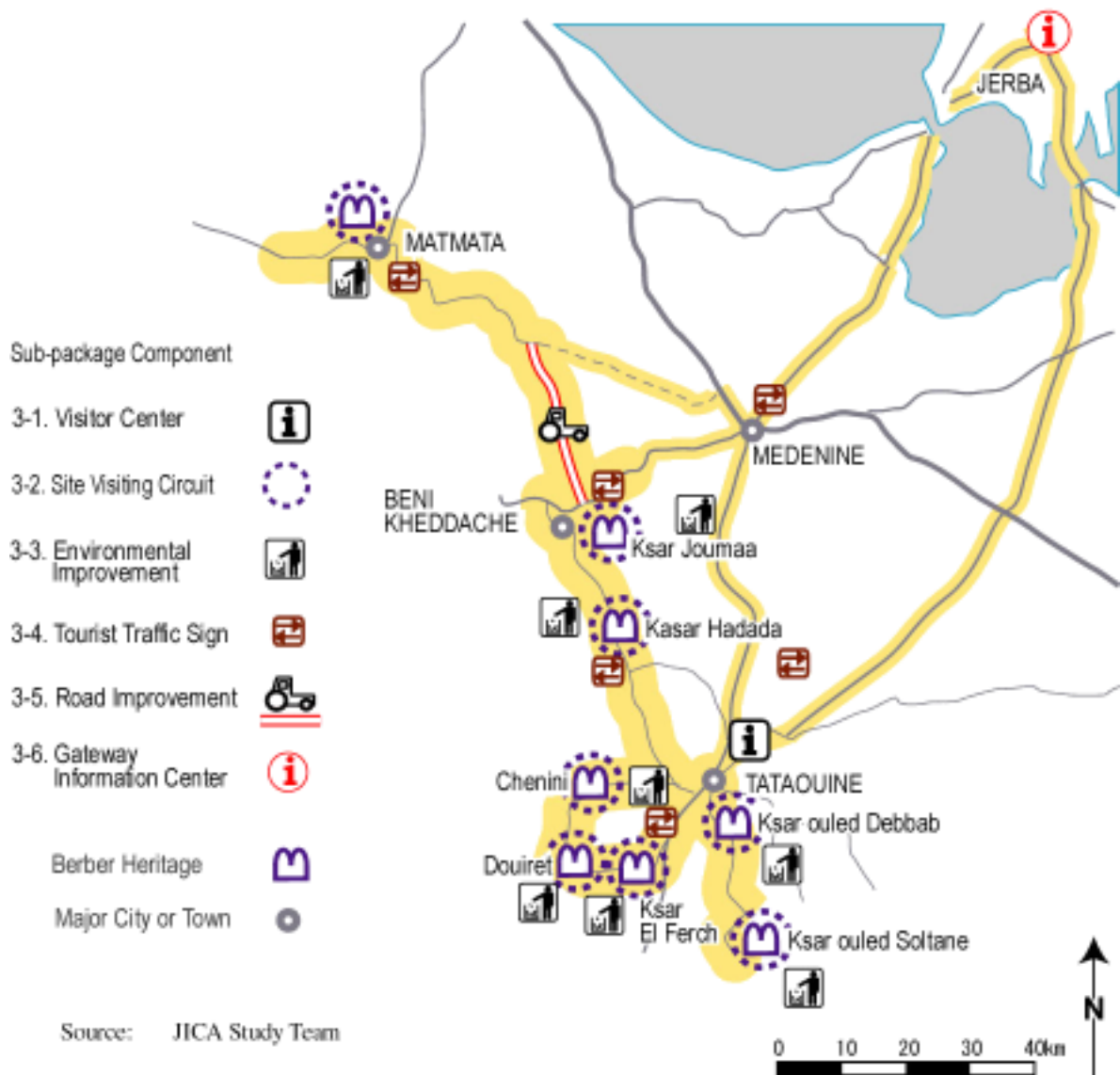
The visitor center has an appearance of ksar style architecture, and will include the functions as shown in Table 14.4.1

Table 14.4.1 Function of On-site Visitor Center

Function	Outline
Ticket office	Ticket sales
Information Corner	Providing necessary guidance for visiting Berber Heritage Circuit - Information counter to provide necessary site-specific information tools (e.g. one-sheet site map leaflet) - Modern presentation equipment and interpretative devices (panels, models, audio-visual devices, touch panel, etc.)
Exhibition (Ksar Museum)	Exhibiting Ksar and Berber life Modern presentation equipment and interpretative devices (panels, models, audio-visual devices, touch panel, etc.)
Audio-visual room	Presenting Berber Heritage Circuit - 5 to 10-minute video program provided constantly on screen.
Salon	Place for relaxation
Office	Syndicat d’initiative Office. Office for tour guides included
Amenity facilities	Clean toilets Kiosk Shop, Cafeteria etc.

Source: JICA Study Team

Figure 14.4.9 Cultural Circuit Upgrading : Jerba/Tataouine Base



c) Presentation Concept

Exhibition

- Origin and utilization of gholfas and ksars
- Berber history and their way of life in this region
- Experience corner (experience of gholfas atmosphere and understanding of its functions in a real-sized gholfas replica)

Audio-Visual Room

- Outline of Berber Heritage Circuit with scenic points
- Site-specific information of each Ksar/Gholfas

d) Implementation and O/M Structure

This component will be implemented by ONTT in close cooperation with Tataouine based Syndicat d'Initiative which actually operates a small museum in the region.

3-2) Creation of Site Visiting Circuit

Attractive tourist walking trails will be created with international standard tourist signs and amenities at each site of the proposed circuit including:

- Provision of standardized tourist direction signs and interpretative panels,
- Provision of toilets and kiosks at the selected sites where daily maintenance is available.

The component is to be managed by Sydicat d'Initiative. The maintenance of tourist amenity can be carried out by the private concessionaire.

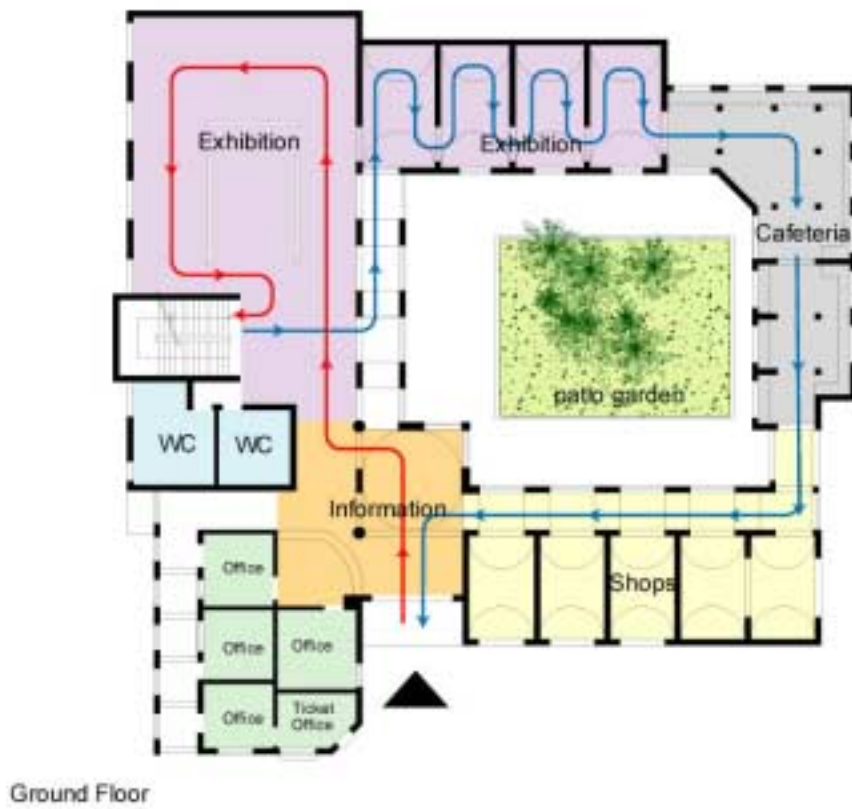
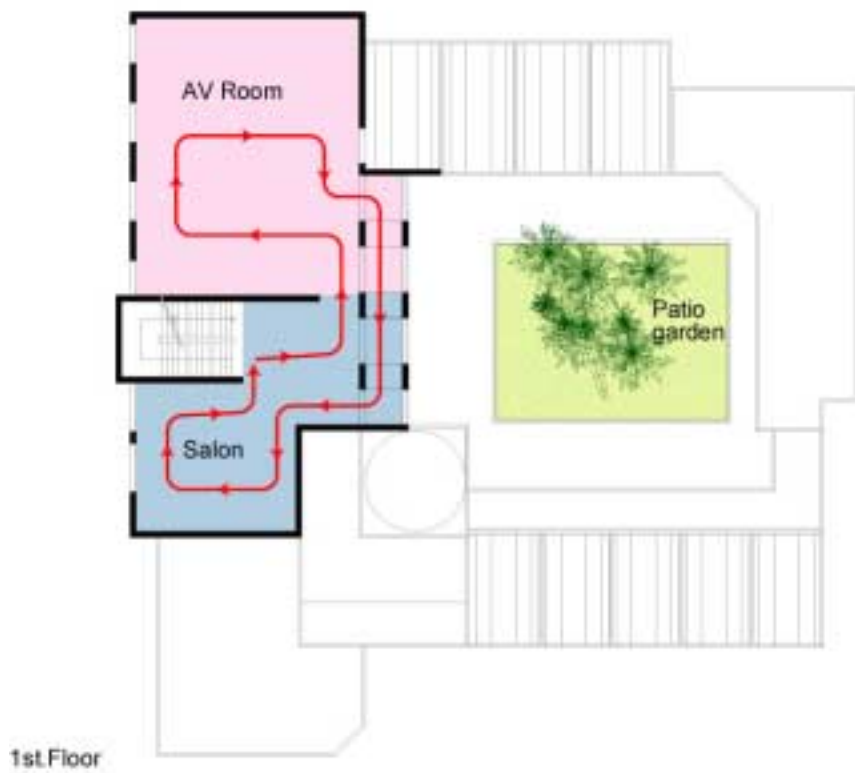
3-3) Environmental Improvement (Conservation and Beautification)

Measures for the conservation of cultural heritage and beautification will be undertaken including:

- Re-education of tour guides regarding environmental consideration and management of tourists,
- Through prevention of scribbling on the walls and exhibits by putting up posters and notices,
- Provision of litter boxes at the entrance of major cultural sites,
- Planning and enforcement of toilet cleaning,
- Rise of public awareness of environment by involving local people, for instance, hiring them as "Local Ambassador at Cultural Sites" with the aim of generating local pride and interest in their own culture, and
- Establishment of local environmental guideline at cultural sites.

The Sydicat d'Initiative will take a responsibility for implementing this component. Guide re-training can be undertaken by the municipality in cooperation with ONTT.

Figure 14.4.10 Tataouine Visitor Center 1

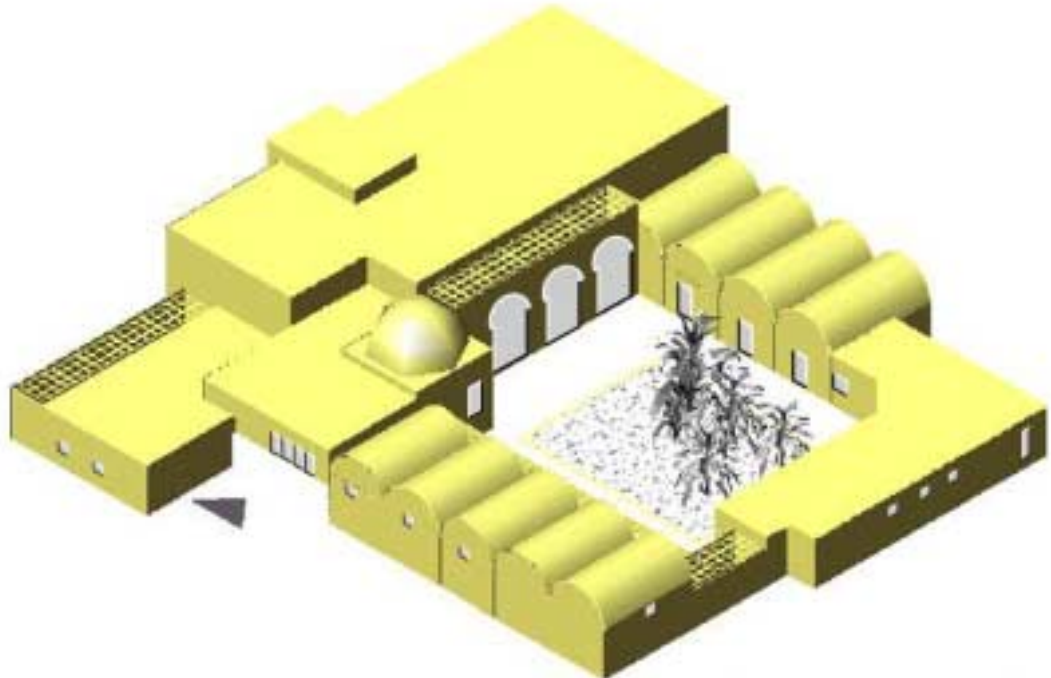


Source : JICA Study Team

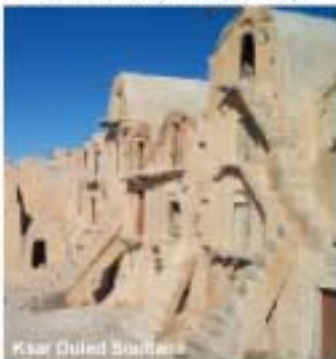


Figure 14.4.11 Tataouine Visitor Center 2

Example of Visitor Center's Image



Berber Heritage Sites : Main Themes of the Visitor Center



Source : JICA Study Team

### 3-4) Provision of Tourist Traffic Signs

Standardized tourist direction signs will be provided with internationally recognized pictographs, colors, and letters at all necessary junctions and byroads in all the selected sites in order to assure tourists of the correct directions to the sites. In addition, access road will be improved particularly in Jamaa and Debbab area.

- Provision and posting of standardized tourist road signs, and
- Approach road improvement,

Tourist Traffic Direction Signs should show the information prepared by ONTT. ONTT should plan, design and set up these signs in coordination with road management authority of the municipality. Maintenance of these signs and boards should carefully be done by ONTT.

### 3-5) Road Improvement (see Figure 14.4.12)

#### a) Tataouine-Matmata road improvement

To connect strategically a missing link between the two tourist cores in the south region, the Tataouine-Matmata road will be improved. With this improvement, Berber culture circuit will be able to include pit dwellings around Matmata and diversify the regional attraction. In addition, there are several shooting sites of famous films such as “Star Wars” within the region.

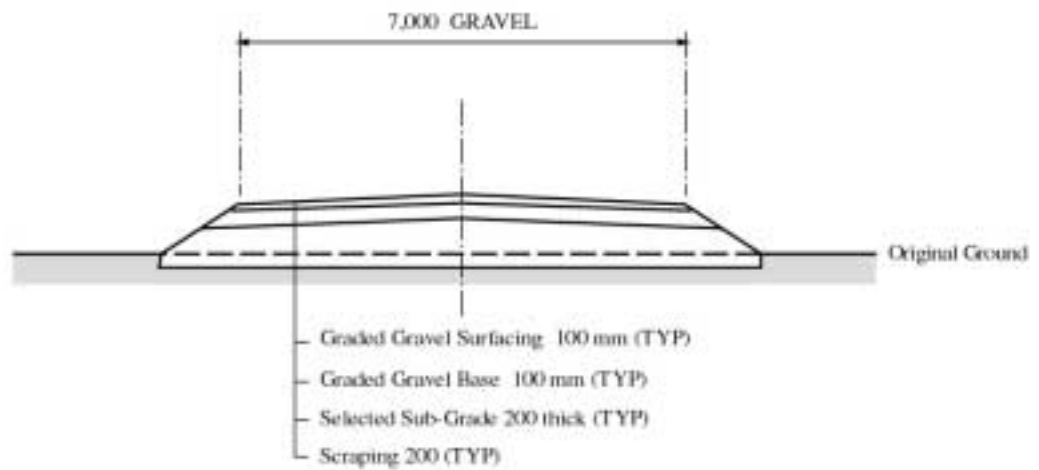
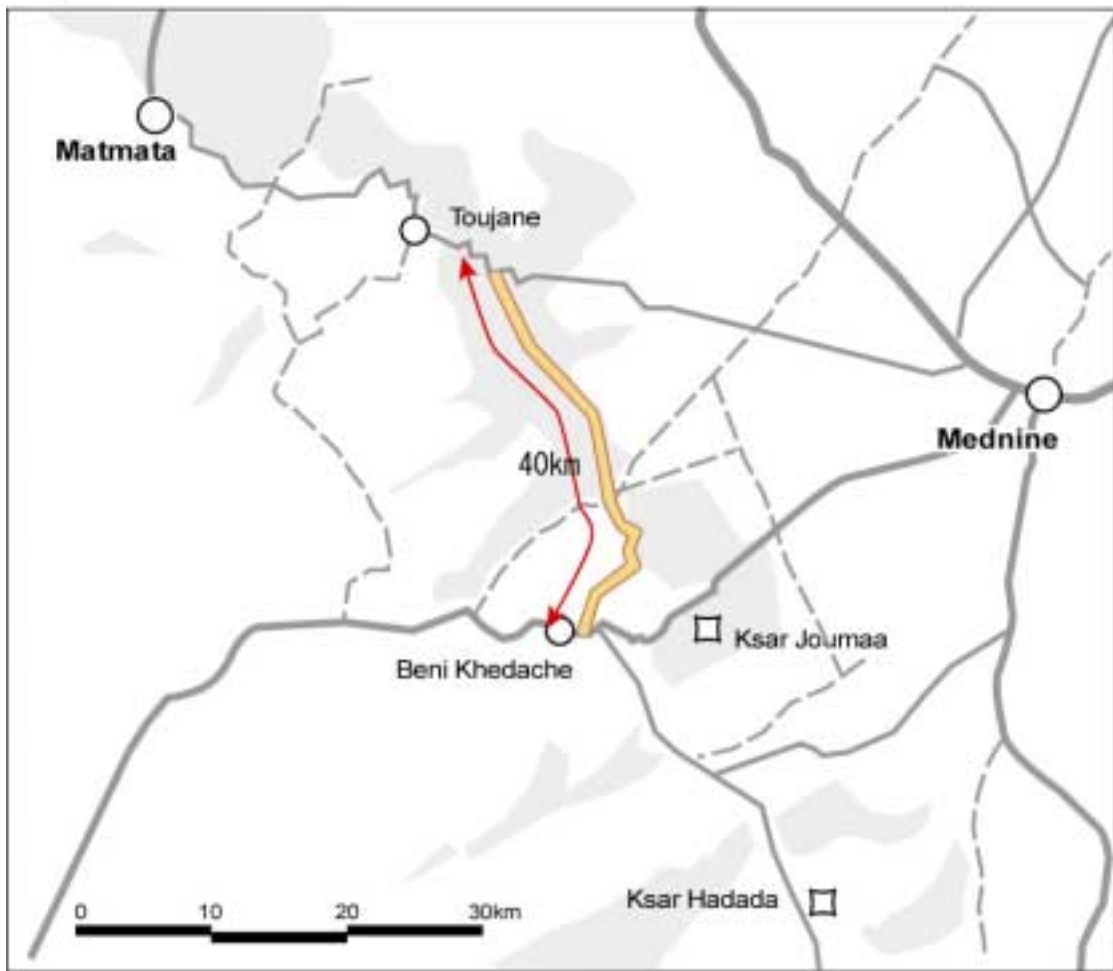
Route 104 connecting Matmata and Medenine is already included national plan for road improvement. It will be enlarged and re-paved by the next year. However, the section of Ksar Joumaa-Taujane with a distance of 40 km, which is important for the tourists from Tataouine to Matmata, is not fully paved. Therefore, improvement of this section is needed (40 km long and 7m width).

This connection also contributes to enhance a significant tourist flow of Jerba-Tataouine-Matmata-Douz. Berber culture circuit expects some of 150 existing Ksars be developed for tourism and commercial activities in the near future. Even though the private sector shall undertake these projects, the public sector can strongly facilitate them by improving access roads to Ksars, mountain villages, and pit dwellings.

The executing and operation agency for this issue depends on the road status. The Ministry of Equipment and Housing will implement the national road construction, while improvement of municipal roads will be improved by the municipalities.



Alignment Plan



Source: Equipe d'étude JICA

### 3-6) Improvement of Gateway Information Center

Majority of visitors to this Berber culture region is expected from the established tourist core of Jerba. In order to induce tourists, services at information centers should be improved in Jerba in order to provide necessary tourist information concerning the Ghorfa and Ksar circuit

- Provision of necessary information tools (audio-visual, touch-screen devices, video, etc.), and
- Production and provision of free handout “Circuit Map and Brochure” concerning the created circuits under this package and other existing circuits.

This component will be carried out by ONTT.

### 3-7) Training and Management Program

#### a) Tour Guides

Local tour guides will be re-trained in order to provide in-depth information at tourist sites. The knowledge level of tour guides should meet the needs of tourists, who are getting more and more demanding.

- Organization of regular seminars to update tour guides’ knowledge on the major issues at cultural tourist sites (e.g. archaeology, ruins, etc.) by university professors and relevant personnel, and
- Provision of foreign language and customs courses by foreign instructors.

#### b) Shopkeepers

- Organization of seminars on manners, etiquette and foreign customs,
- Provision of incentives such as classes free of charge and financial assistance, and
- Provision of management consulting related to order processing, display, packaging and shipping skills.

#### c) Tourist Information Center Staff

- Provision of training on tourist services, and
- Provision of English language training.

#### d) Local People

- Provision of training courses (e.g. interpretation of history of cultural sites, local history and nature, foreign languages and customs), and
- Provision of site-specific guide license and uniform after successful completion of the above training courses.

Training programs for tour guides and tourist information staff are to be prepared and conducted by ONTT and those for shopkeepers are to be prepared and conducted by the private sector (commercial union) in cooperation with ONAT.

Local people training can be planned and conducted by the municipality.

#### 14.4.4 Related Projects

The following components are not included in this project package since the same or similar plans have been designed by other donor agencies. However, they are important elements to complement this project package and are desirable to concurrently be implemented.

1 Dougga

Visitor circuit plan and visitor center improvement are prepared by the World Bank.

2 Testour

Visitor circuit plan and visitor center improvement are prepared by the Spanish Government.

3 Aqueduct and Zagouan

Establishment of a museum featuring water and aqueduct is planned by the Ministry of Environment and Land Planning.

4 Southern Villages

Small efforts have been made to utilize Ksars, Ghorfas, mountain villages, and pit dwellings for commercial purposes such as inns, cafés, and shops. However, these investments were not big enough to make an enormous impact.

The following proposals will surely upgrade the service and product qualities and eventually raise tourists' satisfaction. They can be handled by private sector.

5 Promoting Auto Rentals

It is recommended that a detailed study be carried out on the appropriateness of the following measures.

- Reduction in the customs duties imposed on improved vehicles for rent,
- Liberalization of the vehicle import control.

In addition, issues including the insurance coverage, its affordability, and other financial and legal aspects of the auto insurance (e.g. the affordability of credit card coverage for liabilities guarantees), and availability of 24-hour roadside assistance nationwide to ensure safety shall be studied.

6 Souvenir Development

This program is intended to innovate and develop quality souvenirs and handicrafts attractive and marketable to discerning foreign tourists, which is badly needed in Tunisia. A "demand driven" approach should be employed

to satisfy their needs and preference. The private sector such as artisans and souvenir shops can cooperate with ONAT.

- Analysis on the types of products, partly taking into account the traditional and cultural features of the existing Tunisian souvenirs and handicraft.

## **14.5 PACKAGE E: IMPROVED COMPETITIVENESS FOR BEACH RESORT**

### **14.5.1 Rationale**

Tunisia has an enormous potential for further developing beach resorts with its abundant coastal resources. Currently, Tunisia is generally perceived as a budget destination, which is among the major causes for the low levels of tariffs and the generally weak financial performance of the hotel industry of the country. In addition, major competing destinations in the Mediterranean region are rapidly undertaking beach resort development and expanding their accommodation capacity, largely of high-standard hotel units. Under this highly competitive environment, Tunisia should reposition its image as a beach resort destination, thereby attempting to increase tourist receipts and enhance the profitability of the tourism industry. Creating world-class resorts as well as improving the quality-price balance of the existing ones will be an effective way to achieve this.

### **14.5.2 Objectives**

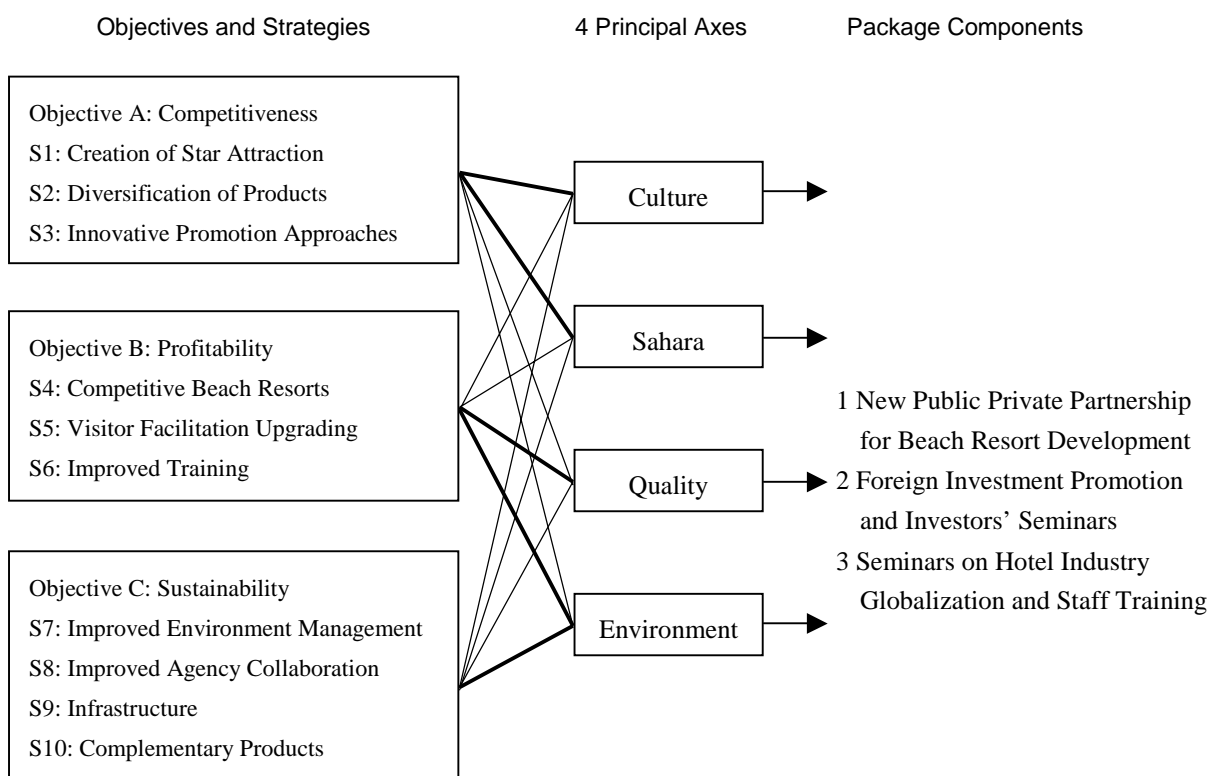
The objective of this package is to transform the Tunisian beach resorts into ones competitive enough vis-à-vis all the competing destinations not only in the Mediterranean basin but also in the world. The package aims at elaborating world-class beach resort development plans and attracting well-recognized international resort developers and operators for creating world-class resorts that will symbolize the repositioning of Tunisia's beach products. The package also aims at improving service quality of existing hotels, and strengthening strategic, managerial and operating capabilities of hotel owners and managers.

### 14.5.3 Package Components

This package of programs is composed of the following components to be undertaken with the technical assistance from consultants selected through international competition:

- 1 Introduction of a new public-private partnership mechanism for beach resort development
- 2 Foreign investment promotion and investors' seminars
- 3 Seminar series of hotel industry globalization and hotel staff training

Figure 14.5.1 Package Components



Source: JICA Study Team

(1) Introduction of a new public-private partnership mechanism for beach resort development

This program is to introduce “a highly competitive process” for planning and development of tourist zones or smaller-scale resort sites in order to create world-class “model” beach resorts. The important feature of this program is to infuse, through competition, the world’s most sophisticated beach resort development expertise, thereby re-orienting Tunisia’s investment community in support of high-quality product design, development and management techniques successful elsewhere, and improving environmental settings. This potential has been under-explored in Tunisia, while competing countries in the Mediterranean basin have been exploiting such opportunities and attempting to develop beach products for the up-market. There are many successful examples in the world, even environmentally damaged sites (e.g., industrial zones, mines, etc.) that were successfully rehabilitated through tourism development and converted to beach products for the up-market.

The proposed process featured by three steps of competition is outlined in Figure 14.5.2 and summarized as follows (the numbers of the steps below correspond to those in the figure):

a) Steps (1)-(3):

Employ consultants through *international competition* who will assist ONTT/AFT to select, for the development of an entirely new beach tourism product, the model zones/sites attractive enough to the world’s most sophisticated resort developers and operators, and will draw up conceptual development plans and development framework appropriate for such development, along with a pre-feasibility study to be carried out for the proposed resorts. Environmentally sensitive and/or deteriorated sites shall be included in the model zones/sites to be selected, thereby creating a model case introducing advanced environmental management techniques. (These consultants will also provide technical assistance in the subsequent steps.)

b) Steps (4)-(7):

Identify potential investors (as master developers) *internationally* that are experienced in developing high-standard, sophisticated beach resorts elsewhere, who will undertake detailed designing of the zones/sites taking into account the carrying capacity of the zones/sites, financing arrangements, environmental management plans, land and infrastructure developments, and sales of the developed plots to investors in hotels and other facilities to be located on the sites. These master developers will submit a proposal including proposed site and product designs, environmental management plans, financing and business plans, and implementation structures (that includes organizational structure for implementation), based on which the most capable developers will be selected on a *competitive* basis.

c) Steps (8)-(9):

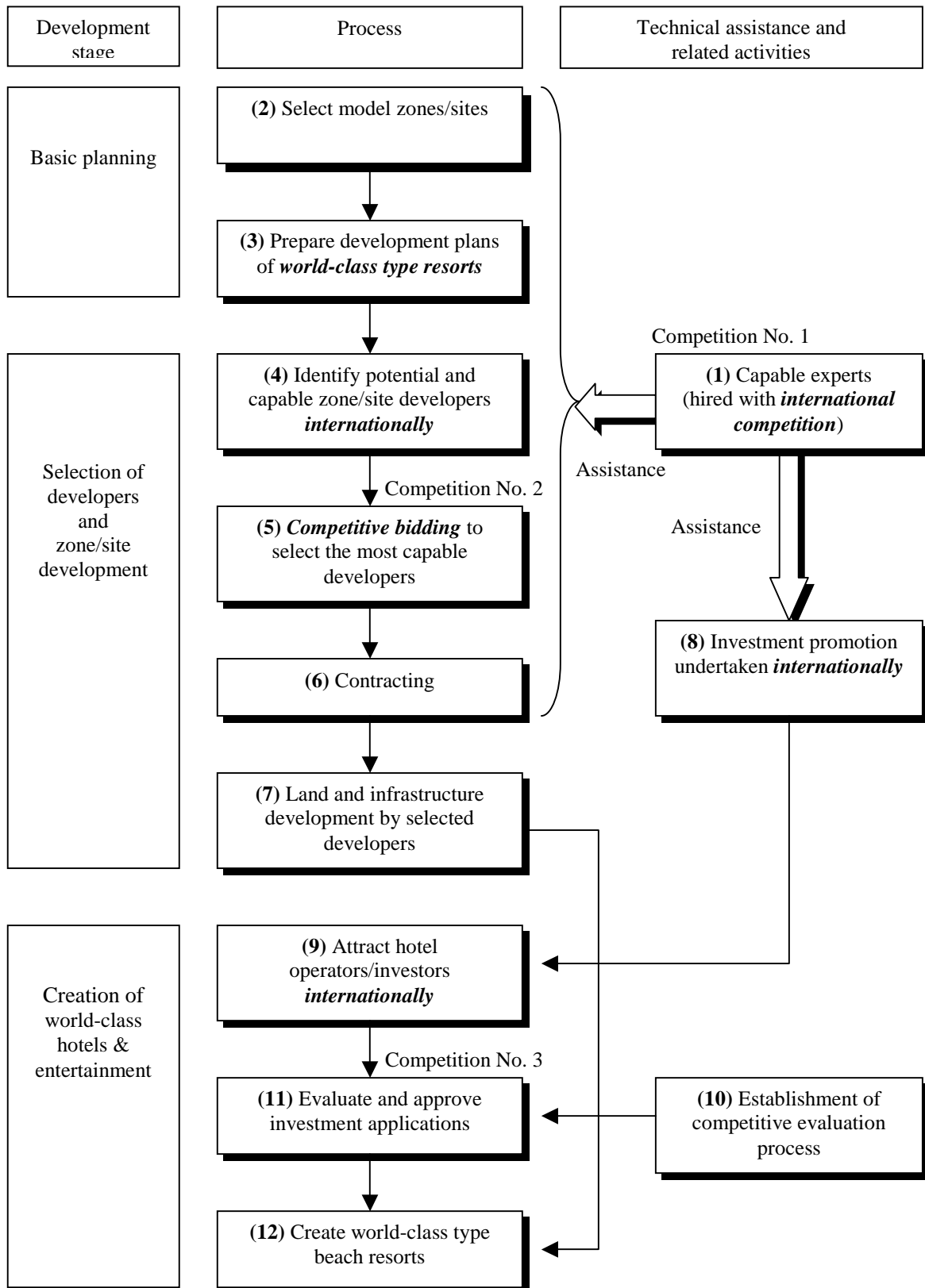
Attract well-recognized *international* hotel operators/investors through active foreign investment promotion efforts to be undertaken internationally (see the next program below for foreign investment promotion)

d) Steps (10)-(12):

Evaluate *competitively* the investment applications for hotels and other facilities and activities based on well-established zone/site-specific approval criteria, which will be followed by actual development and the creation of world-class beach resorts.



Figure 14.5.2 Creation of World-Class Type Resorts with Highly Competitive Process



Source: JICA Study Team

It is recommended that this competitive process be employed at least for the zones/sites to be developed targeting the up-market. It is thus necessary to review and examine the potential of new tourist zones currently under planning, as well as identify smaller-scale sites across the country that will be attractive enough to foreign investors willing to create resorts for the up-market. Therefore, the first step of this program is to classify the zones/sites, for example, into the types below, of which the above competitive process is to be used at least for the category for the up-market.

Table 14.5.1 Example of Beach Resort Types and Development Process to be Used

Target market		Sites (indicative)	Process to be used
Class	Mass/more specific segments (differentiated)		
Up-market	Mass	Tourist zone A1 Other sites B1 and B2	<b>Proposed competitive process</b>
	Differentiated	Sites C1 and C2	
High-middle	Mass	Tourist zones D1 and D2	<b>Proposed competitive process for some of the sites/zones</b>
	Differentiated	Sites E1 and E2	
Middle	Mass	Tourist zones F1 and F2	Conventional-type development (by domestic developers), but with more use of competition
	Differentiated	Site G	
For domestic market	Mass	Sites H1 and H2	Conventional-type development
	Differentiated	Site I	

Source: JICA Study Team

AFT and ONTT will be primarily responsible for this program in coordination with other agencies concerned with the tourist zone development.

(2) Foreign investment promotion and investors' seminars

As an integral part of the efforts to create world-class resorts described above, active investment promotion will be undertaken in order to attract foreign investors, well-recognized international resort developers and operators, with the program consisting of the following:

Prepare a booklet or a guide (in languages that should include English) that provides the information below in a visually attractive and easy-to-read format:

- Tourism investment opportunities in Tunisia (including those related to the model zones/sites described above),
- Tourism investment procedures,
- Investment incentives, and
- Relevant laws and decrees.

Hold investors' seminars at major investment capitals in Europe and the Middle East (possibly in the United States as well) as well as in Tunis to publicize the above information

Disseminate the above information with the internet-based tool (a web site) which will be updated frequently as new information comes in and the planning and development work progresses

Set up a help desk within AFT to swiftly respond to the inquiries on the tourism investment in Tunisia

AFT and ONTT (including the overseas offices of ONTT) will be primarily responsible for this program in coordination with other agencies concerned with the tourist zone development.

(3) Seminar Series of Hotel Industry Globalization and Hotel Staff Training

A series of hotel staff training programs will be held for hotel owners, managers, and non-managerial staff in order to upgrade the managerial capabilities and service quality to world-class standard. This program may be planned by ONTT and Tunisian/foreign experts together with FTH. Hotel staff training program includes the following measures.

Specific training programs are shown in Table 14.5.2 according to target trainees. They aim to re-train approximately 10% of each trainee category in five years and are to be held in low seasons.

Table 14.5.2 Training Programs

	No. of Trainees	No. of Seminars	Training Site	Seminar Duration	Contents
Management	100	2/year	Tunis/Hammamet, Sousse/Kairouan, Jerba	2 weeks	Hotel management, Marketing/promotion, Development of world hotel industry, Staff training
Reception	400	4/year	Tunis/Hammamet, Sousse/Kairouan, Jerba	1 week	Guest handling skills, Foreign languages and customs
Cuisine	800	4/year	Tunis/Hammamet, Sousse/Kairouan, Jerba	1 week	Cooking techniques, Standard western cuisine, Oriental cuisine
Restaurant /Bar	1000	4/year	Tunis/Hammamet, Sousse/Kairouan, Jerba	1 week	Guest handling skills, Foreign languages and customs
Housekeeping	1000	4/year	Tunis/Hammamet, Sousse/Kairouan, Jerba	3 days	Cleaning techniques

Source: JICA Study Team

a) Roles of ONTT

- Enhancement of the existing continuing training courses at public hotel and tourism schools in each site for the above seminars,
- Provision of teachers and facilities for relevant courses,
- Coordination with FTH for the use of staff (as a teacher) and facilities (e.g. kitchens, bars, reception, rooms, etc.) of FTH member hotels, and
- Coordination with consultants.

b) Roles of Consultant

- Elaboration and preparation of manuals and materials (e.g. videos) for seminars according to the international standards as well as Tunisia's needs,
- Organization of seminars for staff of each level by using the above training manuals and materials, and
- Provision of foreign language courses, particularly English which is required to effectively communicate with non-French-speaking tourists.

Table 14.5.3 Implementation Structure

Component	Implementing Organization
Introduction of a new public-private partnership mechanism for beach resort development	AFT/ONTT
Foreign investment promotion and investors' seminars	ONTT/AFT
Hotel Staff Training	ONTT/FTH

Source: JICA Study Team

The entire programs should be assisted by a team of international experts, with the following professional skill areas, at minimum, required to implement the programs:

- Project director/manager
- Tourism marketing analyst
- Economist
- Land use planner
- Architect
- Civil engineer
- Cost estimator
- Environmental planner/engineer
- Financial analyst
- Financial advisor
- Institutional/legal specialist
- Tourism/investment promotion specialist
- Training and human resources development specialist
- Hotel management specialist

## **14.6 PACKAGE F: MICE TOURISM PROMOTION**

### **14.6.1 Rationale**

The MICE tourism is the tourism related to meetings, incentives, conventions and exhibitions. The clientele of this market includes wives, husbands or children accompanied by the participants. Usually, they are highly educated and wealthy enough to spend time and money for various activities: cultural site visits, sports, entertainment and spectacles, beauty saloon and thalassotherapy, etc. The organizers of MICE tend to choose locations satisfying these demanding clientele.

Tunisia is certainly one of the most suitable places for the MICE tourism. The European giant market exists only a few hours away. Tunisia is endowed with abundant cultural and natural resources. Its accommodation facilities and infrastructure are well developed through continuous tourism development since 40 years. In addition, safety and medical technology are of most advanced level.

Furthermore, the MICE tourism has great potential to reduce seasonal fluctuation of demand from which Tunisia is suffering. Successful promotion of MICE tourism will bring stabilized profitability. There is no reason to hesitate promotion of more MICE tourism.

However, to begin with, it is necessary to approach the market carefully and efficiently. As the MICE tourism is integration of various tourist services, its approach is much more difficult than that of beach tourism. An integral effort among ONTT, TCB and tourism industry is essential.

### **14.6.2 Objectives**

The objective of this package is to strengthen Tunisia's marketing capability for MICE markets in mainly Europe by the following measures:

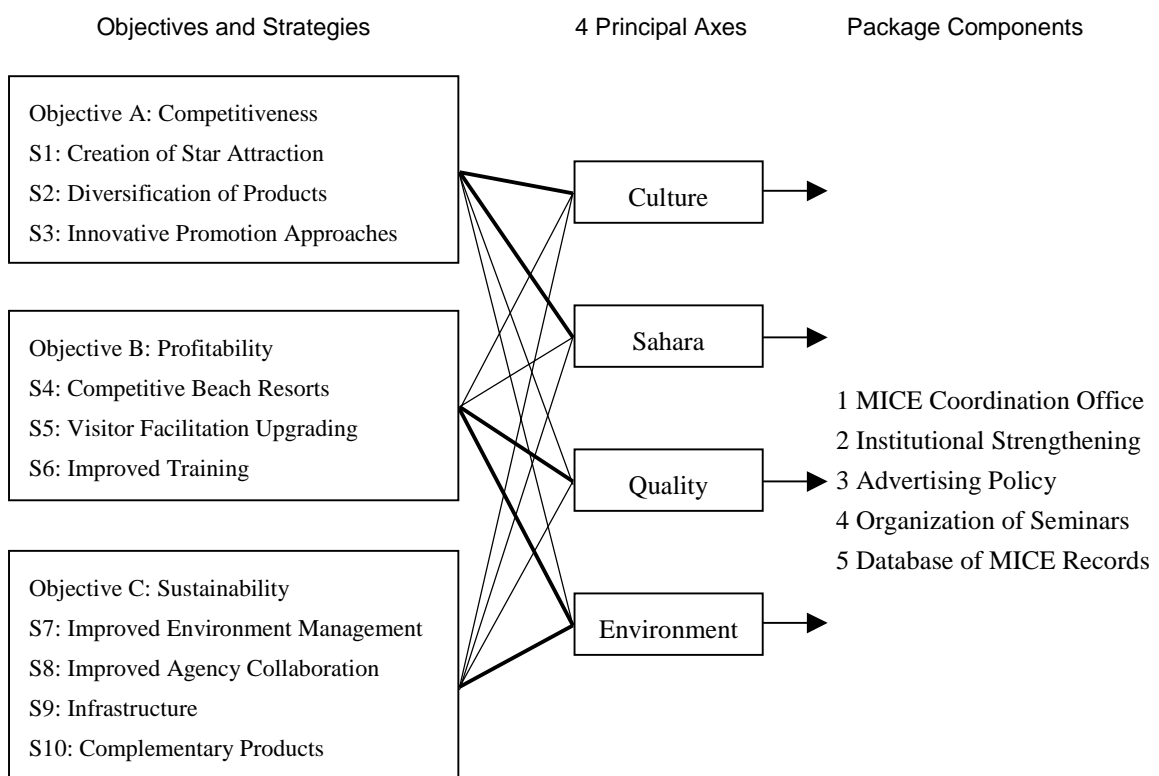
- To strengthen the institution and functions of TCB,
- To appoint MICE-specific personnel at ONTT, and
- To strengthen the relationship and cooperation between TCB and ONTT.

### 14.6.3 Package Components

This project is composed of the following 5 components:

- 1 Designation of Several ONTT European Offices for MICE Promotion (hereinafter referred to as a “MICE Coordination Office”),
- 2 Institutional Strengthening of TCB,
- 3 Development and Implementation of Advertising Policies,
- 4 Organization of Seminars by TCB, and
- 5 Establishment of Database of MICE Records.

Figure 14.6.1 Package Components



Source: JICA Study Team

#### (1) Designation of Several ONTT European Offices for MICE Promotion

In order to promote MICE, some ONTT offices in Europe will be designated as a MICE Coordination Office. The Offices will closely cooperate with each other to collect information, analyze data, and develop strategies. This function will gradually be expanded to all the ONTT representative offices abroad.

- Selection of coordination offices out of relatively large European offices representing the ONTT, for instance, Paris, Frankfurt, London and Rome,
- Appointment of person in-charge of MICE at coordination offices,
- Reporting the useful information regularly to TCB, including progress of sales calls, recent organizer movements and requirements, etc.,
- Allocating increased budget for sales calls for MICE organizers, major

travel agencies and so forth.

ONTT will be responsible for this component. Cooperation with TCB will surely be required in the process of implementation.

(2) Institutional Strengthening of TCB

The staff number of TCB, the executing organization of MICE tourism in Tunisia, is very limited. The functions, therefore, can be very limited and need to be enhanced. The institutional strengthening of TCB will be conducted by the following procedure:

- Director General will appoint additional capable staff,
- TCB will gradually increase its personnel according to the number of MICE handled,
- Collection of information related to MICE from ONTT MICE Coordination Offices, and
- Analysis of information and data for the purpose of the following component (3).

TCB will be responsible for the whole process of this component. Cooperation with ONTT is essential in collecting related information in the target European countries.

(3) Development and Implementation of Advertising Policy

Specific advertising methods will be required to attract MICE business. Utilization of specialized MICE magazines, trade papers, etc. is one of the most efficient tools for the MICE promotion. Tunisia's good images; e.g. various tourism products (thalassotherapy, golfing, culture, Sahara, etc.), safety, well-developed infrastructure, should fully be advertised and recognized.

- Listing up the target companies, organizations etc. in the countries where ONTT has their coordination offices,
- Preparing the program and the sales manuals for marketing and promotion,
- Joint sales call with ONTT for MICE organizers, major travel agencies abroad,
- Making contract with advertising companies abroad for the publicity, particularly specific magazines featuring MICE business,
- Supervising the publicity by the contracted advertising company,
- Producing promotional materials for target MICE organizers either in French or English,
- Organizing FAM trips for MICE organizers and major travel agencies abroad in collaboration with tourism industry in Tunisia,
- Providing information regularly to all the MICE related organizations by utilizing the internet homepage that is provided, for instance, by ONTT Communication Direction,
- Issuing news release regularly with cooperation of ONTT Communication Direction, and



- Producing the image video tapes etc. for appealing Tunisia as a suitable country for MICE.

TCB will take the responsibility of conducting this component. ONTT's cooperation, however, is essential for the successful implementation.

(4) Organization of Seminars by TCB

Seminars will annually be held in Tunis by TCB to fully explain MICE business and its current trends (e.g. new development of MICE, strategies of European countries). The participants will be staff in-charge of MICE at ONTT coordination offices, Tunisian personnel working on tourism promotion and specialists of MICE business (e.g. hotel staff).

TCB will organize the seminars and ONTT will assist TCB in sharing the necessary information and gathering the attendants.

(5) Establishment of Database of MICE Records

MICE handling records are not available in Tunisia. The records are very important to grasp the recent trends, for instance, the number of participants, average length of stay, preferred excursions, preferred meals, etc. Every data should be analyzed to determine the future MICE policies and the directions.

- Establishing the digitized database of MICE handling record within the TCB,
- Enforcement of reporting to TCB about the MICE-related activities carried out by the travel agencies and hotels under the government's leadership.

TCB will be responsible for establishment and operation of the database. FTH and FTAV will assist TCB in providing the necessary information.

#### 14.6.4 Related Projects

1 Parc du Kram

Tunisia's flagship exhibition facility, Parc du Kram, is located on the lake in the coastal village of Le Kram, a convenient 15-minute drive from the downtown area of Tunis. It can accommodate events of up to 3,000 persons. There is an extension plan up to 5,000-person capacity.

2 Gammarth

Gammarth is located at a convenient 30-minute drive from Tunis. Hotel Miramar Carthage Palace will have its own meeting facility "Palais de Congrès" (1,200 person-capacity), together with thalassotherapy center and water-oriented amusement park. The area is expected to have more meeting facilities in future.

3 Joint-Venture MICE facility Development

In accordance with the progress of promotion, more MICE facilities are to be planned and built. For this purpose, it is desirable to attract foreign investors specialized in organizing MICE tourism. They have considerable technical and management know-how regarding the MICE tourism.

