

Chapter 4

The Development Plan – Bekaa Valley Virtual Museum

4.1 Development Objectives and Strategy Framework

4.1.1 Objectives and Strategic Framework

Objectives of the regional tourism development in the Bekaa valley are defined reflecting a sustainable, balanced development policy. They are:

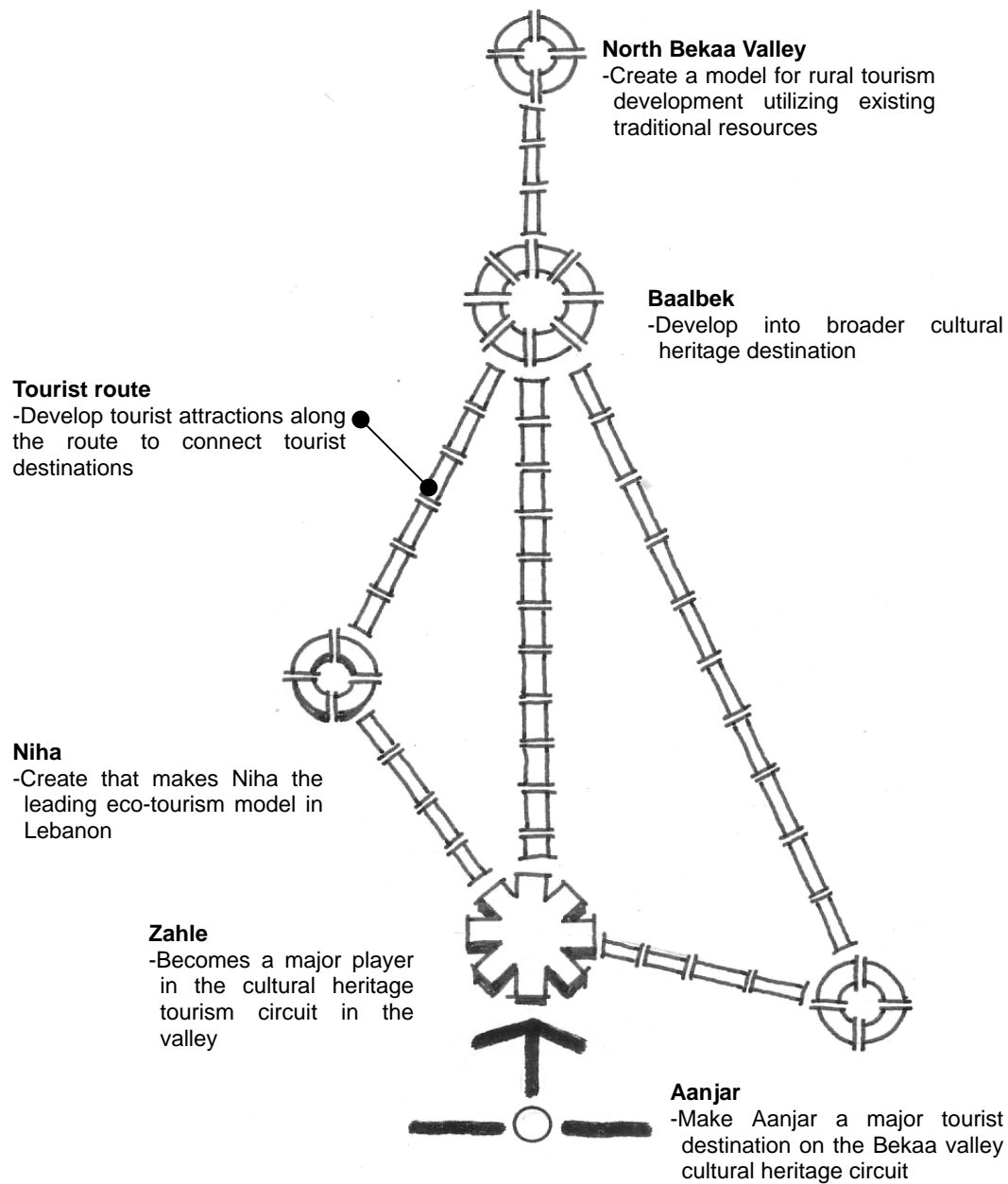
- to protect and promote the Bekaa's rich cultural and environmental heritage, and
- to better utilize the heritage to expand the cultural and nature based tourism industry, to alleviate poverty and improve quality of life through tourism.

The overall strategic framework for the Bekaa Valley is the creation of a "Bekaa Virtual Museum." Primary strategy is to promote the entire Bekaa Valley as an area with many linked attractions, changing the current situation in which Baalbek Qala'a acts as sole point attraction into an area wide destination. In order to benefit local people, this regional planning approach involves and invests local stakeholders in their tourism development, defining their skills, interests, and master plans. It effectively pools funds to efficiently and thematically link tourism resources throughout the Valley, and weave history, living heritage, and nature into a comprehensive tourism development marketing strategy. It establishes a Bekaa Valley Virtual Museum Council as a core organizational, training, and promotional body, with primary branches in Zahle and Baalbek.

Within the strategic framework, the objectives of the regional tourism development are pursued for different areas of the Bekaa Valley through the following:

- Baalbek: integrating the Qala'a site and the Medina, and also various tourist attractions by both physical (e.g. trails, adaptive use of historical buildings) and non-physical (e.g. institutional strengthening) measures, and integrating women and youth in tourism activities.
- Zahle: taking the existing urban renewal plan as the core and anchoring other initiatives to it through a participatory process, such as adaptive reuse of historical buildings, creation of events, and promotion of thematic tour reuses.
- Aanjar: enhancing the presentation of the Umayyad citadel and linking it with the living heritage of Armenian culture by utilizing rich vegetation, traditional skills and products, and organizational strength.
- Niha: creating a model eco-community, or environmentally and culturally oriented and economically active/lively community as a host community for the management of local archaeological sites, supported by new socio-economic activities and enhanced links with outside communities.
- North Bekaa: renovating and adaptively using farm building in combination with traditional skills and rural way of life to establish a model for rural tourism that would benefit women and the youth as well as farmers.

Exhibit 4.1.1 Overall Structure of Bekaa Valley Virtual Museum

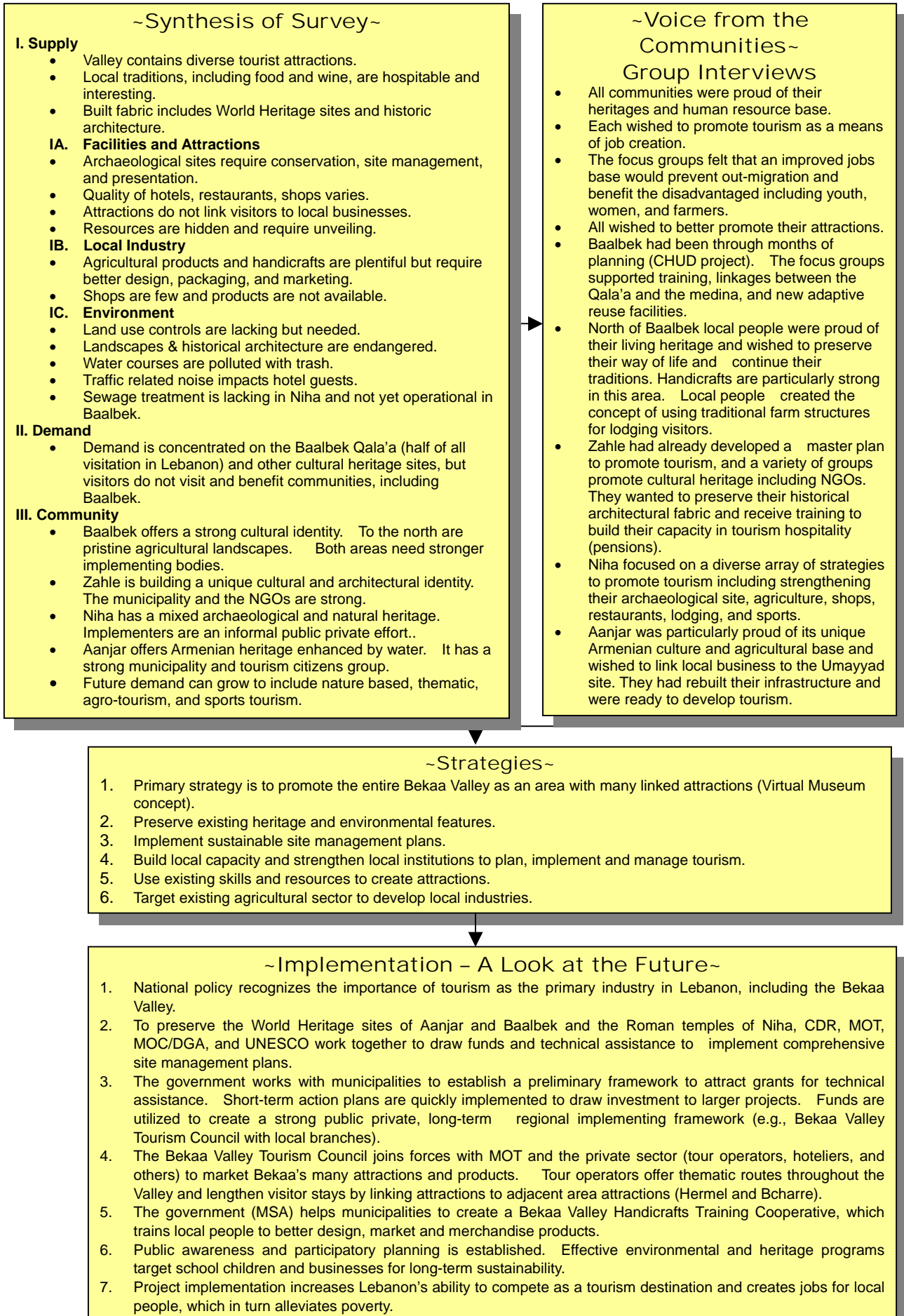


Source: JICA Study Team

4.1.2 Development Strategy for the Bekaa Valley

Figure 4.1.2 illustrates the results of a baseline survey, focus group interviews resulting strategies, and anticipated results.

Figure 4.1.2 Development Strategy for the Bekaa Valley



4.2 Demand Potential

The growth potential for the key segments of demand for this area is discussed in relation to the five distinct sub-areas, making up the Bekaa Valley study area. For each segment a growth potential indicator [GP] is used to formulate visitor volume projections. Some key conditional actions for product development and promotion are indicated in this section.

- Baalbek
 - Culture tourists with three tiers: (1) general interest having the broadest market base, (2) advanced culture interest of smaller, SIT/niche market base and (3) minority academia of archaeologists, seminarians, etc. from the West/developed economies – GP Indicator: 10%-20% per annum subject to effective/synergetic promotion/sales effort by MOT/MEA/tour operators and future Bekaa Valley tourism alliance,
 - Lebanese from Greater Beirut – GP Indicator 0 to 5%, and
 - Expats from Greater Beirut (diplomats, donor agencies, business execs, academia – exchange programs, etc.) – 10 to 15% subject to MOT/tour operator effort.

- Zahle
 - Lebanese family/business, shoppers to/from Damascus – GP Indicator 10%,
 - Syrian business, shoppers to/from Beirut – GP Indicator 10%,
 - Culture tourists with three tiers as above from the West/developed economies for Lebanese lunching by Berdawni River – 10%,
 - Ksara/others for wine tasting/classic – 10%, (publicity/promo tie-up/event by vintners' association with media/MOT/ private sector/foundations), and
 - Lebanese Diaspora in Brazil (Zahle being the homeland for many) – very high potentials subject to publicity/promotional tie-up/event with media/MEA/MOT/private sector/ Diaspora association – model example of the Philippines “Bring home one friend of yours per each OCW,” national tourism campaign slogan for 2003/2004 aimed at Filipino OCW (overseas contract workers the world over; US, Asia, and Middle East, the campaign deployed with huge success in late 1990s for a couple of years, and going to be repeated this year and next.

- Niha
 - Advanced culture tourists of special interest tourists/niche market from the West/developed economies – GP Indicator 5 to 10%,
 - Academia – GP Indicator 10%,
 - Lebanese family/youth/clubs (boy scout, school, etc.) for picnic, camp, orchard, agro tourism – 10%,
 - Lebanese family/youth/clubs on thematic trail blazer (Niha-Aanjar Trail Mix) / family hike – from nil to 10%, (publicity/promotional tie-up/event with media/MOT/ private sector/foundations), and
 - Expats from Greater Beirut on themed trail blazer – from nil to 10% (publicity/promotional tie-up/event with media/MEA/MOT/private sector/

foundation)

- Aanjar
 - Culture tourists with three tiers: (1) general interest of larger market base, (2) advanced culture interest of smaller, special interest tourist/niche market base and (3) academia of archaeologists, seminarians, etc.) from the West/developed economies – GP Indicator: 10%-20% per annum subject to effective/synergetic promo/sales effort by MOT/MEA/tour operators,
 - Lebanese from Greater Beirut – GP Indicator 0 to 5%,
 - Expats from Greater Beirut (diplomats, donor agencies, business execs, academia – exchange programs, etc.) – 10 to 15% subject to MOT/tour operator effort,
 - Local Lebanese visitors to Aanjar Spring, trout hatchery, restaurant road – GP Indicator 10%,
 - Diaspora Armenian overseas, subject to promo activities deployed by Aanjar Municipality/Armenian Diaspora organism in Aanjar with support/help of MOT/MEA/Beirut organism (remembrance anniversary, fair, etc.) – GP Indicator 10%-20%, and
 - Local Lebanese and some Beirut for Aanjar village tourism activities/products (Aanjar Festival, recreated souk/artisanal shops, agro produce/products, etc. – inclusive of thematic trail blazer for Aanjar/Niha Trail Mix)- GP Indicator from 0% to 10%.

- Bekaa Valley
 - Local/Beirut Lebanese for water side picnic/holiday (inclusive of overnighters) for Lake Qaraaoun, the largest water reservoir in Lebanon – GP Indicator 10%,
 - Beirut Lebanese/expats for wine tasting/classic around Kefraya – GP Indicator 10 to 15%,
 - Eco-tourism conscious Beirut Lebanese/expats and special interest tourist/niche eco-conscious tourists from the West/developed economies for Hermel nature discovery – GP indicator 10%,
 - Soft adventure enthusiasts (Lebanese and expats in Greater Beirut, some from the West) for white water rafting/canoeing – GP Indicator 10%, and
 - Lebanese across the board for Bekaa Valley Fair – GP Indicator from zero market to 40/50% subject to the scale/size of Fair grounds materialization and implementation.

4.3 Industry

Tourism is becoming more experiential in nature with successful destinations gaining popularity as a result of well-conceived cultural and recreational experiences in pleasant urban environments or in natural areas. Consequently, many services will be stimulated by tourism [tertiary sector] as opposed to manufacturing [secondary sector] of physical products. The following list gives an idea of the industries that stand to be substantially stimulated by well-conceived tourism development:

- crafts production and retailing, particularly religious items,

- local agricultural products and processing services,
- restaurant and other food service industries,
- lodging services in rest houses and in hotels,
- visitor guiding services in towns, trails, museums & heritage areas,
- performing arts & entertainment for special events,
- retailing particularly in Zahle and Chtaura, and
- the construction contractors for renovations and new construction.

The industries of the Zahle area will derive particular stimulus from this master plan, owing to Zahle's central location in the Bekaa Valley between the Beirut and Damascus metro areas, just off the soon to be upgraded international highway, combined with the open-mindedness and prowess of its business community. The master plan supports them through anchoring the tourism development to the ongoing urban renewal initiative (package BK4). Programs for Baalbek, Qaa and Niha also have economic components (packages BK2, BK3, and BK6), and agro-processing in Aanjar is also supported by the master plan (package BK8).

Development of various tourism products constitutes important components of a few programs, as they would stimulate local industries and contribute to creating more permanent jobs and year-round attractions (package BK1, BK6, BK7, and BK9). Additional proposals would provide depth to the Bekaa valley tourism (package BK11 and BK 12), and contribute to enhancing awareness for environment and tourism resources (package BK5 and BK13).

4.4 Marketing and Promotion

4.4.1 Strategy

Marketing and promotional activities for the Bekaa Valley region are conducted mainly by MOT and the private tourism industry, but they are mostly concentrated on the Baalbek World Heritage site and some for the Aanjar World Heritage site. Of the municipalities covered by the study, Baalbek has an organized tourism development committee, Zahle is working through the Mayor's office and with the cultural heritage NGO, Aanjar has an informal tourism development committee, Niha has an informal festival development committee, and Qaa has no formal organization for tourism at the moment. However, the volume and techniques of promotion are not sufficient to reach the potential market. In addition, there is no institution or system to take a comprehensive marketing and promotional action to attract tourist to spend more time in the region as a whole.

Given these situations, the crucial functions of marketing and promotion of tourism products are embedded in many of the proposals included in this master plan. The key marketing and promotion strategy for the Bekaa Valley Virtual Museum is as below:

- Setting up of the institution for implementing the strategic and comprehensive marketing and promotional activities for "the Bekaa Valley Virtual Museum",
- Development of the promotional events for raising awareness of each characteristic tourism products to the tourist and the tourism industry,

- Creation of the “themes products” to attract tourists to the area, and
- Development of the effective promotion and communication tools.

Target Market for Promotion

Based on the demand potential analysis and the goal of this project, also taking consideration of actual promotional process, the target market of each region for promotional activities are identified as below:

- Baalbek: cultural tourist (domestic/international), Beirutis, expats (leisure), cultural, academia
- Zahle: Beirutis, expats (leisure), Regional Arab, cultural tourist, diaspora
- Niha: Beirutis, expats (leisure), school & youth group, environmental meetings, cultural heritage academia
- Aanjar: cultural tourist, Beirutis, expats (leisure), regional Arab leisure, Armenian Diaspora
- Bekaa Valley: Beirutis, expats (leisure), eco-tourist (nature base/soft adventure/cultural)

4.4.2 Key Actions

(1) Setting up of the implementation body for the marketing and promotion

In order to conduct the effective promotion, two institutional innovations are proposed [package BK10]. The first is the creation of the “Bekaa Valley Tourism Development Council” as the key public-private umbrella group that will organize collective actions to build up good name recognition of the valley and help stage any number of events. The second is the creation of “the Bekaa Valley Crafts Cooperative”, another private sector entity designed to upgrade the capacities of local crafts people to design, produce and market their products more professionally. The PIU will be instrumental in setting these up, and ensure sufficient resources and autonomy to prevent political meddling in them.

(2) Development of promotional events.

A variety of events highlighting some of the fine products of the valley, are considered. These include festivals celebrating wool, poetry and the arts, grapes, wine tasting, and an ongoing farmers market making available the valley’s finest products and produce. These are all designed to be of interest to the local Lebanese population as well as to tourists from Syria and other countries. The master plan focuses not only on genuine, high quality products but also on image building and linkages to the traditions and customs of the valley. This will deepen the experience visitors will gain in this area, making it more meaningful and memorable.

In addition, a sporting event such as described in package B12: Bekaa Valley Marathon – Run for peace will be a highly publicized media event, now popular in many world capital cities, designed to focus international attention for a brief period on the valley. There is knowledge in Lebanon already in event management that can be utilized to organize this. There is a need for a full service roadside welcome center near Aanjar on the border to Syria. It will provide travelers with full information on the services offered services throughout the valley.

(3) Creation of the theme products for promotion

This master plan has examined a number of themes appealing to specific groups of tourists and leisure time visitors and has plotted the key components of the master plan against these themes for each sub-area [Figure 4.4.1]. This chart indicates the breadth of the appeal the valley would offer if it undertook all the proposals successfully. An Figure portraying a conceptual nature-based circuit is also shown, linking different points in the valley so as to represent a weeklong tour. These elements illustrate the scope of the spirit of this master plan, to stimulate travel into little known areas containing interesting but untapped resources, thereby spreading the benefits into rural communities. Table 4.4.1 and Figure 4.4.1 are the thematic tour illustrating the relationship between sites to form linkages along routes. For example, “the Nature Based Tourism route” shows the days on a tour, e.g. the first day, there would be five stops, 1A-1E.

(4) Development of the effective promotion and communication tools

In this master plan, developments and/or upgrading of promotional tools are proposed. The point of this proposal is as below:

- Paper materials production: visitors guide, maps, posters, etc.
- Website development: the Bekaa Valley Virtual Museum website, website of each area.
- Communication tool development: direct sales promotion, trade fair attendance, etc.

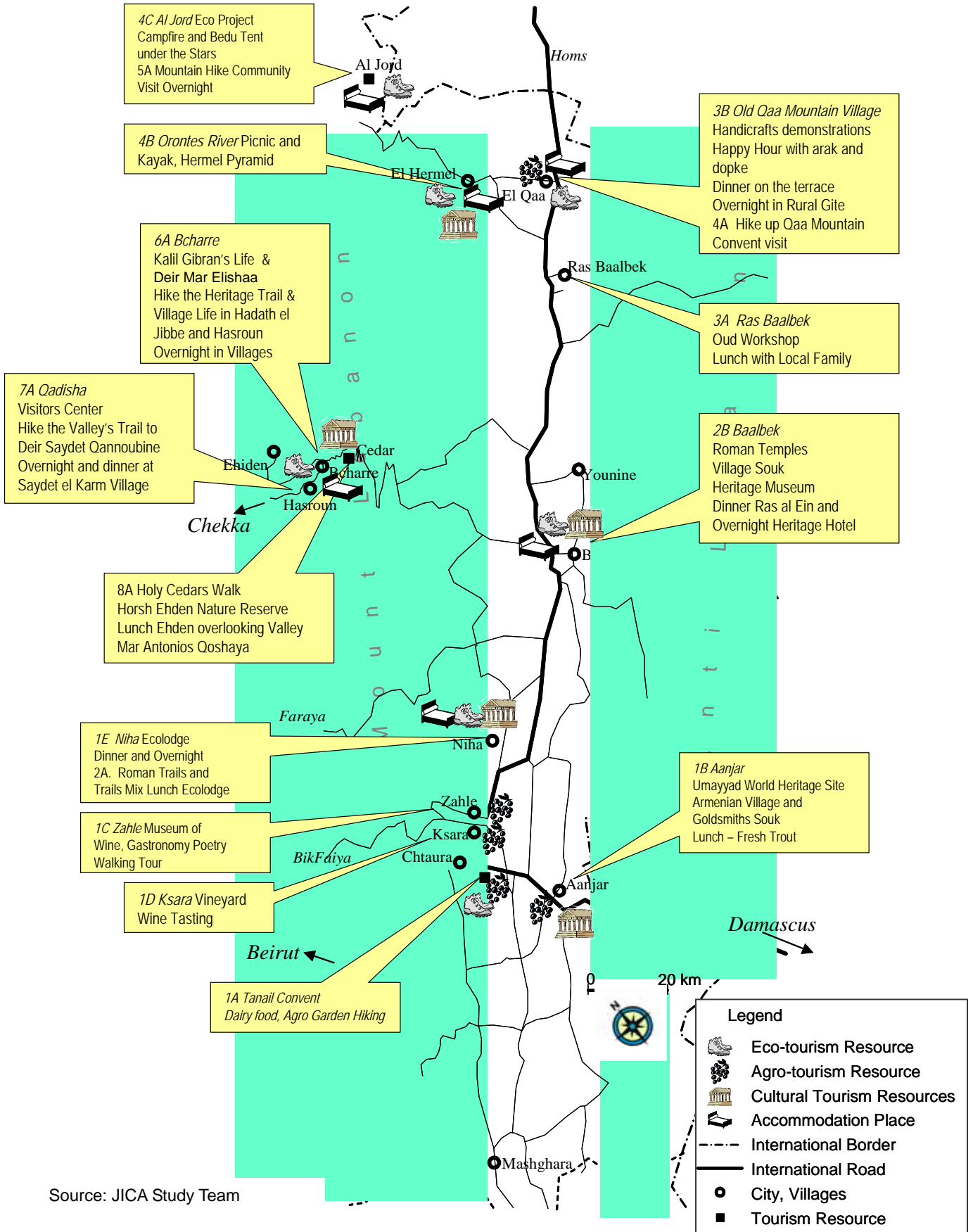
Especially, the website development is strongly required with have a good linkage to be established among different areas and also good coordination under the name of “the Bekaa Valley Virtual Museum”

**Table 4.4.1 Bekaa Valley Virtual Museum
Relationships ~ Themes, Study Areas, Project Ideas**

THEMES	BAALBEK	BAALBEK TO QAA	ZAHLE	NIHA	AANJAR	BEKAA VALLEY
Pre-Roman to Ottoman to Today's Footprints (cultural heritage tourism)	Ras al Ain Trail with Timeline Adaptive Reuse – Heritage Hotel (Catholic Waqf or Amhaz House) Museum of Local Heritage (Mutran House) Intl. Youth Hostel Long term: Baalbek Railroad Station and Garroud Barracks Mixed Use	Old Qaa Rural Mtn. Village (adaptive reuse of earthen farm structures for visitors and handicrafts center with gift shop, café, terrace, 25 bedrooms	Museum of Wine & Poetry Visitors Centre Museum Logo Competition with Local University Poetry & the Arts Festival Heritage Walking Tour	Small Visitors Center with Exhibition Gallery and Shop at Site	Village Tourism Plan w/ Water Mill Visitors Center, Goldsmiths Souk, and Plaza with Fishing Pond (Hook & Cook)	
Discovering Bekaa's Land of the Sun (nature based tourism)				Eco-lodge with tent site, 12 rooms, seminar room, café, toilets, gift shop Roman Trail & Fruit Picking		
Of the Bekaa Earth (agro-tourism)				Bekaa Valley Trails Mix (private or coop) Grape Harvest Festival	Akhtamar Solar Expansion of Food Production	Tanaïl Estate Wine Classic
In Search of Sustainability (policy, site management, training)	Preservation Policy for Adaptive Reuse Tourism Development Committee Strengthening & Training	Policy to Preserve Mountain and Agro Viewsheds Preservation/Rural Gite Design and Construction Standards	Preservation Policy for Adaptive Reuse Zahle Heritage NGO or Council Strengthening	Roman Site Management Plan (road) Management NGO & Lodge Training Agric Coop	Site Management Plan Tourism Development Comm. Capacity Training	Promotion Bekaa Valley Tourism Council Capacity Building and Training Bekaa Net

THEMES	BAALBEK	BAALBEK TO QAA	ZAHLE	NIHA	AANJAR	BEKAA VALLEY
Continued In Search of Sustainability (policy, site management, training)	Hospitality Training Program Woodworking Training for Heritage Buildings (Church Workshop) Handicrafts Training Branch of Bekaa Valley Program in Renovated Souk (Japanese concept of showcasing merchandise for visitor response) Art Sets and Contemporary High Tech Attraction Training	Qaza Tourism Development Committee Capacity Building (branch of Bekaa Valley Tourism Council) Tourism Training Program Handicrafts Training and Cooperative branch in Old Qaa Mtn.	Berdawni River Cleanup School Program Hospitality and Museum Management Training (Aix en Provence and local university) Handicrafts Training Branch in Museum	Local Management Council Capacity Building		“Sell Locally” Public Awareness Campaign Bekaa Valley Handicrafts Cooperative Training Grant Writing Training
Promoting the Bekaa (thematic tours, brochures)	Linking the archaeology to the city <i>From the Qala’a to the Medina</i>	Regional Heritage <i>On the Roman Trail – from Niha to Baalbek to Palmyra to Petra</i>			Jewels of Gold and Silver Festival <i>Umayyad to Armenian Heritage Brochure</i> (linking archaeology to village)	<i>Thematic Brochures*</i> <i>Visitor kiosk near Aanjar (new road)</i>
Family Adventure in the Bekaa (family tourism)	High Tech Attraction					Bekaa Valley Fair Grounds (fair, carnival, circus, promotion of local agro products)
Sports Spectacular (sports tourism)						Run for Peace (marathon)

**Figure 4.4.1 Nature Based Tourism Route
Discovering Bekaa's Land of the Sun**



Source: JICA Study Team

4.5 Institution Building

A variety of institution building activities are included in this master plan. The *proposed Bekaa Valley Tourism Development Council* will be an industry umbrella group to improve the product, and to undertake promotional efforts as a force bringing the Bekaa Valley theme to the marketplace [package BK10]. It will serve as the key partnership mechanism having in its membership private industries of the valley and also representatives from the different municipalities. Tourism committees are to be created within the municipalities serving as branches of the council. These committees will get the benefit of some training enabling them to think as destination managers, so that they will improve the urban environment and collaborate more effectively with the private sector. Proposed projects, however, do not pre-suppose the establishment of the Bekaa Valley Tourism Development Council. They can be started by existing institutions at least in the initial stage.

Package BK1 proposes a case of institution building at the local level within Baalbek city in which its tourism development committee receives training in project management and funding in order to then arrange grant funding for a variety of purposes to prepare the local population for tourism-related activities, and to promote the town so it draws upon the existing flow of cultural tourists to the Baalbek Qala'a, that currently bypasses the town. On a broader scale, package BK12 proposes the creation of a Run for Peace sports event by the municipalities of the valley, a joint effort to be coordinated through the valley's *Tourism Development Council* that will establish a favorable image of the valley internationally.

Another institutional proposal [package BK10] calls for the creation of a valley-wide *Bekaa Valley Handicrafts Cooperative* to benefit a range of crafts men and women through training in design, production, marketing and through development of appealing labels reflecting distinctive themes related to the valley. The cooperative is the mechanism designed to extend these capacities across different types of artisans, in all different parts of the valley.

4.6 Program of Projects

Recommended tourism programs and activities for the Bekaa Valley have been formulated as a logical consequence of strategies and considerations described in preceding sections. They have been combined into packages, based upon local and national development goals, market demand, and community supply including strengths, environmental and heritage resources.

Recommended programs target existing and projected demand. Existing demand patterns ~ day visitors from Beirut, GCC/Saudi and Syria ~ are marketed to change from day to overnight visitors, spending more money in the Bekaa to benefit local communities. Important factors to most Arab tourists are good hotels and family and leisure activities: shopping, dining, hubble bubble, coffee houses, and traditional music and dance. These venues are strengthened by the proposed programs. However, Arab travelers, particularly from the Levant, Kuwait, Bahrain, Oman, and UAE, are

increasingly interested in cultural heritage tourism, and the programs also strengthen these attractions.³

The proposed packages below target existing and future demand through aggressive marketing and promotional strategies. New markets to be explored would include Russia and Asia's new industrialized economies including China, Malaysia, Singapore, Australia, and New Zealand.

The implementing framework in the long run would be the Virtual Museum's Tourism Development Council, a public private partnership, of which the municipalities and villages (Baalbek, Qaa, Zahle, Aanjar and Niha) would have branch offices. Local branches would promote local public and private attractions on their own and also link to MOT through a public private partnership (possibly Lebanon Tourism Board), which would in turn link to national and international hotels, tour operators, travel agents, airlines, and other tourism service providers. The advertising strategy would link to Lebanon's embassies abroad and the Tourism Development Council would participate, either independently or through the Lebanese Tourism Board, in trade shows and the international travel trade press (including Middle East Travel which is headquartered in Beirut).

Table 4.6.1 illustrates the logic of the master plan, followed by project by projects description in templates.

³ Source: MOT, WTO, JICA Study Team Progress Report

Table 4.6.1 Bekaa Valley Projects at a Glance

Proposed Project	Phase	Baalbek	North of Baalbek	Zahle	Niha	Aanjar	Bekaa Valley	Likely implementer	
								Prime	Second
Site Management									
BK 5 Zahle Berdawni River Cleanup	S			X				MU	-
BK 6 Niha Roman Site Management Plan	S				X			MU	GO
BK 7 Aanjar Umayyad Site Management Plan	S					X		MU	GO
Development of Attractions									
BK1 Baalbek Dancing/Theatre in the Park	S	X						MU	PS
BK3 Old Qaa Handicraft Demonstrations	S		X					TDC/NGO	GO/MU
BK3 Old Qaa Dopke Before Dinner	S		X					TDC/NGO	MU
BK3 Old Qaa Sheep Sheering/Wool Festival	S		X					TDC/NGO	MU
BK4 Zahle Annual Poetry Festival	S			X				TDC	MU
BK6 Niha Annual Grape Festival	S				X			TDC	MU
BK6 Niha Annual Harvest Festival	S				X			TDC	MU/PS
BK7 Aanjar Annual Jewelry Festival	M					X		TDC	MU/PS
BK9 Bekaa Valley Wine Classic	S						X	PS	TDC
BK12 Bekaa Valley Marathon – Run for Peace	S						X	PS	MU/TDC
Tourism Related Infrastructure									
BK1 Baalbek (sewage operational)	S	X						MU	
BK3 Old Qaa (sewage treatment)	M		X					MU	GO
BK6 Niha (sewage treatment)	S				X			MU	GO
BK6 Niha (road improvements, parking, signage for both)	M				X			MU	GO
BK7 Aanjar Site (signage, landscaping, parking)	S					X		MU	GO
BK7 Aanjar Village (signage, landscaping, parking)	S					X		MU	GO
BK8 Aanjar Akhtamar (solar panel and drying platform)	S					X		NGO	GO
BK13 Bekaa Valley Gateway (road signage)	S						X	GO	-

Keys in Implementation Phase; S: Short, 1-2 years, M: Medium: 3-5 years, L: Long: 6 plus years

Keys in the likely Implementer;

GO: Government, MU: Municipality, NGO: Non-governmental Organization, PS: Private sector (Involved if an existing building owner or manager includes churches), TDC: Tourism Development Council or Committee, or Association

Table 4.6.1 Bekaa Valley Projects at a Glance (Continues)

Proposed Project	Phase	Baalbek	North of Baalbek	Zahle	Niha	Aanjar	Bekaa Valley	Likely implementer	
								Prime	Second
Development of Facilities									
BK1 Baalbek Ras El Ain Trail	M	X						MU	-
BK1 Baalbek Heritage Museum (adaptive reuse)	M	X						MU	GO
BK1 Baalbek Heritage Hotel (adaptive reuse)	M	X						PS	GO/NGO/ TDC
BL1 Baalbek Heritage Inn or Rest House (adaptive reuse)	L	X						GO	PS/MU
BK3 Old Qaa Mountain Village Lodging (adaptive reuse)	M		X					NGO	PS/GO/M U
BK3 Old Qaa Visitors and Handicrafts Center (adaptive reuse)	M		X					NGO	PS/MU/G O
BK3 Old Qaa Mountain Trail	S		X					MU	-
BK4 Zahle Visitors Center/Museum (adaptive reuse)	M			X				MU	PS/NGO
BK4 Zahle Architectural Heritage Walking Tour	S			X				MU	-
BK6 Niha Eco-Lodge with tent area, seminar room, café (new)	S				X			MU	GO/PS/N GO
BK6 Niha Trails Mix Agro-processing Center (new)	S				X			NGO	PS/GO/M U
BK6 Niha Roman Trail with Signage	S				X			MU	GO
BK6 Niha Site Small Visitors Center (new or reuse)	S				X			MU	GO
BK7 Aanjar Site Visitors Center (adaptive reuse)	M					X		MU	GO
BK7 Aanjar Site Exhibition Galleries (adaptive reuse)	M					X		MU	GO
BK7 Aanjar Village Souk/Goldsmiths Workshops (new)	M					X		MU	GO/PS
BK7 Aanjar Water Mill Visitors Center/Armenian Gallery (reuse)	M					X		MU	GO/NGO
BK8 Aanjar Akhtamar Agroprocessing (expansion)	S					X		NGO	GO
BK9 Tanaïl Estate Museum (new or reuse?)	M						X	PS	NGO
BK13 Bekaa Gateway Visitors Kiosk	S						X	GO	TDC

Keys in Implementation Phase; S: Short, 1-2 years, M: Medium: 3-5 years, L: Long: 6 plus years

Keys in the likely Implementer;

GO: Government, MU: Municipality, NGO: Non-governmental Organization, PS: Private sector (Involved if an existing building owner or manager includes churches), TDC: Tourism Development Council or Committee, or Association

Table 4.6.1 Bekaa Valley Projects at a Glance (Continues)

Proposed Project	Phase	Baalbek	North of Baalbek	Zahle	Niha	Aanjar	Bekaa Valley	Likely implementer	
								Prime	Second
Capacity Building and Institutional Strengthening Measures									
BK1 Baalbek Handicrafts Cooperative (handicrafts)	S	X						MU	GO/NGO
BK3 Old Qaa Mountain Village Handicrafts Cooperative (crafts) and training	S		X					NGO	PS/GO/MU
BK4 Zahle Heritage NGO (museum and events management)	S			X				NGO	MU
BK4 Zahle Pensions (tourism hospitality)	S			X				PS	MU/NGO
BK4 Zahle Handicrafts Cooperative branch (handicrafts)	S			X				NGO	GO/MU
BK5 Zahle Berdawni River (curricula and public awareness)	S			X				MU	-
BK6 Niha Ecolodge (lodge management and staffing)	M				X			NGP	MU/GO
BK6 Niha Ecolodge (environmental systems)	L				X			MU	GO/NGO
BK6 Niha Agro-processing (design, management)	L				X			NGO	GO/MU
BK6 Niha Roman Archaeological Site (site management)	M				X			MU	GO/NGO
BK7 Aanjar Umayyad Archaeological Site (site management)	S					X		MU	GP/NGO
BK9 Bekaa Valley/Tanaïl (special events)	S						X	TDC	PS
BK10 Bekaa Valley Destination (management virtual museum)	M						X	TDC	GO/MU
Marketing and Promotion of Local Tourism									
BK1 Baalbek Municipality Tourism Development Committee (TDC) (branch of Bekaa Valley Tourism Council)	S	X						MU	GO/NGO
BK3 Qaa/Northern Bekaa Valley TDC (branch of Bekaa Valley Tourism Council)	S		X					MU	GO/NGO
BK4 Zahle Heritage TDC (branch)	S			X				MU	GO/NGO
BK6 Niha TDC (branch) and cooperative	S				X			MU	GO/NGO
BK7 Aanjar Tourism Development Committee (branch)	S					X		MU	GO/NGO
BK9 Bekaa Valley (to improve vineyards presentation)	S						X	PS	NGO
BK 10 Bekaa Valley Tourism Development Council	S						X	MU	GO
BK 12 Bekaa Valley Marathon (special events)	S						X	PS	MU/TDC

Keys in Implementation Phase; S: Short, 1-2 years, M: Medium: 3-5 years, L: Long: 6 plus years

Keys in the likely Implementer; GO: Government, MU: Municipality, NGO: Non-governmental Organization, PS: Private sector (Involved if an existing building owner or manager includes churches), TDC: Tourism Development Council or Committee, or Association

(1) BK1 Baalbek Heritage Redevelopment Package

The package aims to develop a comprehensive tourism attraction that draws visitors from the Qala'a through the medina. Two inter-linking trails would be created: the Ras al Ain Trail and the Baalbek Heritage Trail. Visitors would step at the Visitors Center to be implemented by the CHUD project, where they would pick up a brochure illustrating both the Temples site and the medina sites, and touring the Temples site. After that visitors could shop for handicrafts or relax at Assyla, a 1927 building and garden overlooking the Temples, enjoy a revitalized Moutran Square (named after local poet, Khalil Moutran), and begin their walk along an interpreted trail. The Baalbek Heritage Trail would include four or five landmark buildings: the 19th C. cultural icon, the Palmyra Hotel, and a new Heritage Hotel complex from the French Mandate period (Greek Catholic complex). The brochure would feature a trails map, tied to signage, educating the visitors about the historical importance of their walk. They would follow the route of the original Roman Spring Festival, between the Jupiter Temple and the Mercury Temple, stopping to shop at the local handicrafts souk and on up hill to the Baalbek Museum of Local Heritage (now the Moutran House). They might have lunch across the street in the Heritage Inn or Rest House (now the Amhaz House), both preserved and adaptively reused historic houses. From both sites, they could look down upon the Temples site. After lunch they could walk up hill to tour the Mercury Temple. For those who would like to continue exploring, they could walk in the opposite direction along the ancient site towards the Garround Barracks (now housing).

In late afternoon after relaxing at their hotel, either in a boutique, renovated Palmyra Hotel or a heritage hotel/French Mandate complex, or in a local pension, they could walk along the Ras al Ain Trail, experience dabke dancing and hear traditional music at a kind of open air theatre in the city park, and possibly enjoy a fashion show. Then they would dine in a local restaurant along the Ras al Ain channel. Visitors would be intrigued to follow the trails as each would feature an historical timeline (signed or imbedded with bronze, one with the ancient history of Baalbek and the other with the more recent history of the city. The goal is to provide attractions in the medina to draw a higher percentage of visitors to stay overnight in Baalbek, to lodge, to dine, and to shop, benefiting the local community.

The project also includes handicrafts and hospitality training with a branch of the Bekaa Valley Handicrafts Cooperative, museology internships, furniture making, guiding, and institutional strengthening for the municipality's Tourism Committee. The Committee would become a branch of the Bekaa Valley Tourism Development Council. A sophisticated promotions package, including a web site linked to MOT and national and international cultural heritage tour operators, would aggressively market Baalbek as much more than the Qala'a and a "must see" overnight stop.

1. Project Code	BK 1
2. Project Title	Baalbek Heritage Redevelopment Package
3. Objectives	<ul style="list-style-type: none"> • To create sustainable cultural heritage tourism that capitalizes on local resources • To attract more visitors to stay longer and spend more • To benefit the local community.

4. Project Components	4.1 Training and institutional strengthening 4.2 Construction of visitor facilities and special events 4.3 Promotion and marketing (brochures and web site/institutional linkages to MOT and to private sector tour operators)																																				
5. Location	Baalbek Medina (various locations)																																				
6. Main Promoters, Local Champions, Implementing Organizations	MOT Project Implementing Unit (PIU) with CDR Municipality of Baalbek/Tourism Development Committee NGOs/handicrafts: CREADEL, Lebanese Handicrafts Group (NGO), Artisan du Liban (NGO), Artisana Nana (NGO), with training by Saudi University and Aid to Artisans; Assyla (private sector) Lebanese Association for Studies and Training (other training) Greek Catholic Waqf Ministry of Social Affairs (handicrafts)																																				
7. Main Beneficiaries	Community of Baalbek (disadvantaged women and youth)																																				
8. Possible Donor Support	Aga Khan Fund for Economic Development (Baalbek Heritage Museum and training grant) Arab Fund for Economic and Social Development (Baalbek Heritage Museum construction funds and training grant) EU/Economic and Social Fund for Development (training) Agence Francaise de Development (already funding CHUD – insert trail development in CHUD project) Aix en Provence (hospitality/restaurants training grant continuing with the municipality) Iran Government (Baalbek Handicrafts Training Branch and Baalbek Heritage Museum) Islamic Development Fund (Baalbek Handicrafts Training Branch and Baalbek Heritage Museum) Saudi Development Fund (with Mansoojar NGO/Dr. Zainab Dabbagh, and King ‘Abd al-Aziz University Traditional Clothing Master’s Program, Jiddah) IFC (historic hotels program) NORAD (architectural preservation training program) IDAL (heritage hotels low interest loans) Audi Foundation (museology internship)																																				
9. Project Cost	<table border="1"> <tr> <td>Training</td> <td>\$100,000</td> <td>includes grant writing to procure funds</td> </tr> <tr> <td>City Map/Brochure</td> <td>\$15,000</td> <td></td> </tr> <tr> <td>Regional Brochure</td> <td>\$10,000</td> <td></td> </tr> <tr> <td>Park Special Event</td> <td>\$10,000</td> <td></td> </tr> <tr> <td>Souk Handicrafts</td> <td>\$10,000</td> <td></td> </tr> <tr> <td>Trails Plan</td> <td>\$200,000</td> <td></td> </tr> <tr> <td>Heritage Museum</td> <td>\$200,000</td> <td></td> </tr> <tr> <td>Contingency 10%</td> <td>\$54,500</td> <td></td> </tr> <tr> <td colspan="3" style="text-align: right;">Subtotal \$600,000 (excludes heritage lodging)</td> </tr> <tr> <td>Rest House</td> <td>\$375,000</td> <td></td> </tr> <tr> <td>Total</td> <td>\$1 million</td> <td></td> </tr> <tr> <td colspan="3">Revenue: (See BK2 Baalbek Heritage Hotel \$1,300,000; renovation of Garroude Barracks and Railway Station and International Youth Hostel - long-term)</td> </tr> </table>	Training	\$100,000	includes grant writing to procure funds	City Map/Brochure	\$15,000		Regional Brochure	\$10,000		Park Special Event	\$10,000		Souk Handicrafts	\$10,000		Trails Plan	\$200,000		Heritage Museum	\$200,000		Contingency 10%	\$54,500		Subtotal \$600,000 (excludes heritage lodging)			Rest House	\$375,000		Total	\$1 million		Revenue: (See BK2 Baalbek Heritage Hotel \$1,300,000; renovation of Garroude Barracks and Railway Station and International Youth Hostel - long-term)		
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<p>10. Implementation Schedule</p>	<p>Action Plan for Phased development: 2004 - 2008</p> <p>STEPS:</p> <p>A) <u>2004-2005</u> - Donor Process: Phase One – Municipality/Tourism Development Council branch with CDR/MOT would approach donors for a three phased master plan grant: to include funding for technical assistance and training to strengthen the municipality and NGOs, who would manage development.</p> <p><u>2004-2005</u> - The Municipality and NGOs would apply for private development grants to produce four products: a marketing strategy to include a city and regional map of attractions, promotional web site linking local businesses to attractions; handicraft design and production training; a landscaped city park along the Ras al Ain in which to organize special events; and a special event using existing local talent (Dapke in the Park). The Municipality would continue to work with Aix en Provence to train local businesses in vocational hospitality.</p> <p><u>2004-2005</u> – The Municipality and the building owner sign contractual agreements to transform the House (identified on plan as Moutran House) into the Baalbek Museum of Local Heritage and the House (identified on plan as Amhaz House) into a Heritage Inn (Rest House).</p> <p>B) <u>2006</u> – Donor Process: Phase Two - Funding is approved and training and institutional strengthening are implemented; the trails are implemented as part of the CHUD project Urban Development Phase One</p> <p>C) <u>2006-2008</u> Donor Process: Phase Three - CDR/MOT work with municipality and the NGOs to spin off a “Heritage Baalbek” structure to manage the museum and rest house. Training is providing in museology (internships abroad – management and exhibition design). Detailed design and renovation produces the Ras al Ain Trail, Heritage Trail, museum and rest house. At the same time, promotional programs are implemented to link Tourism Development Council branch and /Municipality into a national and international marketing network.</p>
<p>11. Project Description</p> <p>Activities</p>	<p>11.1 Training (site management under CHUD) - to include grant writing, hospitality, hygiene, restaurant design, handicrafts, marketing, furniture making, local guides, museology)</p> <p>11.2 Comprehensive marketing and promotional package to include design and production of effective strategies and materials to meet demand e.g., “Baalbek Heritage” map & brochure and regional brochure, web site, advertising campaign, and linkages to MOT and national, regional, and international operators</p> <p>11.3 Design and construction of interactive trails plan, trails, signage – “Ras al Ain Trail” and “Heritage Trail” with brass timeline imbedded telling Baalbek’s history. Trail leads visitors to local businesses.</p> <p>11.4 Design and construction (adaptive reuse) of Local heritage Museum</p> <p>11.5 Design and construction of Heritage Hotel and/or Rest House;</p>

	<p>negotiation of long-term lease terms as needed.</p> <p><i>POLICIES: Preservation policy to include building landmark status and for historic preservation for adaptive reuse of structures and policy to prepare and open Temple of Mercury to public</i></p>
Expected Results	<p>Increased:</p> <ul style="list-style-type: none"> • Attractions • Tourism length of stay • Tourism Revenue • Local jobs base and income – Expected 50 temporary jobs, 100 permanent jobs <p>Enhanced:</p> <ul style="list-style-type: none"> • Historical cityscape • Handicraft products • Skilled employee base • Small businesses in the medina
Staffing and Management	<p>Training</p> <p>Design and Construction Jobs for Renovations</p> <p>Tourism Development Committee</p> <p>Museum – Director/Curator and Operations Staff</p> <p>Rest House – Management Operators and Staff</p> <p>Heritage Hotels</p>
Training	<ul style="list-style-type: none"> • Tourism promotion and management • Vocational hospitality and institutional training - part of Bekaa wide program with Lebanese Association for Studies and Training • Handicrafts industry – to create a branch of a Bekaa Valley Handicrafts Cooperative with training in design/efficient production • Museology internships • Hotels management training • Exhibition and special events design

Photo 4.6.1
 French Mandate Buildings
 in Baalbek

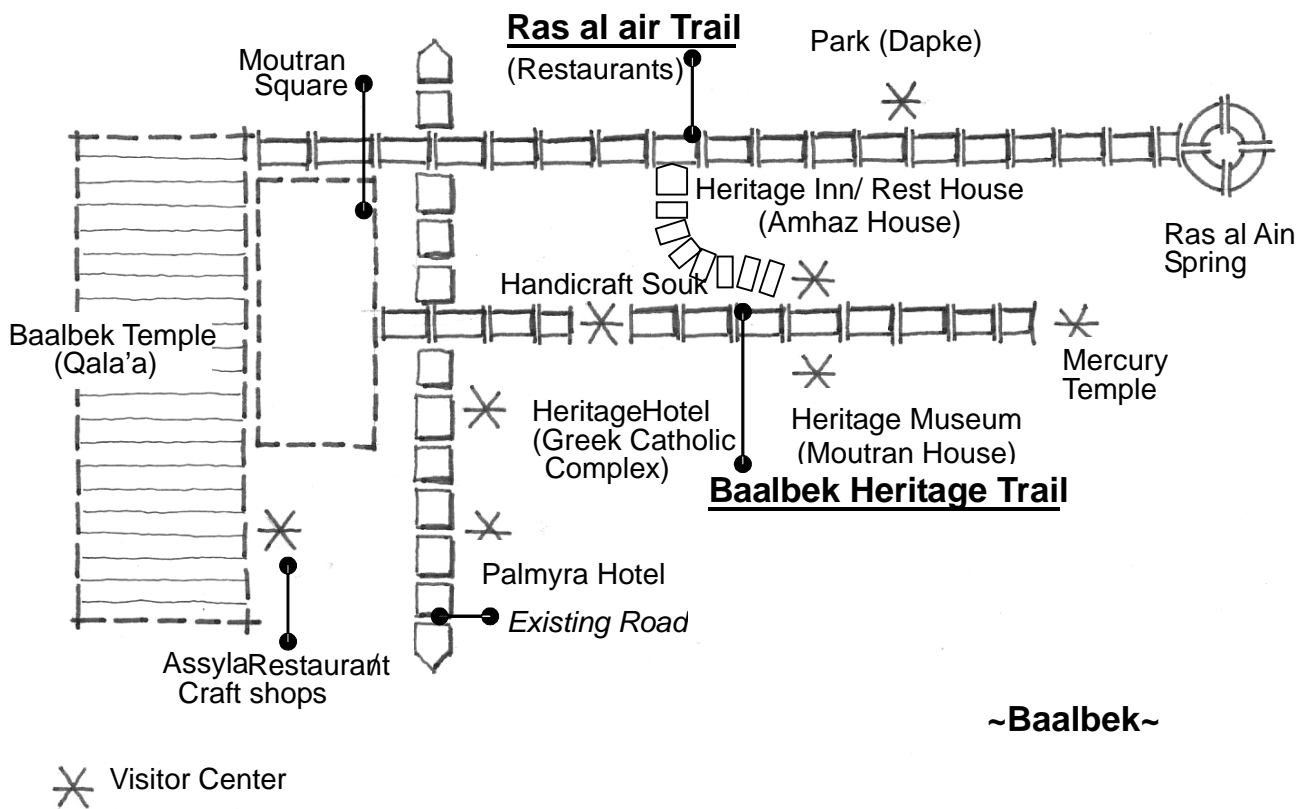


(2) BK2 Baalbek Heritage Hotel Complex

The package is aimed to adaptively reuse Baalbek's historic building fabric as a way to preserve the city's architecture and create lodging that draws visitors to stay overnight and spend money in the medina. To be implemented, these projects would require a combination of public and private sector investment, and the rest house might be a Build, Operate, Transfer project between the public and private sectors. The Greek Catholic Waqf complex should be master planned to integrate the heritage hotel's needs into the existing needs of the French Cultural Center and Waqf, and the restoration and stone work should be of high quality.

1. Project Code	BK 2
2. Project Title	Baalbek Heritage Hotels (Hotel, Rest House)
3. Objectives	<ul style="list-style-type: none"> To create unique, mid-range lodging in Baalbek, utilizing existing historical buildings <i>(Promotion: "Some people visit Lebanon for its landmarks – others stay in them.")</i>
4. Project Components	4.1 Financing 4.2 Design and Construction
5. Location	Baalbek City (the French Mandate complex across from the Qala'a facing Moutran Square and the Amhaz House across from the Moutran House below the Temple of Mercury)
6. Main Promoters, Local Champions, Implementing Organizations	MOT Project Implementation Unit with CDR Government of Lebanon through IDAL and National Investment Guarantee Institute Municipality of Baalbek Greek Catholic Waqf (owner) Amhaz Family (owner) Investor(s) – e.g., Walid bin Talal – Ali al Musseweh, Habtour Group in Lebanon Hotel Management Company (local Palm Beach or Gefinor Rotana)
7. Main Beneficiaries	Local People and Owners
8. Possible Donor Support	Aga Khan Fund for Cultural Heritage/Economic Development (currently financing a heritage hotel in Kabul) Arab Fund for Economic and Social Development Saudi Development Fund Private Lebanese Banks (low-interest loan hotel program)
9. Project Cost	French Mandate Heritage Hotel \$1.3 million (estimate from Waqf) Amhaz Heritage Hotel \$375,000 (estimate from CHUD) Total rooms added to Baalbek's lodging: 55 plus
10. Implementation Schedule	2004 – Grants and Loan Process 2005 – 2006 Training 2006 - 2008 – Design, Construction, Implementation
11. Project Description	
Activities	11.1 Church and/or family promotion of investor opportunity (present buildings, fact sheet) 11.2 Owners and municipality agree on project contributions 11.3 Market study paid by Church

	<p>11.4 Negotiations phase with potential investors and hotel management companies</p> <p>11.5 Investor(s) feasibility period</p> <p>11.6 Structuring of the deal</p> <p>11.7 Design phase (architectural and interiors)</p> <p>11.8 Contractor and subcontractor contracts</p> <p>11.9 Construction</p> <p>11.10 Training of woodworkers and handicrafters for interiors</p> <p>11.11 Promotion</p>
Expected Results	<p>Preservation and renovation of four of Baalbek's most important heritage buildings</p> <ul style="list-style-type: none"> • Construction of a 40 room hotel, strategically located between the Qala'a and the Medina • Construction of a rest house or inn adjacent to Heritage Museum
Staffing and Management	Staffed by Lebanese hotel managers and staff, primarily local
Training	<p>Loan and grant writing to attract investment</p> <p>Woodworking/furniture production and handicrafts/linens (to be used in the hotels)</p> <p>Hospitality (to be done by hotel operator)</p>



(3) **BK3 (North of Baalbek) Old Qaa Mountain Village Complex**

Agro or agri-tourism typically refers to B&Bs or farm stays in bucolic settings with some visitor exposure to farm operations or rural community activities. The strategy is to develop a rural/agro attraction along a nature-based tour route that could serve as a model for rural heritage tourism in Lebanon. To draw Beirut and international visitors, from Baalbek north through the Bekaa to Hermel and again south to Bcharre, by creating village stops would be created featuring living heritage experiences and an attractive but authentic “rural gite” lodging that preserves local heritage buildings, the rural landscape, and a traditional way of life.

Visitors would enter the Northern Bekaa from Baalbek, stopping at Ras Baalbek to enjoy the Byzantine church ruins and church a top a Roman site, and to visit a local oud maker’s studio. They would continue to Fekeha for a traditional lunch with a local family and a visit to a carpet weaver’s studio.

In late afternoon they would arrive at an old adobe water mill, which would have been restored and adaptively reused, including some new construction, as a visitors and handicrafts center. There they would check-into one of 25 “rural gite” rooms, and receive a trails map/brochure of area activities. After walking on a short pedestrian trail to their nearby room, each of which was formerly an adobe farm building – now charmingly transformed to be a small bedroom decorated with local handicrafts - they could do any of the following activities: interact with local handicrafters at work and purchase handicrafts, work with the local farmers in the field to understand organic agriculture, visit the village of Qaa or a local school or clinic to discuss health, education or local water conservation issues. In late afternoon, they could relax with a glass of local arak or Bekaa Valley wine on the rooftop of the visitors center and watch the sun set over Old Qaa Mountain, followed by a local musical and dance performance and dinner on the terrace of the Old Qaa Mountain Village Café, attached to the Handicrafts Center. At night, a local farmer might feature a campfire under the stars with oral history story-lines.

The following day might be a local festival, where they could experience sheep shearing and purchase special wool products or participate in harvest activities, or they could hike up Old Qaa Mountain to the convent, ride horseback, or travel to the nearby Assi River to river raft and visit historic sites (Pyramid). They could either stay another day at Old Qaa Mountain Village or continue north to Al Jord eco-lodge in Hermel or into Syria. A certain percentage of each tour operator’s tour (possibly 5%) would be donated to a community fund for local education projects. The project would be managed by an NGO in cooperation with the local communities, a sort of management cooperative similar to the management of Al Jord.

By preserving the built and living heritage of the Northern Bekaa Valley through the utilization of local handicrafts, music, food, farm structures, agriculture, and the natural environment, and involving local youth in vocational training and construction and operations activities, the goal would be to counteract social destabilization created by the decline in the traditional agrarian industry and falling income levels.

1. Project Code	BK 3																								
2. Project Title	Old Qaa Mountain Village Complex (Rural Gite)																								
3. Objectives	To use existing resources to create jobs in rural area To preserve rural heritage and landscape (sustainable value)																								
4. Project Components	4.1 Restoration and adaptive reuse of antiquated farm buildings (visitors/handicrafts center and 24 rural gite bedrooms -not self catered facility as in France – hospitality provided by local people, unique lodging at an affordable price) 4.2 Training 4.3 Marketing and Promotion Package (training in design and production - comprehensive brochure, web, advertising, links to rural tourism operators in Lebanon, regional, international)																								
5. Location	Qaa in Baalbek Qaza (north of Baalbek City near Hermel)																								
6. Main Promoters, Local Champions, Implementing Organizations	MOT Project Implementing Unit (PIU) with CDR Ras Baalbek and Qaa Municipalities Bekaa Valley Tourism Development Council Local Branch Ministry of Social Affairs – Summer Youth Camps NGOS (CREADEL) Ras Baalbek and Qaa Municipalities Bekaa Valley Handicrafts Cooperative Local Branch Local Churches (nuns and priests) and Schools																								
7. Main Beneficiaries	Local People (disadvantaged women, farmers, youth), Owners																								
8. Possible Donor Support	France Agence Francaise de Developpement (rural gite renovations) NORAD (VC/HC and rural gite architectural preservation/renovations training for summer youth camps) Swedish Aid (rural tourism training) EU (under Admin Reform rural development grant; heritage training curriculum for public schools) Fares Foundation (training for summer youth camps) Hariri Foundation (arch preservation training for summer youth camps) MEA (promotions funding/web site sponsor)																								
9. Project Cost	<table border="1"> <tr> <td>Master Plan/Site Management including “soft” parking area</td> <td>\$10,000</td> </tr> <tr> <td>Renovated buildings Construction and Interiors Costs – VC/HC and 25 rural gite rooms</td> <td>\$106,000</td> </tr> <tr> <td>VC/HC</td> <td>\$3500</td> </tr> <tr> <td>each rural gite/</td> <td>\$87,500</td> </tr> <tr> <td>Toilet/Shower Facility/3 each women and men</td> <td>\$15,000</td> </tr> <tr> <td>Septic System</td> <td>\$15,000</td> </tr> <tr> <td>Interiors (local products @ \$500/room)</td> <td>\$12,500</td> </tr> <tr> <td>Training – Arch. Preservation/Construction, Handicrafts Development</td> <td>\$50,000</td> </tr> <tr> <td>Promotion - Brochure & Web Site (linked to AgriPass in France and www.agriturist.it in Italy)</td> <td>\$15,000</td> </tr> <tr> <td>Old Qaa Mountain Trail/4 signage markers</td> <td>\$8,000</td> </tr> <tr> <td>Old Qaa Festival Development</td> <td>\$25,000</td> </tr> <tr> <td>Total</td> <td>\$347,000</td> </tr> </table>	Master Plan/Site Management including “soft” parking area	\$10,000	Renovated buildings Construction and Interiors Costs – VC/HC and 25 rural gite rooms	\$106,000	VC/HC	\$3500	each rural gite/	\$87,500	Toilet/Shower Facility/3 each women and men	\$15,000	Septic System	\$15,000	Interiors (local products @ \$500/room)	\$12,500	Training – Arch. Preservation/Construction, Handicrafts Development	\$50,000	Promotion - Brochure & Web Site (linked to AgriPass in France and www.agriturist.it in Italy)	\$15,000	Old Qaa Mountain Trail/4 signage markers	\$8,000	Old Qaa Festival Development	\$25,000	Total	\$347,000
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Total	\$347,000																								
10. Implementation Schedule	2004-2006																								

11. Project Description	
Activities	<p>Development of:</p> <p>11.1 Rural Gite standards, design and construction standards</p> <p>11.2 Summer Youth Camps – Training in Preservation of Adobe and Construction/Renovation to become Rural Gite Lodging</p> <p>11.3 North Bekaa Tourism Map (to include stops at oud maker, local</p> <p>11.4 Institution building to create North Bekaa Valley Tourism Development Committee (branch of Bekaa Valley Tourism Council)</p> <p>11.5 Institution building to create local branch of Bekaa Valley Handicrafts Cooperative (coordination with nearby Arsal Rural Development Association, model for human resource development) food preps, and Byzantine church in Ras Baalbek/Fekeha, Assi River, and links to Hermel tourist activities, particularly Al Jord)</p> <p>11.6 Site management and master plan including circulation (parking and mountain hiking trail)</p> <p>11.7 Special event planning for interactive Wool Festival – sheep shearing, spinning, weaving, dying etc.</p> <p>11.8 Marketing and Promotion program – brochure and web site (target Beirut, France, Germany – tie into MOT nature based planning and national and international eco-tourism operators)</p> <p>11.9 Design and construction (visitors/handicrafts center with shop, café and terrace, 25 rural gite rooms)</p> <p><i>POLICY: To preserve mountain and agro landscape and views through conservation easement or other legal restriction on building (as critical to project setting)</i></p>
Expected Results	<ul style="list-style-type: none"> • Preservation of rural way of life, heritage and landscape • Promotion of rural/agro and nature based tourism linkages/activities in the Bekaa Valley • Increased number of tourists and related jobs and income to local communities of North Bekaa – projected jobs/income involving 75 people (temporary and permanent) • Sustainable tourism industry through training
Staffing and Management	<p>Manager of Project</p> <p>Local Staff (café, cooks, wait staff, cleaning, crafters, shop sales, maintenance)</p>
Training	<ul style="list-style-type: none"> • Strengthening of municipality – public/private Tourism Development Committee • Staffing and managing a visitors center • Staffing and managing handicrafts cooperative • Design and construction techniques • Handicrafts design and production-improved design of handicrafts, rugs, agro products, interiors, merchandising

(4) **BK4 Zahle Heritage Proposal**

The City becomes a major player on the cultural heritage tourism circuit. An existing lovely historic building along the Berdawni River, now run-down, is transformed into a vital part of the community as the new Zahle Visitors Center/Museum of Wine, Poetry, Gastronomy. Recognizing the uniqueness of Zahle's stone architectural heritage, an architectural walking tour is created. This strategy builds upon Zahle's existing Master Plan for Tourism Development, and directs tourists in two directions: to downtown businesses and adjacent neighborhoods (where historic interpretive plaques could be placed on buildings) and to waterfront restaurants and hotels. In addition, Zahle as part of the Bekaa Valley Tourism Development Council cooperates with the Union Vinicole de Liban and nearby Bekaa Valley vineyards (Kefraya and Ksara, possibly also St. Thomas, Nakad, Heritage, Wardeh, Massaya, Musar) to become the base city for and promote the concept of the Bacchus Wine Tour following the paths of the early Romans.

(See BK5 – Zahle Berdawni River Clean-up Campaign)

1. Project Code	BK 4						
2. Project Title	Zahle Heritage Redevelopment Package						
3. Objectives	<ul style="list-style-type: none"> • To preserve and promote the cultural heritage of Zahle to give it a strong identity as a cultural heritage city, as a way to attract more visitors • To train local people and provide increased employment opportunities for disadvantaged and other members of the community, including NGOs • To adaptively reuse historical buildings that are strategically located between the tourism zone and the downtown, to draw visitors in both directions and support local businesses 						
4. Project Components	<p>4.1 Preservation, renovation, adaptive reuse</p> <p>4.2 Visitor attractions</p> <p>4.3 Training</p>						
5. Location	Zahle City (Berdawni Tourism Development Area) and Bekaa Valley						
6. Main Promoters, Local Champions, Implementing Organizations	<p>Zahle Heritage NGOs</p> <p>Zahle Municipality</p> <p>Bekaa Valley Tourism Development Council</p> <p>MOT/PIU</p>						
7. Main Beneficiaries	Zahle Community						
8. Possible Donor Support	<p>Diaspora (500,000 former Zahle residents according to the NGOs; far fewer according to the President)</p> <p>EU (museum)</p> <p>Italian Aid Agency (capacity building)</p> <p>Audi Foundation (museology internship/design training)</p> <p>Chateau Ksara and Kefraya (exhibition galleries and Bacchus Trail)</p>						
9. Project Cost	<table border="0" style="width: 100%;"> <tr> <td>Acquisition of Building(to be donated by municipality Farah or Hotel Amerika/1000 sq m/3 floors)</td> <td style="text-align: right;">\$400-\$500,000</td> </tr> <tr> <td>Visitors Center/Museum: (design/construction/ \$450 sq m)</td> <td style="text-align: right;">\$450,000</td> </tr> <tr> <td>Shop Interior: (products on consignment)</td> <td style="text-align: right;">\$75,000</td> </tr> </table>	Acquisition of Building(to be donated by municipality Farah or Hotel Amerika/1000 sq m/3 floors)	\$400-\$500,000	Visitors Center/Museum: (design/construction/ \$450 sq m)	\$450,000	Shop Interior: (products on consignment)	\$75,000
Acquisition of Building(to be donated by municipality Farah or Hotel Amerika/1000 sq m/3 floors)	\$400-\$500,000						
Visitors Center/Museum: (design/construction/ \$450 sq m)	\$450,000						
Shop Interior: (products on consignment)	\$75,000						

	Training: Zahle Annual Poetry/Arts Fest	\$25,000
	Zahle Heritage Lodging Training (B&Bs/pensions)	\$25,000
	Zahle Museum Management/Heritage Exhibits	\$50,000
	Bekaa Valley Handicrafts Training Program	\$25,000
	Bekaa Valley Tourism Development Council – Grant writing workshop, marketing, promotions, organizational strategy	\$10,000
	Brochure & Web	\$10,000
	City Architectural Heritage Walking Tour	\$5000
	Trail of Bacchus	\$5000
	Total	\$605,000
10. Implementation Schedule	2004 grant and loan applications 2005 training programs 2006-2008 facilities and promotion implementation (design and construction)	
11. Project Description		
Activities	11.1 Institution building to create/strengthen the existing two NGOs to create one Zahle Heritage NGO to lead the local branch of the Bekaa Valley Tourism Development Council 11.2 Institution building to create local handicrafts branch of the Bekaa Valley Handicrafts Cooperative 11.3 Capacity building to create local guides program for museum and walking tour and museology internships 11.4 Training to strengthen existing pensions and create a local B&B industry 11.5 Marketing and promotion package to include brochure and web design and production – tie into Zahle Diaspora, MOT, and cultural heritage specialty tour operators 11.6 Design and construction (combined visitors center/museum of wine and poetry with museum shop, exhibition galleries, seminar space, handicrafts training area, offices, etc) 11.7 Architectural walking tour/historic plaques program 11.8 Museum logo design competition with local universities 11.9 Creation of annual poetry festival – training and promotions <i>POLICY To preserve Zahle’s unique cultural heritage and architectural fabric by renovating and adaptively reusing historical buildings</i>	
Expected Results	<ul style="list-style-type: none"> • Preservation and promotion of cultural heritage tourism • Increased number of tourists to Zahle, surrounding vineyards, and the Bekaa Valley • Increased income to local people (jobs) • Sustainability through training 	
Staffing and Management	Zahle Heritage NGO Director and Secretary Museum Director Museum Staff including Secretary, Maintenance, Shop Sales Handicrafts (permanent) Coordinator and Trainer	
Training	<ul style="list-style-type: none"> • Strengthening of municipality and NGOs – to create public/private tourism organizational/promotional entity 	

- Marketing and promotion program
- Staffing and managing a visitors center, museum, and handicrafts cooperative
- Museology internship (Audi Foundation)
- Local guiding program (walking tour and museum galleries)
- Preservation design/construction techniques
- Pension management and design
- Special events management (festival)

Photo 4.6.2
Ruin of Farm building in Qaa,
North Bekaa



Photo 4.6.3
View of Zahle, city of wine and poetry



(5) BK5 Zahle Berdawni River Clean-up

This program is to create environmental awareness in elementary schools by developing a curriculum and semi-annual Berdawni River clean-up event.

1. Project Code	BK 5	
2. Project Title	Zahle Berdawni River Clean-up and Awareness Campaign	
3. Objectives	To preserve the cleanliness of the Berdawni river as a major contributor to Zahle's cityscape and tourism development area	
4. Project Components	4.1 Environmental awareness campaign and clean-up 4.2 Elementary school educational program (curriculum)	
5. Location	Zahle City adjacent to proposed Visitors Center/Museum (Berdawni Tourism Development Area)	
6. Main Promoters, Local Champions, Implementing Organizations	Zahle Municipality Zahle Schools Zahle Association on Cultural/Environmental Preservation (NGO) – current to evolve into combined Zahle branch/Bekaa Valley Tourism Development Council	
7. Main Beneficiaries	Zahle Community including youth/schools, restaurants, shoppers, municipality and outside tourists	
8. Possible Donor Support	Zahle Municipal Budget Ford Motor Company of Lebanon (environmental public awareness grants) McDonalds (river clean-up grant) Najjar Coffee (Lebanese business/branch Zahle) Zahle Paper Plant	
9. Project Cost	Campaign/Curricula and Training for Event: including local school poster design to stop littering	\$25,000
	Promotion:	\$5000
	Cleanup as Special Event(tshirts/posters)	\$3000
	TOTAL	\$33,000
10. Implementation Schedule	2004 grant applications 2005 curricula development/special event planning	
11. Project Description		
Activities	11.1 Curricula building of elementary school program 11.2 Special event training (organization/promotion) 11.3 Link to Zahle NGO and municipality web site 11.4 Poster design (school competition) and Tshirts 11.5 Organizing implementation of annual river clean-up including media campaign and distribution of plastic bags, tshirts	
Expected Results	Clean river/less littering - Improved sustainable environment Environmentally aware children who become proactive adults	
Staffing and Management	Municipality Schools – Elementary Teachers	
Training	Environmental curricula building Development and promotion of special events	

(6) **BK6 Niha Eco Project and Site Management**

Sustainable projects require balancing the needs of the community and the environment with the realities of financing and management expertise, transparent public/private decision-making, and market demand. The Niha Eco Village proposes to create a model for sustainable nature based tourism, that utilizes local resources (archaeological, agricultural, and living heritage) and community intellect to benefit local people, while recognizing the need for feasible, well managed development. In order to meet small groups of tourism demand, the model would meet the common needs of nature based tourists, who are usually middle income, well educated, middle-aged visitors, traveling in specialty tours and looking for the following:

- well organized and managed small environmentally sensitive facilities,
- with a mid-level of comfort (clean rooms, hot water showers, and good food and wine) at medium prices,
- offering clear interpretation and knowledgeable guides of natural and cultural attractions and a range of living heritage activities.

Like many villages in Lebanon, Niha is a small community that features Roman archaeological sites and a beautiful rural landscape. There is little job opportunity, other than its agricultural base, and villagers much commute to Zahle and Beirut to work. Within the Bekaa Valley, Niha's Roman sites can not compete on cultural heritage tours with World Heritage sites like Aanjar and Baalbek. As there are currently no other attractions, few people visit Niha. The JICA Study Team proposes to "spin" Niha and give it a clear tourism identity and purpose – nature based eco-tourism juxtaposed with improved cultural resources. Throughout Lebanon, there is potential to develop this linkage between silent, unattended cultural resources and contemporary life and nature.

PART 1- Niha Eco Village Development:

Utilizing municipality owned land and government and donor financing to pay for up-front infrastructure and private financing to pay for eco-lodge facilities, the project would promote sustainable environmental systems as educational models to create environmental awareness throughout the country and the region.

For example, the building would be sited for solar and wind gain and enticing views. Building construction would utilize low technology, low maintenance renewable energy systems, such as passive solar water heating, downdraft cool towers for natural ventilation rather than air conditioning, solar lighting, rainwater collection, low water usage toilets at the lodge and flushless composting toilets at the campsite. The façade would be of natural materials, like local stone, to unobtrusively blend into the landscape. To showcase the landscape, plantings would be native and Xeric, using low water usage plants to educate visitors through interpretive nature walks. An Eco Management Unit would create recycling programs (reduce, reuse, recycle) and promote biodegradable products.

Apart from the eco-lodge, organic agriculture would be promoted, and a solar powered agro facility (similar to Akhtamar in Aanjar) would be created in Niha village near the bus parking by local farmers to use local dried fruits and nuts to produce "Niha Trail Mix." This "energy food" could be purchased by trekkers, who walk the Roman Trail from the

lower Roman archaeological site to the eco-lodge and on to the Roman upper site. Long distance trekkers would continue one hour to Zahle. Like the current move to put Lebanese olive oil into the international marketplace, Niha Trail Mix could be exported to provide stronger demand for local producers.

The eco-lodge's exterior and interior design would create a "sense of place" through utilization of Bekaa Valley stone, handicrafts (locally made bedspreads, rugs, linens, etc.), furnishings, and art. With its "buy local" policy, the lodge's wine bar would promote Bekaa Valley wines, and its café would feature local traditional foods. The lodge's gift shop would also feature local handicrafts and art.

This "buy local" policy would extend to training and hiring people from the community, to build activity and a sense of pride and benefit the community directly. (To promote awareness, the eco-lodge could join UNDP's Global Compact campaign, by pledging to respect employees' rights and purchasing less polluting products.) In addition, although lodge management expertise would probably need to be brought in from the outside, a community fund (possibly 10% of lodge post tax profits) would be established to annually finance special projects (Youth Green Corps, Grape Harvest Festival or Rose Festival promotions, etc.).

The target market who would benefit from the 12 bedrooms and 10 tents (accommodating up to 44 people), seminar room, café and wine bar, environmental library with internet, and gift shop, would include the following target markets:

- school children who would participate in environmental camps and hikes;
- Beirutis and expatriate foreigners who would stay at the lodge to participate in a wide variety of activities (environmental, wine tastings, traditional music and dance, festivals, hiking, orchard picking, film festivals, weddings, family reunions);
- environmental NGOs – Lebanese and regional – who could attend meetings/seminars at an affordable price and do research in the Niha Environmental Library; and
- a limited number of serious archaeologists, specialized in Roman sites.

As there are no restaurants or internet cafes in Niha, the lodge's café and library would serve as gathering places for locals, young and old, and visitors to interact. The eco-facilities would become Niha's primary attraction.

Part 2 – Site Management:

The eco-facilities would be tied to improved existing attractions – the Roman archaeological sites - through a visitor trail and marketing strategies. Under a site management plan which would be simultaneously developed by the local community and the national government, the sites would be better preserved, interpreted and presented, and managed by a technically trained local staff working with the DGA and MOT.

Management Structure:

The Niha management structure coordinated with the municipality's mayor would include a branch of the Bekaa Valley Tourism Development Council (BVTDC) and a

branch of the Bekaa Valley Handicrafts Cooperative (BVHC). Both would train local people, and the BVTDC would strategically market and promote the sites, linked to MOT and other communities and attractions within the Bekaa Valley Virtual Museum framework. In addition to the eco-lodge, solar agro-processing facility, and archaeological sites and trails, the Niha branch of the Bekaa Valley Tourism Development Council would organize two annual festivals – the Rose Festival in May, already existing in a limited format, and the Grape Harvest Festival in the fall. A winter film festival and Bekaa Valley wine tasting, and winter survival camp, could give Niha a year-round tourism season.

1. Project Code	BK 6
2. Project Title	Niha Eco Village – Living Heritage Community and Site Management – Part 1
3. Objectives	Pilot Project for Nature Based Tourism – pioneering model to create a sustainable village project that can be replicated around Lebanon; to demonstrate synergy between environmental and cultural and living heritage preservation, directly linked to site preservation, local capacity building and socioeconomic benefits, to attract visitors who stay at least one night.
4. Project Components	<p>4.1 Community strengthening and training</p> <p>4.2 Land Use Planning and Design and Construction of Facilities (model eco-tourism lodge with educational renewable systems, solar agro-processing trails mix facility, improved archaeological site)</p> <p>4.3 Design and Construction of Infrastructure (improved access roads, Roman trail, water and sewage)</p> <p>4.4 Aggressive marketing and promotion strategy targeting schools, Beirut and regional leisure tourists including expats, local, regional, and international environmental organizations and tour operators, and archaeological specialists/researchers of the Roman period</p>
5. Location	Niha Village
6. Main Promoters, Local Champions, Implementing Organizations	<p>CDR/MOT/PIU/MOE and UNDP as part of Lebanon’s existing National Eco-tourism Committee</p> <p>Municipality and President of Niha</p> <p>Local Entrepreneurs including Dr. Mallouf</p> <p>National eco-lodge management company</p> <p>Bekaa Valley Tourism Development Council/local private and public branch</p> <p>Bekaa Valley Handicrafts Cooperative/local private and public branch</p>
7. Main Beneficiaries	<p>Local people, targeting youth, women, and farmers</p> <p>Environmental NGOs and associations throughout Lebanon and region</p>
8. Possible Donor Support	<p>Japanese Government Grassroots Program (Niha Trails Mix solar agro processing grant)</p> <p>Canadian Development Fund (Niha Trails Mix)</p> <p>World Bank (sewer, water, road improvements)</p> <p>USAID (sewer and water facilities)</p> <p>GEF (eco-lodge renewable systems grant)</p> <p>EU (stocking the environmental library with shelves and books/magazines and environmental promotions program)</p>

	<p>Swedish/ASDI (tents and environmental camping program) Phillip Morris Foundation (environmental awareness schools and seminar programs) UNDP (join Global Compact) American Express Foundation (Roman site interpretation and trails) Banque Audi and Blom Bank (Rose and Grape Harvest Festivals promotion) Air France (sponsor of web site) <i>(eco-lodge facilities private sector financed)</i></p>																														
9. Project Cost	<table border="1"> <tr> <td>Land – owned and donated by the municipality</td> <td></td> </tr> <tr> <td>Ecolodge/500 sq m - design & construction (12 rooms/toilets/showers Café/Terrace, Seminar Room, Environmental Library with internet/computers, signage, lighting, interiors of local products, parking, landscaping)</td> <td>\$376,000</td> </tr> <tr> <td>Outdoor Tent Area (10 tents), Composting Toilets</td> <td>\$4500</td> </tr> <tr> <td>Library Books and Publications</td> <td>\$5000</td> </tr> <tr> <td>Agro-production facility w/solar panel</td> <td>\$25,000</td> </tr> <tr> <td>Training Environmental Awareness (guide training is under site management plan and costs)</td> <td>\$50,000</td> </tr> <tr> <td>Training Bekaa Valley Handicrafts</td> <td>\$25,000</td> </tr> <tr> <td>Training Bekaa Valley Tourism Development Council - Branch</td> <td>\$10,000</td> </tr> <tr> <td>Training under existing Interior Ministry program for municipalities to use IT to manage finances (SUNY/USAID)</td> <td>-----</td> </tr> <tr> <td>Brochure, Advertising, Web Site, Green Logo</td> <td>\$15,000</td> </tr> <tr> <td>Festival Development and Promotion</td> <td>\$25,000</td> </tr> <tr> <td>Roman Trail (trail markers tied to map – 7 - sec) (\$14,000 lower section/\$7125 upper section)</td> <td>\$21,000</td> </tr> <tr> <td>Road Improvements/Signage (Secondary line of Sewage System under Part Two)</td> <td>\$377,130 \$23,000</td> </tr> <tr> <td>Water</td> <td>\$132,000</td> </tr> <tr> <td>Total:</td> <td>\$1,065,630</td> </tr> </table>	Land – owned and donated by the municipality		Ecolodge/500 sq m - design & construction (12 rooms/toilets/showers Café/Terrace, Seminar Room, Environmental Library with internet/computers, signage, lighting, interiors of local products, parking, landscaping)	\$376,000	Outdoor Tent Area (10 tents), Composting Toilets	\$4500	Library Books and Publications	\$5000	Agro-production facility w/solar panel	\$25,000	Training Environmental Awareness (guide training is under site management plan and costs)	\$50,000	Training Bekaa Valley Handicrafts	\$25,000	Training Bekaa Valley Tourism Development Council - Branch	\$10,000	Training under existing Interior Ministry program for municipalities to use IT to manage finances (SUNY/USAID)	-----	Brochure, Advertising, Web Site, Green Logo	\$15,000	Festival Development and Promotion	\$25,000	Roman Trail (trail markers tied to map – 7 - sec) (\$14,000 lower section/\$7125 upper section)	\$21,000	Road Improvements/Signage (Secondary line of Sewage System under Part Two)	\$377,130 \$23,000	Water	\$132,000	Total:	\$1,065,630
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Total:	\$1,065,630																														
10. Implementation Schedule	<p>2004 grant and loan applications 2005 training and site management 2006-2008 facilities implementation</p>																														
11. Project Description	<p>This is an ambitious undertaking, and would have to be accomplished in phases re funding, capacity building, infrastructure development, and facilities construction.</p>																														
Activities	<p>11.1 Development of master plan 11.2 Development of standards and “green” logo for organic agro certification program (policy soil/water not depleted, no chemicals) and facilities design 11.3 Festival Development (initially Grape and Harvest with existing resources – eventually regional Environmental Fair) 11.4 Seminar Development (initially project and local schools – eventually linkages to draw regional environmental NGOs and organizations) 11.5 Institution building of Tourism Development Council (to become branch of Bekaa Valley Tourism Council)</p>																														

	<p>11.6 Training for local handicraft development (to become branch of Bekaa Valley Handicrafts Cooperative)</p> <p>11.7 Training for local guide program (under site management plan)</p> <p>11.8 Advocacy program for organic agriculture – environmental education program, specialized library and data base for summer eco-camp, spring and fall eco-seminars</p> <p>11.9 Marketing and promotion program to include advertising strategy, brochure and web design and production and linkages to national, regional, and international eco-tourism operators</p> <p>11.10 Building and landscape design (native Xeric species) and construction (renewable energy efficient systems)</p> <p>11.11 Organization of camping area and educational outdoor activity program with local schools (Wild expeditions, Liban Trek, Cyclamen)</p> <p>11.11 Road design and construction (access improved lower-upper sites and primary road from Ablah-Niha-Qsarnaba)</p> <p>11.12 Signage development (road and trails)</p> <p>11.13 Sewage and water plant design and construction</p> <p>POLICY: To preserve agro landscape/views</p>
Expected Results	<ul style="list-style-type: none"> • Increased jobs and income to local people through utilization of local resources and products • Improved environmental awareness • Preservation of rural landscape • Promotion of tourism niches (nature-based/agro and cultural tourism) • Increased visitation to Niha and the Bekaa Valley
Staffing and Management	<p>74 Permanent Jobs</p> <p>56 Temporary Jobs</p> <p>130 total jobs generated by Eco-Village and Site Management</p>
Training	<ul style="list-style-type: none"> • Strengthening of municipality and local people to be involved in project development and long-term management and marketing <p>(1) Constructing, staffing and managing a visitors center, lodge, hospitality, guide training, agro production</p> <p>(2) Handicrafts design and production</p> <p>(3) Special events organization and promotion</p>

Photo 4.6.3
 Niha Roman Trail for
 the upper Roman site



1. Project Code	BK6																				
2. Project Title	Niha Eco Village – Living Heritage Community and Site Management – Part 2																				
3. Objectives	Protect and better promote Niha's archaeological heritage for long-term sustainability and to increase visitation																				
4. Project Components	4.1 Site management planning and implementation 4.2 Training for site preservation, operations, visitor management, interpretation, and guiding 4.3 Design and construction of mini-visitors center at relocated site entrance; demolition of existing ticket building 4.4 Design and fabrication of site interpretive program																				
5. Location	Niha Lower Roman Site																				
6. Main Promoters, Local Champions, Implementing Organizations	DGA, MOT/PIU Niha Municipality																				
7. Main Beneficiaries	Local People; future cultural heritage tourists and researchers																				
8. Possible Donor Support	Global Environmental Facility (GEF) Canadian Development Fund (archaeological site improvements similar to Byblos) Italian Government (training and site preservation) ICCROM (training) American Express Foundation – Niha Site Interpretation																				
9. Project Cost	<table border="1"> <tr> <td>Site Management Plan (to include conservation)</td> <td>\$50,000</td> </tr> <tr> <td>Site Interpretation/Signage Design and Fabrication (5)</td> <td>\$12,500</td> </tr> <tr> <td>Construction of Small Visitors Center (remove existing kiosk, change entrance/construct new kiosk)</td> <td>\$13,000</td> </tr> <tr> <td>Landscape (site cleanup/remove existing lighting/install solar lighting)</td> <td>\$5,000</td> </tr> <tr> <td>Visitor parking for site (adjacent to agro-processing behind church)</td> <td>\$7,500</td> </tr> <tr> <td>Training (site operations, guide, etc.)</td> <td>\$25,000</td> </tr> <tr> <td>Brochure</td> <td>\$3,500</td> </tr> <tr> <td><i>Subtotal</i></td> <td><i>\$116,500</i></td> </tr> <tr> <td>Sewage Package (linked to village)</td> <td>\$556,000</td> </tr> <tr> <td><i>Total</i></td> <td><i>\$672,500</i></td> </tr> </table>	Site Management Plan (to include conservation)	\$50,000	Site Interpretation/Signage Design and Fabrication (5)	\$12,500	Construction of Small Visitors Center (remove existing kiosk, change entrance/construct new kiosk)	\$13,000	Landscape (site cleanup/remove existing lighting/install solar lighting)	\$5,000	Visitor parking for site (adjacent to agro-processing behind church)	\$7,500	Training (site operations, guide, etc.)	\$25,000	Brochure	\$3,500	<i>Subtotal</i>	<i>\$116,500</i>	Sewage Package (linked to village)	\$556,000	<i>Total</i>	<i>\$672,500</i>
Site Management Plan (to include conservation)	\$50,000																				
Site Interpretation/Signage Design and Fabrication (5)	\$12,500																				
Construction of Small Visitors Center (remove existing kiosk, change entrance/construct new kiosk)	\$13,000																				
Landscape (site cleanup/remove existing lighting/install solar lighting)	\$5,000																				
Visitor parking for site (adjacent to agro-processing behind church)	\$7,500																				
Training (site operations, guide, etc.)	\$25,000																				
Brochure	\$3,500																				
<i>Subtotal</i>	<i>\$116,500</i>																				
Sewage Package (linked to village)	\$556,000																				
<i>Total</i>	<i>\$672,500</i>																				
10. Implementation Schedule	2004 grant and loan applications 2005 site management plan and training 2006 construction of VC; design and fabrication of signage and brochure																				
11. Project Description																					
Activities	11.1 Site management planning including <ul style="list-style-type: none"> • organizational framework - policy making council 																				

	<p>(DGA/MOT/Municipality)</p> <ul style="list-style-type: none"> • long-term conservation plan for archaeology, • short-term action plans for site improvements including changed lighting and clean-up, • staffing including financial management and operations, etc. • visitor management and interpretation (education and circulation to include site identificational and interpretive signage, <p>11.2 Staff training program 11.3 Road and trails design and construction (under Part One) 11.4 Sewage and water plant design and construction 11.5 Design and construction of mini-visitors center 11.6 Marketing and Promotion program to include brochure and web site in Arabic and one other language – English or French</p>
Expected Results	<ul style="list-style-type: none"> • Site protection – preserved for future generations • Site interpretation – to educate visitors about the site’s value • Promotion of cultural heritage tourism in Niha/Bekaa • Increased number of tourists • Increased revenue to community and governments • Increased job opportunity through training (including local guides)
Staffing and Management	<p>Site manager and 2-3 staff (ticketing and maintenance) Conservator/archaeologist (Roman period specialist) Site guides (on-call)</p> <p><i>* Recommendation: that the site entrance fee for foreigners be increased from 4000 LL to 7500 LL (\$5), and left at the current rates of 2500 LL for Lebanese and 1000 LL for students. Include statement on ticket thanking the visitor for helping Niha to preserve its ancient heritage.</i></p>
Training	<ul style="list-style-type: none"> • Strengthening of municipality and organization of public/private site management plan to preserve, present, and promote the sites • Local guiding program

Photo 4.6.4
 The Lower Roman Site



(7) BK7 Aanjar Site Management and Village Tourism Project

Part 1 – Site Management

Aanjar’s World Heritage Umayyad history and site and Aanjar village’s unique Armenian culture are linked and promoted as one to become a major tourist destination. The World Heritage site, representative of the Umayyad period of Arab history (8th C.) and the first hereditary dynasty of Islam headquartered in nearby Damascus, is if first conserved and then better presented through an effective site management plan. There has never been a site management plan for organized decision-making at Aanjar, although it is a site of universal importance and one of the few from this important period of history. On-site, the plan includes adaptive reuse of three already reconstructed Umayyad market buildings (if a conservator determines that the structures can withstand visitor usage), as a new visitors center and two historical exhibition galleries. Off-site, the plan includes a buffer zone, to protect the undeveloped viewshed that surrounds three sides of the site, and plants a visual buffer at the fourth edge.

Visitors move from the ancient world of the Arabs to the contemporary world of Armenian culture via either vehicle or horse and buggy. Aanjar joins its existing fresh trout restaurants and their mountain waterfalls, with new attractions, including a visitors center/Armenian heritage exhibition gallery created in an old water mill. Across the street, a gold souk is constructed, where visitors can interact with local artisans who design and sell jewelry in small studios. Aanjar village gives tour operators a cluster of attractions in one convenient location and a reason to stop on their cultural heritage circuit of the Bekaa Valley Virtual Museum.

1. Project Code	BK 7 (Part 1)
2. Project Title	World Heritage Site Management
3. Objectives	<ul style="list-style-type: none"> • To protect and promote the site • To increase visitor length of stay and site revenue
4. Project Components	<p>4.1 Site management planning and implementation</p> <p>4.2 Training for site staffing and guiding</p> <p>4.3 Design and construction of visitor information and facilities</p>
5. Location	Umayyad World Heritage Site in Aanjar
6. Main Promoters, Local Champions, Implementing Organizations	<p>DGA and UNESCO</p> <p>MOT Project Implementation Unit (PIU)</p> <p>Aanjar Municipality</p>
7. Main Beneficiaries	<ul style="list-style-type: none"> * Local * National * International <p>(universal patrimony as World Heritage site)</p>
8. Possible Donor Support	<p>German Government/GTZ (stone conservation work)</p> <p>ICCROM (training)</p> <p>Global Environmental Facility (GEF) (site management plan)</p> <p>Global Heritage Fund (site management – have already done mission)</p> <p>Canadian Development Fund (archaeological site improvements similar to Byblos – visitors center, exhibition galleries, and interpretation)</p> <p>Spanish Aid Agency (Adaptive Reuse of Umayyad market buildings as VC)</p>

	and exhibition galleries, assuming conservation allows it) Islamic Organizations (Islamic Development Fund, Aga Khan Fund for Cultural Heritage Preservation) American Express/World Monuments Fund (site interpretation)
9. Project Cost	Activity Cost
	1. Creation of Site Management Plan \$85,000
	2. Signage Design \$18,000 (e.g., 1 World Heritage entrance sign, 8 interpretive signs, 3 building ID signs, and 1 off-site directional sign = 12 total – script writer, editor, translator, illustrator, graphic designer) -30,000 (depends on type)
	3. Signage Fabrication \$12,000
	4. Brochure Revision (10,000 copies, Arabic, English, French) \$4000 (to include better linkages to local community VC/Armenian heritage galleries, gold souk, restaurants, hotel, shops, including visitor's map)
	5. Move/demolish Current Ticketing Structure/Kiosks \$1500
	6. Construction - Adaptive Reuse of Umayyad Market Building as Small Visitors Center \$20,000 (utilization of reconstructed market just inside site entrance - electrical already in place, plumbing not necessary, bathrooms not necessary as existing in good condition nearby, construction of admissions area and museum shop to include local products, e.g., Akhtamar's agro products, gold, Wajdi brass)
	7. Construction Adaptive Reuse of Two Umayyad Market Buildings as of Exhibition Galleries \$40,000 (\$20,000 if only one used) (exhibition design and renovation of two market buildings, one to exhibit fragile site artifacts that require protection from weather, and one to exhibit ancient and more modern historical links in the Bekaa, including pre-Umayyad period links through the Ituraeans of border area between Saudi and Jordan who made Baalbek their sacred city and modern Aanjar their capital city, to contemporary history of Aanjar)
	8. Landscape Design Fee/Site Furnishings \$5800 (5 trash cans, very small light shade structure at crossroads, 5 benches, bollards to keep visitors off fragile archaeological areas including mosaics, planted screen to prevent visual intrusion new construction)
	9. Transportation Staging /Parking \$30,000 (for cars and buses, perhaps horse and buggy to take visitors into town of Aanjar)
	10. Stone and Site Preservation Training \$25,000
TOTAL \$221-253,000	
	* Policy Recommendation: Site entrance fee be increased for foreigners from 6000 LL to 7500 LL (\$5) and remain at 3000 LL for locals and 1500 LL for students.
10. Implementation Schedule	2004 grant and loan applications 2005 training programs

2006-2008 implementation (design, construction, fabrication)	
11. Project Description	
Activities	<p>11.1 Site management planning including</p> <ul style="list-style-type: none"> • organizational framework - policy making council (DGA/MOT/Municipality) • inventory of historical resources, assessment of significance, and long-term conservation strategy for archaeology, • staffing including financial management and operations, etc. • visitor management and interpretation (<i>On-site interpretive signage should unveil the site's important purpose as an administrative and commercial center with religious functions – Great Palace, Mosque, Little Palace, Public Bath, Residential Quarters, Circulation (Cardo Maximus and Decumanus Maximus), Tetracylon (monumental gateway), and Mosaics. The directional sign to the site from primary access road should be improved.</i>) <p>11.2 Staff training program</p> <p>11.3 Organized parking design and construction (to include a more organized small parking area, e.g., separation of buses /cars from visitor entrance, perhaps horse and buggy staging)</p> <p>11.4 Design and construction - adaptive reuse of existing reconstructed Umayyad market buildings for visitors center and exhibition galleries</p> <p>11.5 Brochure and Web Site (Arabic and English or French)</p>
Expected Results	<p>Site protection – preserved for current and future generations</p> <p>Site interpretation – interpreted to educate visitors about the site's value as a World Heritage site</p> <p>Increased visitation</p> <p>Increased revenue to municipality and government</p>
Staffing and Management	<ul style="list-style-type: none"> • site director/financial management • conservator/archaeologist (Umayyad specialist) • admissions/welcoming staff • shop/exhibition gallery manager • local guides • maintenance staff
Training	Training in stone and site preservation, presentation, and management



Photo 4.6.5
 Aanjar Umayyad Site

Part 2 - Village Tourism

Aanjar has many hidden treasures, including its strong Armenian heritage, which is not visible to the tourist. These should be unveiled to draw visitors from the archaeological site to the village and improve the local economy. There are currently more than 50 gold jewelry workshops in houses throughout the village, none of which are open to the public, although Aanjar is a primary supplier of Armenian jewelry to the international community (Gulf/GCC). There is also a lovely old water mill and waterfall under the vegetative overhang near the entrance to Casino Ain Aanjar restaurant. This is strategically located near the restaurants and across the street from a large open parking area. It is also not too far from the hotel that is opening this spring.

The project proposes to create a “critical mass” of tourism interest in this area, through an aggressive marketing strategy and clustered visitor attractions, including a Water Mill Visitors Center (symbolic of Aanjar’s connectivity to water) with an Exhibition Gallery of Armenian Heritage, a new souk of gold workshops where visitors could watch the goldsmiths at work and later purchase local jewelry, agro (Akhtamar) and handicraft products. This would be surrounded by a landscaped parking area. An annual jewelry festival (to include silver from Rashaiya) would be held as a street festival, with music provided by the local church and other groups. Under the Bekaa Valley Virtual Museum concept, products could also be sold in Zahle at the Museum and at Niha.

1. Project Code	BK 7 (Part 2)
2. Project Title	Aanjar Village Tourism
3. Objectives	<ul style="list-style-type: none"> • To preserve and promote the cultural heritage of Aanjar • To create attractions that draw visitors from the archaeological site to the village to spend their money on local products and services
4. Project Components	<p>4.1 Master Plan for long-term tourism development</p> <p>4.2 Institutional strengthening and local capacity building</p> <p>4.3 Construction (new facility comprising of a rustic building of 50 workshops; renovation/adaptive reuse of water mill as visitor center and Armenian heritage galleries)</p>
5. Location	Aanjar Restaurants Area
6. Main Promoters, Local Champions, Implementing Organizations	<p>Municipality of Aanjar and Tourism Development Committee</p> <p>Aanjar Churches</p> <p>MOT Project Implementation Unit (PIU)</p> <p>Bekaa Valley Tourism Development Council/local branch (might be TDC)</p> <p>Bekaa Valley Handicrafts Cooperative/local branch</p>
7. Main Beneficiaries	<p>People of Aanjar (and some benefit to surrounding communities) (architects, construction workers including carpenters, stone masons, electricians, and plumbers; artists and sculptors, factory workers (brass), goldsmiths – 50 workshops in Aanjar, silversmiths in Rashaiya to be featured in annual jewelry festival, agro industry, restaurant owners)</p>
8. Possible Donor Support	<p>Armenian Diaspora and Foundation (Armenian heritage galleries/renovation of Water Mill)</p> <p>French Government (Water Mill Visitors Center) (founded community in 1939 – 65th anniversary in 2004)</p> <p>Jewelers Syndicate in Lebanon (investment in gold souk)</p>

	Audi Foundation (cultural heritage/museology internship) EU (living heritage)																						
9. Project Cost	<table border="1"> <thead> <tr> <th>Activity</th> <th>Cost</th> </tr> </thead> <tbody> <tr> <td>Water Mill ruins and land for souk/400 sq m to be donated by the municipality</td> <td></td> </tr> <tr> <td>New gold souk (500 sq m/36 workshops/2 floors with single loaded corridor)</td> <td>\$100,000</td> </tr> <tr> <td>Visitors Center/Gallery w/gift shop & toilets</td> <td>\$60,000</td> </tr> <tr> <td>Parking, Landscaping, Lighting</td> <td>\$21,500</td> </tr> <tr> <td>Brochure, Web, Fam Trip, Adv., Trade Fair Promotion, Promo Booklet, CD Rom, Logo</td> <td>\$25,000</td> </tr> <tr> <td>Museum/Exhibition Design Training</td> <td></td> </tr> <tr> <td>Handicraft Training</td> <td>\$25,000</td> </tr> <tr> <td>Tourism Development Council Branch Promotional Training</td> <td>\$10,000</td> </tr> <tr> <td>Jewelry Festival Promotion</td> <td>\$25,000</td> </tr> <tr> <td>TOTAL</td> <td>\$266,500</td> </tr> </tbody> </table>	Activity	Cost	Water Mill ruins and land for souk/400 sq m to be donated by the municipality		New gold souk (500 sq m/36 workshops/2 floors with single loaded corridor)	\$100,000	Visitors Center/Gallery w/gift shop & toilets	\$60,000	Parking, Landscaping, Lighting	\$21,500	Brochure, Web, Fam Trip, Adv., Trade Fair Promotion, Promo Booklet, CD Rom, Logo	\$25,000	Museum/Exhibition Design Training		Handicraft Training	\$25,000	Tourism Development Council Branch Promotional Training	\$10,000	Jewelry Festival Promotion	\$25,000	TOTAL	\$266,500
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10. Implementation Schedule	2004 Grant Writing 2005 Training 2006-2008 Implementation of Construction, Promotion																						
11. Project Description																							
Activities	<p>11.1 Training as detailed below</p> <p>11.2 Design and Construction of a contemporary “Souk” with goldsmith workshops for educational visitor activity (toilets, visitor staging area, local products shop)</p> <p>11.3 Design and Construction of a visitors center – adaptive reuse of water mill across the street from the souk as a one room visitor information area with an exhibition gallery and short walking tour of the water mill/interpreted and the waterfall area – 2 tables for visitors to sit and drink local coffee/eat Armenian pastry</p> <p>11.4 Coordination with Cilicie Museum (Armenian) in Beirut regarding joint promotion of Armenian culture and exhibits</p> <p>11.5 Aggressive marketing plan to include World Heritage site and village tourism activities</p> <p>11.6 New special event, such as Annual Jewelry Festival</p>																						
Expected Results	<ul style="list-style-type: none"> • Preservation of 20th C. living and built cultural heritage • Increased numbers of tourists to the village of Aanjar • Increased jobs and income for local people 																						
Staffing and Management	Total Jobs Part One and Two: 62 Temporary, 72 Permanent (plus 12 under BK8, expansion of Akhtamar)																						
Training	<ul style="list-style-type: none"> • Strengthening of Municipality’s public/private Tourism Development Committee (to include festival committee) • Grant writing • Staffing and managing a visitors center • Exhibition design (Armenian heritage gallery) • Comprehensive marketing, merchandising, visitor promotion plan • Preservation construction techniques (water mill) 																						

(8) BK8 Aanjar Akhtamar Agro-processing

Another of Aanjar's hidden treasures is the Akhtamar project, which was developed by the government and local people with assistance from the Canadian Development Agency. The facility, with its high quality products, clean environment, and effective marketing image, is a good model for the Niha agro-processing facility. The JICA Study Team recommends that an international donor assist Akhtamar in creating a second solar panel and drying platform to expand the facility to produce more agricultural products and jobs.

1. Project Code	BK 8
2. Project Title	Aanjar Akhtamar (agro-processing facility)
3. Objectives	To increase venues and distribution for agricultural products To increase jobs and revenue to community
4. Project Components	Expansion of existing facility to include second solar collector and drying platform
5. Location	Aanjar Village
6. Main Promoters, Local Champions, Implementing Organizations	Akhtamar (agro-processing facility) Municipality of Aanjar MOT Project Implementation Unit (PIU)
7. Main Beneficiaries	Local People (farmers and women)
8. Possible Donor Support	USAID (YMCA Program)
9. Project Cost	\$15,000
10. Implementation Schedule	2004-2005
11. Project Description	
Activities	Development of additional solar collector and drying platform to increase food production
Expected Results	<ul style="list-style-type: none"> Promotion of agro-tourism in Niha/Bekaa Valley (products to be featured in Aanjar Gold Souk, Zahle Museum Shop and outside the Bekaa Valley in Beirut) Increased income to local people (jobs) Increased sustainability through training
Staffing and Management	Additional 10 employees
Training	Participation in agro exports training program

(9) **BK9 Bekaa Valley Tanaïl Convent and Wine Classic**

This package utilizes the existing Tanaïl Estate to create a new cultural attraction on the heritage route and to create wine related special events.

1. Project Code	BK 9
2. Project Title	Bekaa Valley Wine Route
3. Objectives	To increase wine related tourism throughout the Bekaa Valley through the creation of new or strengthening of existing tourist attractions
4. Project Components	4.1 Museum/dairy shop 4.2 Special events – Wine Classic Festival in the fall 4.3 Vineyard promotional and “story line” strengthening for wine tourism/vineyard tours 4.4 Promotion (Bacchus Thematic Wine Route)
5. Location	Town of Tanaïl, Tanaïl Convent
6. Main Promoter, Current and Future, Implementing Organization	Lebanese Vintners Union (current – 9 members) Tanaïl Convent & Estate (current and future) Local university history faculty (current and future)
7. Main Beneficiaries	Newly employed local people Local vineyards
8. Possible Donor Support	Any funding cultural heritage or agro-tourism projects
9. Project Cost and Revenue	To be determined
10. Implementation Schedule	Short-Medium Term
11. Project Description	
Activities	11.1 Design of facilities, finalization of concept and budget, including Dairy Museum and Shop in existing Convent complex 11.2 Church fund-raising 11.3 Hiring and training of new staff 11.4 Aggressive marketing strategy with Bekaa Valley Tourism Development Council 11.5 Special events planning for annual Wine Classic, coordinated with vintners 11.6 Strengthening of vineyard tours – training
Expected Results	<ul style="list-style-type: none"> • Increased visitor stays in Bekaa Valley for new attraction • Job creation for 50 plus people • Increased sales for local food and beverage suppliers • Promotion of agro-tourism in Bekaa Valley
Staffing and Management	-Convent management to create museum with heritage architect -5-7 employees to run convent museum & shop under convent management -Bekaa V. Tourism Dev. Council events unit to create wine route, events
Training	Required for museum, site guides, and events specialist Food and beverage personnel to be trained at local institutions Comprehensive promotional and marketing strategy

(10) **BK10 Bekaa Valley Destination Project**

To implement the Virtual Museum framework and associated project strategies, two primary regional organizations are recommended to play a critical role in promoting the Bekaa Valley. The first, the Bekaa Valley Tourism Development Council, would be trained to organize and implement training and promotional programs and special events. The Council would have membership branches in the municipalities and villages: Baalbek, Qaa/Ras Baalbek, Zahle, Aanjar, and Niha. The second, the Bekaa Valley Handicrafts Cooperative, would be developed in Baalbek and Zahle to train local artisans and to link local products to effective marketing and sales.

1. Project Code	BK 10
2. Project Title	Bekaa Valley Destination Project
3. Objectives	<ul style="list-style-type: none"> • To implement the Virtual Museum framework for Bekaa wide training and promotion through creation of the Bekaa Valley Tourism Development Council and Bekaa Valley Handicrafts Cooperative • To establish aggressive comprehensive Bekaa Valley marketing and identity packages (label and image) • To better link local people's skills and ability to market products • To create consistent high quality for attractiveness to tourism industry and long-term sustainability
4. Project Components	<p>4.1 Institution building through partnerships</p> <p>4.2 Improved distribution and promotion network</p> <p>4.3 Training</p> <p>4.4 Marketing and promotion including web site</p>
5. Location	Branches e.g., Baalbek, Zahle, Niha, Aanjar (council & cooperative)
6. Main Promoter, Current and Future, Implementing Organization	<p>Municipalities (current)</p> <p>CDR/MOT and Ministry of Social Affairs (current)</p> <p>Bekaa Valley Tourism Development Council (future)</p> <p>Bekaa Valley Handicrafts Cooperative (future)</p> <p>(public private partnership – municipalities and NGOs)</p>
7. Main Beneficiaries	Local people
8. Possible Donor Support	<p>EU/Economic and Social Fund for Development</p> <p>GEF (Global Environmental Facility)</p> <p>ICCRUM</p> <p>Italian Government</p> <p>Phillip Morris Foundation</p> <p>Samuel Kress Foundation</p> <p>Spanish Aid Agency</p> <p>USAID</p> <p>Agence Francaise de Development</p>
9. Project Cost and Revenue	\$300,000
10. Implementation Schedule	2004-2006
11. Project Description	
Activities	<p>11.1 Training</p> <p>11.2 Publication guide to the Bekaa (quarterly on current activities –</p>

	<p>special events, sporting events, lectures, exhibitions, etc.)</p> <p>11.3 Mt. Lebanon foothills trail development and guide book</p> <p>11.4 Thematic route development, e.g., Bekaa Valley brochures – A Cultural Mosaic Phoenician to Ottoman (heritage), Of the Bekaa Earth (agro-tourism), Niha to Heliopolis to Hermel (eco-tourism) etc.</p> <p>11.5 Marketing and promotion package including web site – linked to tour operators and Specialty Travel Index</p>
Expected Results	<ul style="list-style-type: none"> • Increased tourism in Bekaa Valley • Increased sales of local products • Increased income to local people (jobs) • Increased growth and sustainability of tourism industry • Activities for youth and other walkers/trekkers
Staffing and Management	<p>Organization or main Bekaa Valley Tourism Council and Bekaa Valley Handicrafts Cooperative (could rotate by area)</p> <p>Local branches of Bekaa Valley Tourism Council and Handicrafts Cooperative (Baalbek, Qaa/Ras Baalbek, Zahle, Niha, Aanjar)</p>
Training	<p>Vocational – institutional management, grant writing workshops, hospitality, handicrafts, local guides, promotion</p> <p>Technical – site management and special events</p> <p>Image Building – identity package</p> <p>Tour operator specialized training workshop – Geo Expeditions</p>

Photo 4.6.6
 Mountain trails
 between Zahle-Niha-Qsarnaba



(11) BK11 Bekaa Valley Fair Grounds

To become a favored year-round destination for leisure and recreational activity, the valley will use the fair grounds to stage open-air events such as circuses, musical performances, trade fairs and festivals in addition to a regular farmers market offering the valley's agricultural products and crafts. This facility will serve as a platform for events drawing their public from across the valley, from Beirut and even from Damascus. A range of local services will develop to cater to such events.

1. Project Code	BK11
2. Project Title	Bekaa Valley Fair Grounds
3. Objectives	<ul style="list-style-type: none"> To promote of family-friendly leisure and recreational spending To promote of sale of local agricultural products To create of cultural, trade attractions of broad public appeal
4. Project Components	<ul style="list-style-type: none"> acquisition of minimum 20 hectares parcel near exit for new Damascus highway award of contract via BOT arrangement to private operator construction of basic infrastructure & operation by private operator
5. Location	Zahle Qaza off new Damascus highway
6. Main Promoter, Current and Future, Implementing Organization	<ul style="list-style-type: none"> Zahle Qaza economic development office, operation by appointed operating company [concession] related marketing role for <i>Bekaa Valley Tourism Development Council</i>
7. Main Beneficiaries	<ul style="list-style-type: none"> numerous suppliers & tourism businesses staging special events farmers from the Bekaa Valley [weekly farmers market] food & beverage businesses in the vicinity tour operators from Beirut, Damascus metro areas
8. Possible Donor Support	Possible for land use planning, land titling to compose the parcel
9. Project Cost and Revenue	To be determined. Municipality's startup cost may be limited to land acquisition. Infrastructure cost to be borne by concession holder.
10. Implementation Schedule	Short-medium term, possibly contingent upon completion of new Damascus highway project.
11. Project Description	
Activities	<ul style="list-style-type: none"> Qaza government will formulate project, define related infrastructure, compose land under clear title, and plan concession process and specifications. Qaza to make competitive award. Concessionaire to install infrastructure & market the grounds to attract events. Infrastructure to include: access roads, parking lots, toilets and ticket offices, signage.
Expected Results	<ul style="list-style-type: none"> Increasing visitor volume to publicly attended events [circuses, fairs, farmers market, exhibitions & trade shows] for Lebanese, Syrian and other visitors requiring local hospitality and business services. job creation in support businesses handling the events largely low-skilled [poverty alleviation effect] reduced environmental impact caused by existing farmers markets, open air trade shows, circuses & festivals held in unprepared sites.

Staffing and Management	<ul style="list-style-type: none">• Task force within Qaza government to oversee planning, concession process.• Qaza or municipal government to supervise operation.• Concessionaire to operate in compliance with concession contract.
Training	<ul style="list-style-type: none">• in management of long term concessions for municipal or Qaza officials.

(12) BK12 Bekaa Valley Marathon

Lebanon's first international marathon held this fall in Beirut was a major success. It drew runners from 48 countries. The Al Shouf Cedars marathon has also been a success. The Bekaa Valley Marathon would be an opportunity to repeat that success –and to offer an attractive theme: The Run for Peace. Learning from the existing examples, the marathon could strengthen sports tourism in Lebanon, especially targeting youth, and become an important thematic, annual event. The three marathons could be seasonally linked to offer spring, summer, and fall venues.

1. Project Code	BK 12
2. Project Title	Bekaa Valley Marathon – Run for Peace
3. Objectives	To create international sporting event
4. Project Components	Organizational framework Fundraising Training special events planning Promotion
5. Location	Bekaa Valley
6. Main Promoter, Current and Future, Implementing Organization	Bekaa Valley Municipalities and Private Sector (current and future) Bekaa Valley Tourism Council (future)
7. Main Beneficiaries	Local people – income and jobs
8. Possible Donor Support	Lebanese Hotels Soft Drink Company Phillip Morris Foundation
9. Project Cost and Revenue	Unknown (Beirut Marathon cost \$1 million)
10. Implementation Schedule	2004-2006
11. Project Description	
Activities	Planning Brochure Marketing and Promotion (including web site) Fundraising
Expected Results	<ul style="list-style-type: none"> • Increased sports tourism in Bekaa Valley • Increased sales of local products • Increased income to local people (jobs) • Activities for youth and others
Staffing and Management	Local branches of Bekaa Valley Tourism Council (Baalbek, Zahle, Niha, Aanjar) Special annual temporary staffing
Training	Special events and fundraising Marketing and promotion

(13) BK13 Bekaa Gateway Project

This project aims to improve visitor awareness, particularly for visitors arriving from the east via the Damascus highway, of the wide array of tourism attractions the Bekaa Valley offers.

1. Project Code	BK 13
2. Project Title	Bekaa Gateway Project
3. Objectives	Improve visitor awareness of tourism resources for tourists entering Lebanon on Damascus Road Promote of Bekaa Valley as a region
4. Project Components	Visitor information kiosk just off new Damascus Road alignment near Aanjar [with toilets, ATM, telephones] To target regional visitors from the East (Jordan, Iraq, Syria, etc.) Road signage (well designed international standard re-design and implementation)
5. Location	Bekaa Valley
6. Main Promoter, Current and Future, Implementing Organization	CDR and ARAB Fund (current)
7. Main Beneficiaries	Bekaa Valley businesses and tourists
8. Possible Donor Support	Lebanese Hotels Soft Drink Company Phillip Morris Foundation
9. Project Cost and Revenue	Consultant fee and fabrication \$20,000 consultant fee \$30,000 kiosk design and fabrication
10. Implementation Schedule	January 2004+
11. Project Description	
Activities	Facility planning, design and construction Signage design, fabrication, installation
Expected Results	Increased tourism in Bekaa Valley Informed active tourists
Staffing and Management	CDR and Gicome Consulting (already implementing) JICA Study Team coordination with CDR Design, construction, and management of visitors center
Training	Visitor kiosk and information management

Chapter 5 Implications for the Subareas – Bekaa Valley Virtual Museum

Shifting gears, this section of the report moves from the strategic framework and programs to the perspective of the subareas under the two study areas.

5.1 Baalbek City

5.1.1 Development Strategy

- Lodging will be improved to better target market needs. Other than 1-2 star pensions, the Palmyra Hotel is the only lodging in Baalbek. Although an important, authentic cultural icon in and of itself, only four of its 35 or 36 rooms are geared toward international standard tourism. The proposed program builds upon the under-utilized strength and heritage identity of the Palmyra Hotel and increases lodging to create a city of unique heritage hotels or inns. This would not only increase hotel stock to accommodate tour buses and individual travelers, but at the same time enhance the city-scape by renovating existing historical buildings and integrating them into the tourist circuit. It would attract cultural heritage niche market tourists to extend their stays more than half a day, stay overnight, and shop, eat, be entertained, and dine in the medina and along the Ras al Ain.
- Utilizing visitor circulation and two trails with an imbedded timeline, a strategy is to physically draw visitors from the Qala'a or primary archaeological site to the medina or heart of the community and to Mercury Temple, in order to increase spending in the local economy.
- Increase tourism interest in the medina and the local heritage by developing visitor attractions through regeneration of the existing architectural fabric of the city through restoration and adaptive reuse of historic buildings (heritage museum, fabric along the souk to become handicrafts center).
- A visitor education strategy is to create a city brochure and map illustrating Baalbek's attractions, including sites, museums, mosques, lodging, restaurants.
- A comprehensive, aggressive marketing and promotional strategy is developed through institution building (establish branch of Bekaa Valley Tourism Development Council)
- A tourism products development strategy is effected through improved organization, design, promotion, and merchandising of handicrafts and souvenirs (establish Handicrafts Cooperative and branch of Bekaa Valley Handicrafts Cooperative and furniture training program through the Church's existing workshop)

5.1.2 Resource Improvements

Existing and proposed resources to be strengthened and utilized by the development strategies and proposed projects are summarized in table Table 5.1.1.

Table 5.1.1 Resources in Baalbek City

Type of Resource	Existing Resource	Proposed Resource
Historic Sites	The Qala'a – World Heritage Temple Site with New Museum Umayyad Mosque	A.1 The Temple of Mercury opened to the public
Historic Buildings	Palmyra Hotel	B.1 Heritage Hotel French Mandate Catholic Waqf Complex preserved and renovated as hotel B.2 Heritage Inn Amhaz House preserved and renovated as rest house B.3 Heritage Museum Kahlil Mutran House preserved and renovated as local museum Future resources for commercial projects: Garroud Barracks and Railway Station
Natural Features Cultural landscapes	Ras al Ain Spring and Channel City Park	C.1 Ras al Ain and Heritage Trails Plan Two trails with imbedded historical timeline - one to connect the Qala'a to the downtown and one to connect to heritage resources and Temple of Mercury
Living Heritage	Traditional dance, music, food, hubble bubble, handicrafts	D.1 Dobke and Theatre in the Park Organized special events along the Ras al Ain instead of at the Qala'a – could include a theatrical "Arab wedding" D.2 Permanent handicrafts exhibition Located in the renovated souk along the Heritage Trail; training for design and marketing
Special Events	Baalbek Festival with handicrafts tents	To be continued to allow sales when souk is closed at night
Recreational Infrastructure (picnics, sports, hiking)		Establish organized picnics in the city park
Entertainment (restaurant, cafes, nightclubs)	Restaurants, Coffee Houses with Hubble bubble	Recommend design and presentation training
Lodging (hotels, pensions)	Palmyra Hotel Pensions	Palmyra is renovated by the owner but maintains its authenticity Hotel training H.1 Heritage Hotel and Inn are added to hotel stock H.2 International Youth Hostel is opened in medina building requiring little renovation
Shopping (local crafts, art, souvenirs)	Rugs, abayas, crocheting, bronze and stone reproductions, beaded and silver jewelry, etc.	I.1 Handicrafts Cooperative Branch (opened to coordinate handicrafts training to improve design and marketing)

Type of Resource	Existing Resource	Proposed Resource
Visitors Information (VC, maps, brochures, guidebooks, signage, guides)	Qala'a Brochure Museum Signage	J.1 Visitors Center to be built at Qala'a as part of CHUD project Propose that the VC provide information on both the Qala'a and Medina J.2 City map/brochure Recommend enhancement of UGA or municipality brochure J.3 Guides Recommend local guides training J.4 Interpretive Signage Located along Trails J.5 Guide training Part of Bekaa Valley program
Infrastructure (roads, parking, water, sewer, solid waste management)	Road access, circulation, and parking Sewage plant built	To be improved under CHUD Program Sewage plant to become operational
Financial/Support (public private)		Owner Catholic Waqf supports heritage hotel. Public-private investment possibly available, depending upon feasibility.
Human resources (labor, training programs)	Municipality Tourism Development Committee Baalbek Festival Committee NGO	Recommend better coordination with MOT Recommend more local participation in Festival UGA to expand UNIRPD project to improve web site and translate into Arabic, English, French NGOs Lebanese Association for Studies and Training (LAST) and French Cultural Center – to participate in tourism development training CREADEL – to participate in handicraft training.

Source: JICA Study Team

5.1.3 Impacts on Communities

- Strengthened cultural tourism brings new life and job opportunity to the city. Municipality's Tourism Development Committee is strengthened to organize development and effectively market it, and key NGOs, such as CREADEL and LAST, are provided with more participatory programmatic opportunities to assist the disadvantaged. Tourism development encompasses resources of the existing agricultural sector and handicrafts base, and farmers, women and youth increase their job opportunities and income, stabilizing the general economy and political atmosphere.

5.2 North Bekaa Valley

5.2.1 Development Strategy

- Overall strategy, within the framework of the Bekaa Valley Virtual Museum, is to create a model for rural tourism development in Qaa, utilizing existing traditional physical resources and local skills, and linking development to living heritage attractions in Ras Baalbek (oud studio) and Fekeha (traditional food).
- Qaa becomes a branch of the Bekaa Valley Tourism Development Council, to improve promotional cooperation between MOT and municipalities and among private/public sector, and to link internationally to the nature and rural based market

(particularly the rural gite popularity in France).

- Local people participate in regional training programs such as site management, lodge management, vocational hospitality, guiding, etc.
- Local people participate in the Bekaa Valley Handicrafts Cooperative, and a working studio for visitor enrichment is opened in Qaa Mountain Village. Local women participate in training programs in Baalbek City to improve products, marketing, and sales.

5.2.2 Resources Improvements

Existing and proposed resources to be strengthened and utilized by the development strategies and proposed projects

Table 5.2.1 Resources in North Bekaa Valley

Type of Resource	Existing Resource	Proposed Resource
A.Historic Buildings	Hermel Pyramid Ras Baalbek Byzantine Church site Qaa farm buildings	A.1 Thematic connection on cultural heritage route to be adaptively reused as rural gite in Old Qaa Mountain Village
B.Natural Features Cultural Landscapes	Qaa mountain landscape Agrarian landscape Mahfouz National Park and Orontes River	B.1 Landscape to be preserved under viewshed ordinance B.2 Rafting on the Orontes to be promoted under Nature Based Theme
C.Living Heritage	Ras Baalbek oud maker workshop Fekaa traditional food Fekaa rug maker loom	C.2 Heritage route to include visits to oud maker and rug maker and traditional lunch in Fekaa with local family, to include smoked trout C.3 Qaa Handicrafts Center To be built from preserved earthen structure with terrace and café
D.Special Events		D.1 Annual Sheep Shearing Festival To promote special event with visitor interaction through spinning, weaving, dying – dance and music D.2 Annual Harvest Festival
E.Recreational Infrastructure (picnics, sports, hiking)		E.1 Hiking trail up Qaa mountain up local guides E.2 Annual Harvest Festival
F.Entertainment (restaurant, cafes, nightclubs)		F.1 Old Qaa Mountain Village Terrace Café
G.Lodging (hotels, pensions)		G.1 Old Qaa Mountain Village (Rural Gite)
H.Shopping (local crafts, art, souvenirs)		H.1 Old Qaa Mountain Handicrafts Center
I.Visitors Information (VC, maps, brochures, guidebooks, signage, guides)		I.1 Old Qaa mountain Visitors Center I.2 Handicrafts Center with Regional Map/Brochure I.3 Parking area
J.Infrastructure	International road improvement (dual carriage way, and bypass for El Ain)	J.1 Mitigation facilities for wastes

Type of Resource	Existing Resource	Proposed Resource
K.Financial/Support (public private)		Local owners ready to invest International grants potentially available for training and capacity building
L.Human resources (labor, training programs)	Existing handicrafts labor base of local women	L.1 Handicrafts Training Program To include design, production, and marketing

Source: JICA Study Team

5.2.3 Impacts on Communities

The North Bekaa villages, including Ras Baalbek, Fekeha, Qaa, and possibly others, become involved in the tourism sector through their traditional way of life, and this particularly benefits farmers (agro products), women (handicrafts and hospitality) and youth (hospitality and guiding). The Convent on Qaa Mountain, which offers four bedrooms, is linked to Qaa Mountain Village through a trail, and thus, benefit as well. Owners of the existing, antiquated farm structures are given new economic enterprises. The municipalities are strengthened and better able to manage and promote tourism development.

5.3 Zahle

5.3.1 Development Strategy

- Zahle becomes a major player in the cultural heritage tourism circuit, in addition to their existing role on the leisure circuit, through promotion of the city's rich artistic, literary, and architectural heritage.
- The importance of the existing culture and heritage as identified by the focus groups is promoted through a Visitors Center/Museum of Wine, Gastronomy, and Poetry to establish a stronger identity and increase visitor interest and length of stay.
- The strategic location of the Visitors Center/Museum between the downtown and the Berdawni River restaurants and the establishment of a Walking Tour benefits local businesses, as it links tourists to both areas and increases spending in the community.
- Zahle becomes part of a Bekaa Valley's thematic tour (wine route)
- Through training and marketing programs, existing products (agro, handicrafts) and lodging (pensions) are more attractive to tourists and visitor spending and length of stay increases.
- Environmental public awareness is increased, while cleaning up an important resource (Berdawni River).

5.3.2 Resources Improvements

Existing and proposed resources to be strengthened and utilized by the development strategies and proposed projects as summarized in Table 5.3.1.

Table 5.3.1 Resources in Zahle

Type of Resource	Existing Resource	Proposed Resource
Historic Sites	Not applicable	
Historic Buildings	Farah Building Hotel Amerika Grand Hotel Kadri	B.1 Either building proposed as preservation and adaptive reuse as Visitors Center/Museum of Wine, Gastronomy and Poetry
Natural Features Cultural landscapes	Berdawni River Cliffs of Zahle	C.1 Public awareness in the schools and clean-up campaign
Living Heritage	Sculpture, poetry, art, and handicrafts	Recommend featuring as exhibits and products in Museum of Wine, Gastronomy and Poetry
Special Events	Annual Poetry Competition	E.1 Recommend Annual Poetry Festival
Recreational Infrastructure (picnics, sports, hiking)	Trail along Berdawni	F.1 Architectural walking tour along Berdawni
Entertainment (restaurant, cafes, nightclubs)	Berdawni River and downtown restaurants, cafes, nightclubs	Business strengthened through increased tourism attractions and more visitors
Lodging (hotels, pensions)	Grand Hotel Kadri, Akl and Traboulsi Pensions, Monte Alberto	Well located pensions along Berdawni need training to meet demand
Shopping (local crafts, art, souvenirs)	Existing handicrafts in two stores along Main Street	I.1 Handicrafts Cooperative for Bekaa/Zahle Branch I.2 Training in design I.3 Museum Shop to promote local craft
Visitors Information (VC, maps, brochures, guidebooks, signage, guides)	Well designed brochure and booklet	J.1 Redesigned brochure with walking tour map J.2 Architectural plaques program and signage program J.3 Propose Visitors Center strategically located between downtown and entrance to Berdawni Tourism Redevelopment Area J.4 Training for local guides program
Infrastructure (roads, parking, water, sewer, solid waste management)	Sewer, water, and solid waste management Roads being improved and parking being under-grounded by municipality	K.1 Pedestrian area expansion and installation of public transport
Financial/Support (public private)	Grassroots Grants Program – Japan (proposal in to support cultural heritage)	Diaspora – 500,000 former Zahle area residents Other donor/grant funds for training
Human resources (labor, training programs)	Strong municipality and NGOs	M.1 Bekaa Valley Training Programs Handicrafts, museum management – perhaps internships, grants writing, fundraising

Source: JICA Study Team

5.3.3 Impacts on Communities

- Strengthen disadvantaged members of the local and Bekaa Valley economy (farmers, women through development of agro-products and handicrafts), by including their products in the museum shop. The museum shop would feature a “buy local” campaign, that would include products from Aanjar and Zahle.
- Municipality’s tourism development plan and committee are strengthened.
- Cultural and environmental NGOs are strengthened.
- Small businesses receive increased business through tourism.

5.4 Niha

5.4.1 Development Strategy

- Niha, a small community comprised of a municipality, a library and two churches, becomes a major player on the nature based tourism route and within the environmental community. The strong intellect of the community is harnessed. The strategy draws upon Niha’s agricultural base to create a project that makes Niha the leading eco-tourism model in Lebanon. The development of environmentally sensitive systems and agro processing is linked to its archaeological heritage to create much greater visitor interest. Since the Roman sites can not compete with Aanjar and Baalbek in terms of significance, they are cleaned, conserved, and well managed as secondary resources that tie culture and nature/agro based tourism.

5.4.2 Strengthened Resources

Existing and proposed resources to be strengthened and utilized by the development strategies and proposed projects are summarized in Table 5.4.1.

Table 5.4.1 Resources in Niha

Type of Resource	Existing Resource	Proposed Resource
Historic Sites	Upper and Lower Roman archaeological sites	A.1 Site management plan and small visitors center at site
Historic Buildings	None	
Natural Features Cultural landscapes	Pastoral agrarian landscapes (grape, fruit orchards) Mountainous landscape and valley	Protected viewsheds
Living Heritage	Arak distillery Have never seen handicrafts	D.1 Local agro-processing facility Bekaa Valley Trails Mix of existing products – nuts, fruit, grains
Special Events	Annual Festival at Archaeological Site	E.1 Annual Grape Festival E.2 Fall Harvest Festival - Churches Suppers
Recreational Infrastructure (picnics, sports, hiking)	Informal hiking	F.1 Hiking trail from lower Roman site to upper site through orchards orchard picking
Entertainment (restaurant, cafes, nightclubs)	None	G.1 Café at Eco-lodge
Lodging (hotels, pensions)	None	H.1 Eco-lodge
Shopping (local crafts, art, souvenirs)	None	I.1 Shop at Ecolodge featuring local and Bekaa Valley products
Visitors Information (VC, maps, brochures, guidebooks, signage, guides)	Brochure in Arabic only	J.1 Improved brochure in 2-3 languages with hiking trail J.2 Interpretive site signage and directional signage for trail J.3 Local guides program
Infrastructure (roads, parking, water, sewer, solid waste management)	Narrow roads	K.1 Improvements to access roads and parking at upper site K.2 “Roman Trail” walking with signage K.3 Sewage treatment & waste disposal/recycling
Financial/Support (public private)		Local investors possible IFC/GEF possible for eco-lodge Donor possible for training, agro-food processing, sewage treatment
Human resources (labor, training programs)	Municipality and community	M.1 Institution building of management cooperative, Tourism Development Committee, site management, and handicrafts

Source: JICA Study Team

5.4.3 Impacts on Communities

The entire community benefits as they currently have a very limited job base. The pilot project provides jobs and income to local farmers, grape growers, women in handicrafts (although there are few) and agro processing, women and men for lodge facilities management and site guides, and youth generally in hospitality programs.

5.5 Aanjar

5.5.1 Development Strategy

The unique ancient Umayyad history and contemporary Armenian heritage are revealed and displayed to make Aanjar a major tourist destination on the Bekaa Valley cultural heritage circuit. Existing resources and skills are utilized to give Aanjar an authentic identity, that provides an increased jobs base for local people, and draws tourists from the archaeological site into the village.

5.5.2 Strengthened Resources

Existing and proposed resources to be strengthened and utilized by the development strategies and proposed projects are summarized in Table 5.5.1.

Table 5.5.1 Resources in Aanjar

Type of Resource	Existing Resource	Proposed Resource
Historic Sites	Umayyad World Heritage Site	B.1 Site management plan B.2 Visitors center and exhibition galleries
B. Historic Buildings		B.1 Water Mill small visitors center and Armenian Heritage gallery
C. Natural Features Cultural landscapes	Waterfall Aanjar spring	C.1 Viewing area outside visitors center C.2 Water garden with picnic area
Living Heritage	Armenian culture Goldsmiths	D.1 Water Mill Exhibition gallery of Armenian art and heritage Also contemporary art D.2 New Souk Across from Water Mill to house goldsmith workshops and shop
Special Events	Annual Armenian Heritage Festival	Maintain E.1 Annual Jewelry Festival at Aanjar souk for Aanjar gold and Rashaiya silver crafters
Recreational Infrastructure (picnics, sports, hiking)		See C. above
Entertainment (restaurant, cafes, nightclubs)	Many good restaurants	
Lodging (hotels, pensions)	Nice 3 star hotel is opening in 2004	
Shopping (local crafts, art, souvenirs)	Few shops	I.1 See D.2 souk
Visitors Information (VC, maps, brochures, guidebooks, signage, guides)	Archaeological site brochure	J.1 Site management plan with preservation and presentation including interpretive signage J.2 New brochure to explain better presented site and to connect site to village J.3 Guide training program
Infrastructure (roads, parking, water, sewer, solid waste management)	Well landscaped entrance boulevard New sewage system	Organized parking at site and at village souk

Type of Resource	Existing Resource	Proposed Resource
Financial/Support (public private)	Request in for grant from Armenian Foundation for museum	Aanjar private sector (goldsmiths) French government/other grants possible
Human resources (labor, training programs)	Active Municipality and active tourism development committee	M.1 Propose strengthening formation of festival committee and building committee, plus training in grant writing, site management, product marketing, promotion

Source: JICA Study Team

5.5.3 Impacts on Communities

- The municipality with its Tourism Development Committee is trained and strengthened to become able implementers and marketers of successful tourism development, just as they have been strong implementers of successful infrastructure projects.
- A new private public partnership is created to work with the municipality, MOT, and other Bekaa Valley cities and villages to aggressively market and promote economic development through tourism.
- The Akhtamar agro-processing project is expanded and involves more local farmers in agro product sales and more local women in processing.
- The universal cultural heritage community benefits, as the World Heritage Umayyad site is well preserved, managed and promoted.