

## **Chapter 8**

### **Implications for the Subareas – Bcharre Highlands**

In this chapter the implications of this master plan for four specific sub-areas of Bcharre Qaza are explained. These are the Qadisha Valley, the crown villages, the Cedars Reserve and the Cedars ski area. For each area the development strategy is explained, and the key implications for resources and for the communities noted.

#### **8.1 Qadisha Valley**

##### **8.1.1 Development Strategy**

This area is the touring focus of the entire Bcharre area, and package B1: the Qadisha Cedars Management Program defines a long needed permanent management framework that will rationalize the different activities in the Valley in a compatible and sustainable way. The objectives of the regional tourism development and the strategic framework presented in Subsection 7.1.1 reflect this concern. Satisfaction of this concern relies heavily upon the creation of a proper institutional arrangements [package B1] to take full charge of this site. The strategy calls for a participatory approach to develop a consensus of all the stakeholders to support this framework. In this way the support base for the reactivation of religious traditions and nature tourism through the restoration/improvement of structures and facilities within the valley would be strengthened by a supporting network of international donors and NGOs as well as religious communities worldwide offering donations.

##### **8.1.2 Resource Improvements**

The master plan calls for improvements to many of the resources contained in the valley. These are summarized in table 8.1.1 that shows the existing resources by generic category, and the activities proposed in the master plan. The proposed activities are all contained in the proposals of the master plan explained in Chapter 7.

The natural resources as a whole would be better preserved and even enhanced through better management under nature reserve status. The quality of the water resources would be improved by the introduction of sewage treatment facilities in Bcharre and Hadchit initially[B3]. Slopes and trails would be to some extent spared the rigors of greatly increased foot traffic if a scenic heritage trail is built on the crown [B4] and would be improved as part of the restoration of facilities in the valley.

Selected buildings would be renovated sensitively according to adaptive reuse principles with the funds that management will generate [B1] and cultural heritage would be better preserved and presented with limited new events and other activities, some as a result of the Tourism Development Council efforts [B6].

**Table 8.1.1 Resource Improvements for Qadisha Valley**

Type of Resource	Existing Resource	Proposed Activity
Historic sites	Scattered minor caves	Improved trails for better access
Historic buildings	Mar Lichaa Monastery Qannoubine Monastery Mar Antonios Quezada Wadi Qannoubine houses	A) Emergency works for safety of Qannoubine monastery B) Adaptive reuse as country inns of Wadi Qann. houses
Natural features Cultural landscapes	Entire Qadisha valley, Qadisha River	Scenic heritage trail on rim for sightseers
Living heritage	Weekly religious ceremonies	Trail improvements to make larger attendance practical and safe.
Special events	Special feast day ceremonies	Trail improvements to make larger attendance practical and safe.
Recreational infrastructure	Hiking trails-poor condition	Trail improvements & signage
entertainment	4 restaurants	Possible closure or restricted operation to preserve tranquility
lodging	Monasteries only	A) Use of Wadi Qannoubine houses for pilgrims/hikers B) improved monastery lodging for pilgrim groups
shopping	Gift shops at Mar Lichaa, Mar Antonios monasteries	Increased offer of locally made mementoes and crafts
Visitor management and information [all media]	Brochures at 3 key monasteries	A) Visitor center as entry point to site management to provide full orientation interpretive information print/video B) Limited posted trail information C) Trained valley guides available
Infrastructure	Paved access road	A) Minor safety improvements, B) traffic management system
Financial support	Weak at Qannoubine monastery	A) grant aid to fund fresco rescue B) donations to fund upgrade works
Human resources	Monitor/maintenance man hired by Hadchit municipality	Training of corps of reserve staff by Qadisha Management Authority

Source: JICA Team

### 8.1.3 Impacts on Communities

Through implementation of a site management plan for Qadisha and a public/private management authority all stakeholders would benefit, and the Valley would be protected in a long-term organized and sustainable manner. The Patriarchate's wish is to protect the Valley as a religious pilgrimage and cultural heritage site. The buildings occupied by the residents of Saydet el Karm are recommended to become a civic complex with limited educational facilities, including "rural gite" or tourist accommodations with a low carrying capacity of some five families with five beds each to accommodate a couple dozen tourists per night. The families would have a reason to bring the agricultural terraces back to life as part of the rural gite landscape. The nuns of Qannoubine would benefit from the site management standards, which could be implemented to better manage their religious pilgrimage visitation.

## **8.2 The Crown Villages**

### **8.2.1 Development Strategy**

The strategic framework presented in Subsection 7.1.1 focuses directly on outfitting the villages to serve better as attractions appealing to larger segments of tourists, and also on improving the towns to make them more functional and sustainable environmentally. Implementation of this strategy relies heavily upon the initiative of local government officials at both the qaza and the municipality levels, to deliver the proposed improvements in the short to medium term, and especially to collaborate without delay on those projects involving more than one municipality like the Qadisha Scenic Heritage Trail or the joint sewage treatment plant serving Hadchit and Bcharre for their mutual benefit.

The quality of the tourism experience in the crown villages will improve for the benefit of all the villages. It will be improved by a more attractive gateway at Hadath el Jibbe, a more functional hub town of Bcharre [B3], through a series of new events celebrating the valley and its heritage [B6], and by means of a scenic touring trail linking all of the towns [B4]. The plan promotes cooperation between the villages to undertake these complementary developments, with each village using a participatory approach engaging local stakeholders. As each develops its unique characteristics, all the villages along the crown will benefit.

### **8.2.2 Resource Improvements**

The master plan calls for improvements to many of the resources contained in the crown villages. These are summarized in Table 8.2.1 that shows a selection of the existing resources by generic category, and the related activities proposed in the master plan. The proposed activities are all contained in the proposals of the master plan explained in Chapter 7. This table is indicative and shows only key resources and the main activities proposed.

With respect to natural resource usage, the scenic heritage trail will promote more touring by foot and cycle, less by private auto. Culverts will reestablish the link for wildlife between the upland mountain areas and Qadisha Valley. With respect to the built heritage [urban resources], the plan promotes improvement of the urban fabric through reuse of old buildings, in some cases for commercial purposes.

With respect to the intangible resources, the villages will offer a fuller calendar of distinctive events and celebrations in part by BTDC initiatives [B6]. The range of services will increase [B5] and the offer of arts and crafts will improve in quality and meaning with better linkages to local themes.

**Table 8.2.1 Resource Improvements for the Crown Villages**

Type of Resource	Existing Resource	Proposed Activity
Historic sites	Gibran House, Bcharre	Improvements to site, surroundings as part of Bcharre destination program
Historic/cultural buildings	Gibran Museum, Bcharre Old Churches, Several Towns Patriarchate Summer Residence in Diman	A) Urban packages to include streetscape upgrades & signage B) Patriarchate to connect the improved valley trail, & scenic heritage trail
Natural features Cultural landscapes	-Lower Hadchit's deepest location -Beqaa Kafra's highest location -Hadchit, Hadath el Jibbe, Hasroun exceptional historic fabric	A) all to be featured in promotions B) All towns to be more vigilant, pro-active on architectural styles for new construction
Living heritage	Town patron festivals & other celebrations-all towns	A) Boosted promotion by BTDC B) improved parking/transport logistics as attendance grows
Special events	Heavens over the valley & towns	A) Creation of events by BTDC B) hi-tech spectacle over Qadisha Valley C) performance spots in towns & on scenic heritage trail
Recreational infrastructure	-Restaurants, night clubs, parks -trails to valley floor from several towns	A) Increased promotion B) construction of scenic heritage trail on valley crown linking towns C) trail improvements & signage
Entertainment	-Hired street performers for festivals, carnivals -spacious restaurants	A) more hired street entertainment B) provision of performance spots in towns & on scenic heritage trail
Lodging	Limited hotel offer [Bcharre, Hasroun, Hadath el Jibbe]	Incentives to establish country inns in any town
Shopping	Limited retailing offer except for crafts, souvenirs	A) higher quality crafts, souvenirs in particular cedar wood items B) more crafts markets, workshops, festivals
Visitor information [all media]	Currently very limited signage, word-of-mouth	A) coordinated BTDC promotional efforts with various media B) <i>information gateway</i> at Hadath el Jibbe for auto tourists
Infrastructure	-Bypass roads under construction in 3 towns -lack of sewage treatment	A) addition of viewpoints on some roads, bypasses ringing valley B) sewage treatment plants at Bcharre, Hadchit, Hadath el Jibbe
Financial support	Extremely limited for micro-enterprises	A) micro-credit facilities promoted to small businesses such as rural gite/inn owners
Human resources	-municipal officials -arts & crafts producers -limited offer of tour guides	A) training for municipal officials on destination management B) training for arts & crafts producers C) training for town & trail guides

Source: JICA Study Team

### **8.2.3 Impacts on Communities**

Utilizing a strategy of linking tourism to Qadisha with tourism in the villages through physical and marketing strategies, local communities (about 20 municipalities and villages) should be positively affected through additional tourism development and associated job creation. The natural and cultural resources upon which they depend for tourism would be protected and sustained. New development in the area would be pushed out of the Valley and into the villages, including hotels, restaurants, shops, etc. Even the Visitors Center would be located at the crown so that visitors would either access the site directly from footpaths in the villages or from the vehicular entrance at the Visitors Center.

To market and promote the villages and encourage visitors to stop and shop, dine, and lodge, visitor kiosks would be placed at the highway entrances to the crown (Hadath el Jibbe and a second village), where visitors would stop to be informed of the many attractions and unique identities that the villages offer. The Bcharre Tourism Development Council, which represents local businesses, farmers, artists, crafters, and NGOs, would be strengthened through training activities, to aggressively market and promote the region. Stakeholders estimated that about 20% of the population is poor and could benefit from increased tourism development, including single women with no land inheritance, old people with no social security, and large families in search of jobs. In addition, about 40% of the population works in apple production, which could benefit from linkages to tourism.

## **8.3 The Cedars Reserve**

### **8.3.1 The Development Strategy**

The master plan calls for the management of the Cedars Reserve most importantly through the participatory site management planning set up a framework for sustainability. Package B2 is the crucial one providing the long-needed institution to ensure effective preservation that will be fully compatible with increased tourism. Attainment of this recommendation will rely upon a visionary collaboration among the patriarchate, the relevant ministries, and local qaza and municipalities to set up a management body and vest it with sufficient resources to do its work.

A key facet of the plan calls for participatory site management planning relying in part on local initiatives and contribution in the development of the new “village” of facilities and reserve improvements. Local linkages established in the planning process will be effective in later implementation stages.

### **8.3.2 Resource Improvements**

These are summarized in Table 8.3.1 that shows the existing resources by generic category, and some of the related activities proposed in the master plan. The activities are all contained in the proposals of the master plan explained in Chapter 7.

**Table 8.3.1 Resource Improvements for the Cedars Reserve**

Type of Resource	Existing Resource	Proposed Activity
Historic sites	Cedars of Lebanon Reserve	Adoption of management by Qadisha Cedars Management Authority
Natural features Cultural landscapes	Ancient cedar grove as World Heritage Site Nearby Qadisha Grotto [under upgrading]	A) cedars nursery proposed adjacent B) buffer zone to be established as part of land use controls
Special events	Limited events calendar at present	Additional commemorative events to be staged
Recreational infrastructure	Souvenir & snack stands at entrance	To be moved per spatial reworking program
Shopping	Limited souvenir, snack offer	A) souvenir quality to be improved per assistance to crafts people B) special local cider tasting & other local treats to be offered as part of grove visit
Visitor information [all media]	Minimal posted information	A) Visitor center/museum to provide full information & conveniences B) unusual trench/corridor system to steer visitors from visitor center into grove
Infrastructure	Access road through souvenir stands	A) full spatial reworking of activities, new entrance planned
Financial support	Minimal financial resources available	A) modern reserve management techniques to generate revenues B) Cedars Foster Parent, other NGO activities also to generate revenues
Human resources	Minimal site staff for operations and tour guiding	A) Reserve management staff to be trained. B) Corps of site guides to be created.

Source: JICA Study Team

With respect to the natural resources, the cedars grove will be enhanced in a few ways, through less obstruction of the surrounding landscape improving views both to and from it. In addition disturbances from related visitor activities [motor traffic, noise and air pollution] will be minimized through the village development scheme. The proposed nursery and adoption program will contribute to objectives of reforestation. Finally, the heritage value of the grove and particularly its linkage to history and religion bible will be fully and sensitively presented in the Cedars Museum.

### **8.3.3 Impacts on Communities**

Stakeholders include the Maronite Patriarchate, as the Cedars grove is also its property, and the Ministry of Agriculture which manages the forest reserve collaboratively with the Ministry of Environment, the Ministry of Tourism, the Municipality of Bcharre, and the Committee of the Friends of the Cedars Forest (conservation group). All share the goal of preserving the grove, so they would benefit from recommendations for site management planning and preservation and improved presentation of the site.

The commercial vendors who are now lining the road near the exit from the protected area would be moved to the other side of a buffer zone. They would benefit from long-term preservation of the forest, but they might feel that they are not as able to attract tourists to their products. However, the JICA Study Team recommends improvement of their wood products and handicrafts through training in design and promotion, and in the long term improved souvenirs would bring in far higher sales and benefit them more than proximity to the trail.

## 8.4 The Cedars Ski Area

### 8.4.1 Development Strategy

The recommendation in the master plan calls for an upgrading and expansion of the ski resort possibly under a single management concession incorporating safeguards for sustainability [see objective 3, Section 7.1.1]. Attainment of this recommendation will rely heavily upon a visionary stance of MOT and other government agencies to permit not only an upgrading but also an expansion of this commercial facility along carefully negotiated principles so as not to impinge in any way upon the adjacent Cedars Reserve heritage site.

### 8.4.2 Resource Improvements

These are summarized in Table 8.4.1 that shows the existing resources by generic category, and some of the related activities proposed in the master plan. The master plan proposes a strategy to secure a motivated private party to accomplish this project.

**Table 8.4.1 Resource Improvements for the Cedars Ski Area**

Type of Resource	Existing Resource	Proposed Activity
Natural features	-Expansive slopes,	A] addition of new lift equipment
Cultural landscapes	-view of Qornet es Sawda	B] expansion of skiing area
Living heritage	Limited	Handicrafts
Special events	Competitions	More competitions & nature-oriented activities [sports & education]
Recreational infrastructure	Restaurants, bars & non-ski sports limited, on balance not internationally competitive	Upgrading & expansion to add non-ski facilities for sports, wellness
entertainment	Limited food & beverage outlets	More food & beverage outlets, facilities for meetings, performances
lodging	3 hotels, chalets, apartments in ski village	All types of lodging to be expanded
shopping	Minimal	To be expanded
Visitor information [all media]	Minimal	To be expanded through multiple media
Infrastructure	4 lift systems operating	Lift systems to be added per ski runs expansion

Source: JICA Study Team

This is a private sector project consisting of the expansion of the overall resort area in a manner that will be compatible with improved preservation of the Cedars Reserve nearby.

### **8.4.3 Impacts on Communities**

There are a number of stakeholders in the ski area, including MOT which owns the lifts, the ski resort owners, Cedars Ski Club, restaurants, the Army, and a limited number of second home owners. The JICA Study Team is recommending a master plan for the Cedars ski area to create a visually attractive and cohesive ski village. This would benefit all the stakeholders, as improvements would attract more regional and European skiers and create year round jobs for the villages at the crown.



## **PART III**

### **PROGRAMMING CONSIDERATIONS**

#### **Chapter 9 Other Considerations for Implementation**

This chapter presents three sets of information. The first is a list of recommended actions broadly favoring the tourism sector nation-wide, which would benefit many areas of the country beyond the two study areas under this report. The second set of information focuses on the private sector role embedded in the master plans for the two study areas. The third recommends implementing arrangements with a proposal to establish a project implementation unit (PIU) by MOT in cooperation with CDR.

##### **9.1 Sector-wide Recommendations**

During the research conducted for the master plans, the Study Team reviewed conditions characterizing the tourism industry in Lebanon. A number of recommendations strengthening the industry nation-wide follow. The Ministry of Tourism can undertake some of these, and can lobby for adoption of all of them.

1. **National decree emphasizing tourism's crucial role:** One is needed to affirm the socio-economic importance of tourism as a pillar of the economy and as an engine for growth at the national level and at the local community level.
2. **Creation of a public-private body for promotion:** Much discussed recently, it must be designed to mobilize public and industry resources efficiently and to support national-local area linkages.
3. **Creation of industry database:** This is to fill a serious data void. For the benefit of improved sectoral planning by agencies, and management intelligence for companies, MOT needs to establish a reliable base of market intelligence through its own activities [visitor surveys, hotel reports, etc] and through monitoring indicators of a range of industries [hotel, tour operators, car rentals, etc.]. A database on natural and cultural resources is also needed.
4. **Creation of a Diaspora unit:** It will create formal partnerships in key countries like Brazil, USA, and Canada and promote joint tour operations, and promotions, to spur tourism and investment. Local communities with major Diaspora links will benefit.
5. **National eco-tourism plan:** A proper plan, to be conceived and requested by the National Ecotourism Committee will not only define themes, products and routes but also identify international operators and familiarization trips, and create training and specific community roles and linkages with locally based craft industries and related agro-industries.
6. **Creation of religious tourism strategy:** It will open business linkages with religious and pilgrimage travel organizers in target nations to direct international pilgrim groups into Lebanon.

7. **Internet marketing support:** A special advisor will create sales-generating linkages among Lebanese suppliers and travel organizers; it will also strengthen community and destination sponsored web outreach tailored to target segments.
8. **Operating shifts at MOT's Cairo and Paris offices:** The Paris office can gain effectiveness by dropping public reception services in costly city-center locations, moving to cheaper office space and apply rental savings to focus on industry liaison, trade shows, fam tours, market-opening measures in Eastern Europe, advertising, joint promotions and similar. The Cairo office can boost efforts to sell Egypt/Lebanon combo packages, fam tours for press, and seek visa facilitation for Egyptian citizens.
9. **Licensed national guide training program:** The improved system would upgrade resources and standards at designated institutions to produce highly qualified guides in substance and language, including nature based specialist guides, better meeting the needs of target market segments.
10. **Incentives program for innovative lodging:** A product development unit at MOT can promote the creation of country inns, bed & breakfasts, the adaptive reuse of old structures [for rural gite use for example] and advise investors and communities formulating such projects.
11. **Expedited visa policy:** An improved policy would facilitate the entry of target nationals currently excluded from *visa-on-arrival* status at the airport and at road crossings [particularly El Masnaa near Damascus]. Formalities for clearing *visa-on-arrival* passengers at Beirut Airport also need to be simplified.
12. **Improved visitor processing at El Masnaa:** Customs and immigration authorities need to introduce processing innovations to clear visitors crossing this critical entry point serving Damascus and Amman traffic with less delay. A plan for tourism facilitation should be developed for eventual one-stop checkpoints to simplify formalities.
13. **Increased Lebanon- Syria - Jordan Promotions:** Joint promotional activities are recommended to include initiatives such as: a shared website presenting attractive Levantine cultural themes and inclusive tours, jointly sponsored themed booths at trade fairs with collateral materials [brochure kits, CD-ROM, etc.] joint advertising in in-flight magazines, coordinated FAM trips for tour operators, travel writers. Some collaboration with Egypt as partner destination can also be undertaken.

## 9.2 Projects for Private Investment

A list of some of the main private investment opportunities supported by this master plan appears below. The tourism sector is driven by the private sector initiative and the opportunities listed below are to be featured in any investment promotion activities supporting the travel and leisure industries.

(1) Bekaa Valley Area

- Culture: Museum of Wine, Gastronomy & Poetry development in Zahle featuring adaptive reuse of an existing heritage structure like the Farah or Hotel Amerika buildings; to include visitors center and crafts market [BK4].
- Culture: Aanjar Souk, coordinating with the adjacent Water Mill Visitors Center and Exhibition Gallery of Armenian Heritage, as a focal attraction showcasing heritage, arts and crafts [BK7].
- Culture, lodging: Living heritage activities of the North Bekaa coordinated with Old Qaa Mountain Village handicrafts and rural gite development [BK3].
- Lodging: Proposed 40-room Heritage Hotel in the heart of Baalbek City in French mandate buildings of the Greek Catholic Archdiocese [BK2].
- Lodging: Eco-tourism lodge with 12 rooms in Niha to include sustainable environmental systems, an environmental education seminar room, café, and shop [BK6]
- Micro-enterprise: Solar based agro-processing and merchandising using Bekaa Valley themes [several proposals – BK6, BK7].

(2) Bcharre Area

- Culture: Museum & visitor center development at Qadisha and Cedars under concessionaire [B1, B2]
- Lodging: Bed & Breakfast, “charm” (cozy, rustic flavor, under 50 rooms) hotels, and rural gite businesses [B5]
- Resorts: Cedars ski resort area modernization and expansion
- Micro-enterprise: Crafts workshops and retailing [B2, B3]
- Performing arts: concerts and re-enactments [B4]
- Transport: bus service linking Crown villages [concession; B3]
- Transport: shuttle bus linking valley floor to visitor center above [B1]

### 9.3 Implementation Arrangements

Implementation arrangements for the regional tourism development consist of a central organization, local organizations, and a mechanism for central-local cooperative operation. As a key central organization, a Project Implementation Unit (PIU) should be established by MOT in cooperation with CDR, supported by donor agencies. Local organizations may include a Formal Local Tourism Development committee/council, local shareholding company, cooperative, business association and stakeholders' forum as well as municipalities and their federation. Comparative importance and relevance of different types of institutions may vary for different study areas. A central-local cooperative mechanism should establish clear division of responsibilities by central and local organizations and yet allow flexible operation for effective planning and management of the regional tourism development.

(1) Project Implementation Unit at MOT(PIU)

The objectives of establishing the PIU are:

1. to ensure the effective implementation of the regional tourism development master plans,

2. to secure funding for implementation of the master plan proposals,
3. to monitor the implementation of the proposed programs and projects, and
4. to evaluate the outcome of implementation for feedback into further planning and management.

The PIU should be established jointly by MOT and CDR, and its office would be accommodated by MOT, where CDR staff may be dispatched. It should be supported by technical and financial cooperation of donor agencies, particularly during its initial operation. The dispatch of an expert for aid proposals writing and fund sourcing would facilitate early implementation of priority proposals.

The PIU should be headed by a MOT director, who would be supported by an executive secretary or coordinator particularly for liaison with other agencies and donors as well as various local organizations. Management activities on a daily basis would be conducted by an administrator in cooperation with several officers in charge of different aspects of the regional tourism development. The latter include (I) facilities planning and development, (II) tourism industry development, (III) business investment and financing, and (IV) human resources development.

Main functions and qualifications of these officers are given in Table 9.3.1.

**Table 9.3.1 Functions of PIU Project Officers**

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

To perform these functions effectively for the regional tourism development, the organization of MOT may be restructured. CDR officers of the PIU would provide functions related to infrastructure development to support the regional tourism. The unit would have access to external resources of MOT and CDR for technical, financial and legal matters, on an ad hoc basis.

(2) Local Tourism Development Councils

This is basically a planning and management body in each of the study areas that would function through coordination with all the local stakeholders. In Bcharre it is called the Bcharre Tourism Action Council , and in the Bekaa Valley it is called the

Bekaa Valley Tourism Development Council. Each will bring together private sector business interests with the relevant municipalities; each will also have an advisory committee of stakeholders. The BVTDC will open branches in the various towns where it is undertaking significant projects. Local issues to be involved in the regional tourism development respectively should, in principle be resolved at the local level by these councils. Any issues requiring the authorization for their resolution should be brought to the PIU, which would discuss them with related government agencies together with local representatives, i.e. municipal mayors and NGOs. Relevant MOT officers of the PIU would provide technical and administrative supports to these councils as necessary, producing relevant documentations for discussion and resolution. The Bekaa Valley will have a second such partner, the Bekaa Valley Handicrafts Cooperative, specifically to better organize and upgrade the crafts industry at different locations around the valley. [Exhibits 9.3.1 and 9.3.2]

### (3) Central-local cooperative mechanism

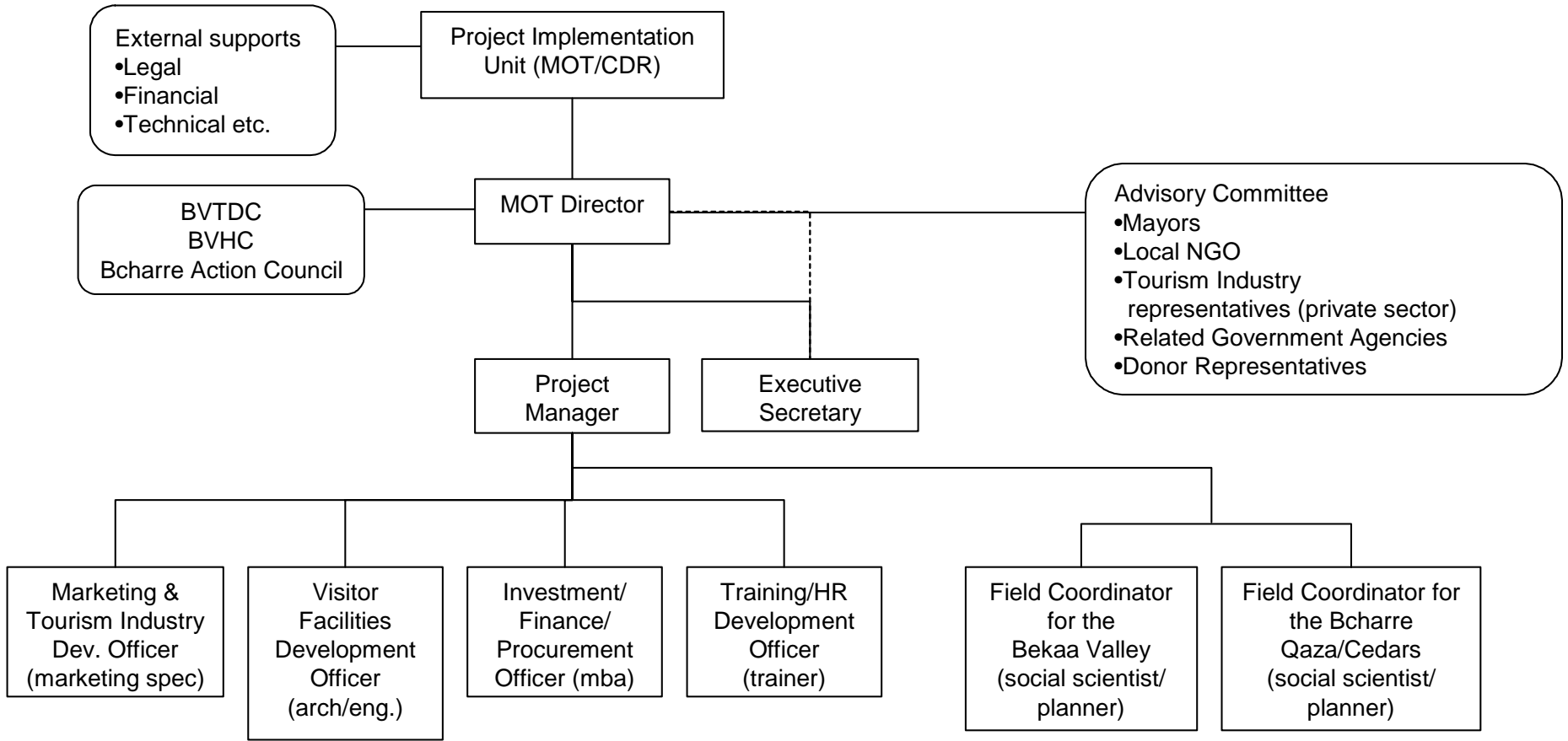
The administrator and field officers, as necessary, of the PIU should attend any meeting, regular or ad hoc, of these tourism development councils to discuss and resolve issues related to central-local cooperation. Some issues may be brought back to the PIU for further scrutiny before being resolved based on consensus. The PIU will develop strong working relationships with these councils which will serve to some extent as an extension of the PIU itself in each Study Area.

As an institutional mechanism to facilitate the central-local cooperative operation, an Advisory Committee should be established and channeled by the MOT director of the PIU. The Advisory Committee may be chaired by the MOT director of the PIU. The membership of this committee consists of key stakeholders, including mayors, local NGOs and other local representatives as well as related government agencies. The tourism development councils will be able to access the central government ministries through the intercession of the PIU and its advisory committee. Foreign experts dispatched by donor agencies would also be formal members of the Committee, and other donors may be invited as observers.

The institutional setup with the PIU and the Advisory Committee is illustrated in Figure 9.3.1.

1. Project Code	<b>PIU</b>
2. Project Title	<b>Establishment of Project Implementation Unit (PIU)</b>
3. Objectives	<ol style="list-style-type: none"> <li>1. To promote the implementation of the regional tourism development master plans;</li> <li>2. To facilitate the procurement of technical and financial supports necessary for the master plans' implementation; and</li> <li>3. To monitor and evaluate the implementation for feedback into further planning and management.</li> </ol>
4. Project Components	Establishment of a PIU office with necessary office furniture and equipment, staff recruitment, organizational development, and procurement of necessary external supports.
5. Location	Within the MOT office in Beirut with field offices in Bcharre and Zahle.
6. Main Implementing Organization	MOT and CDR

7. Main Beneficiaries	<ul style="list-style-type: none"> <li>- Local people and communities; and</li> <li>- Tourism industry</li> </ul>
8. Possible Donor Support	<ul style="list-style-type: none"> <li>- Dispatch of experts to complement technical capacity of the PIU; and</li> <li>- Provision of necessary equipment for PIU operation.</li> </ul>
9. Project Cost and Revenue	<ul style="list-style-type: none"> <li>- Dispatch of experts (5 person - years): US\$600,000; and</li> <li>- Equipment (computers with ancillary facilities): US\$20,000.</li> </ul>
10. Implem. Schedule	<p>2004 Initial establishment with internal resources of MOT and CDR, possibly supported by technical experts dispatched by a donor agency; and</p> <p>2005 PIU with full capacity.</p>
11. Project Description	
Activities	<p>The PIU should be established immediately following the regional tourism development master plans' completion even with its partial capacity by utilizing mostly internal resources of MOT supported by CDR. It should undertake promotion activities for the feasibility study projects and also the Cedars' ski village development. It should be expanded into its full capacity by formal budget allocation of MOT and CDR with increased support by donor agencies.</p>
Expected Results	<ul style="list-style-type: none"> <li>• Establishment of the MOT policy for the regional tourism development;</li> <li>• Confidence of the tourism industry and local governments and community;</li> <li>• More effective implementation of the master plan proposals;</li> <li>• The creation of hundreds of jobs assisting in the reduction of unemployment level in most depressed areas;</li> <li>• Poverty alleviation in the study areas helping to stem the outward migration of young people; and</li> <li>• Creation of employment opportunities particularly for women and youth.</li> </ul>
Staffing and Management	As per the attached organization chart (Figure 9.3.1)
Training	<ul style="list-style-type: none"> <li>• Aid proposal writing; and</li> <li>• Organizational development.</li> </ul>



**Figure 9.3.1 Central Management Structure for Regional Tourism Development**

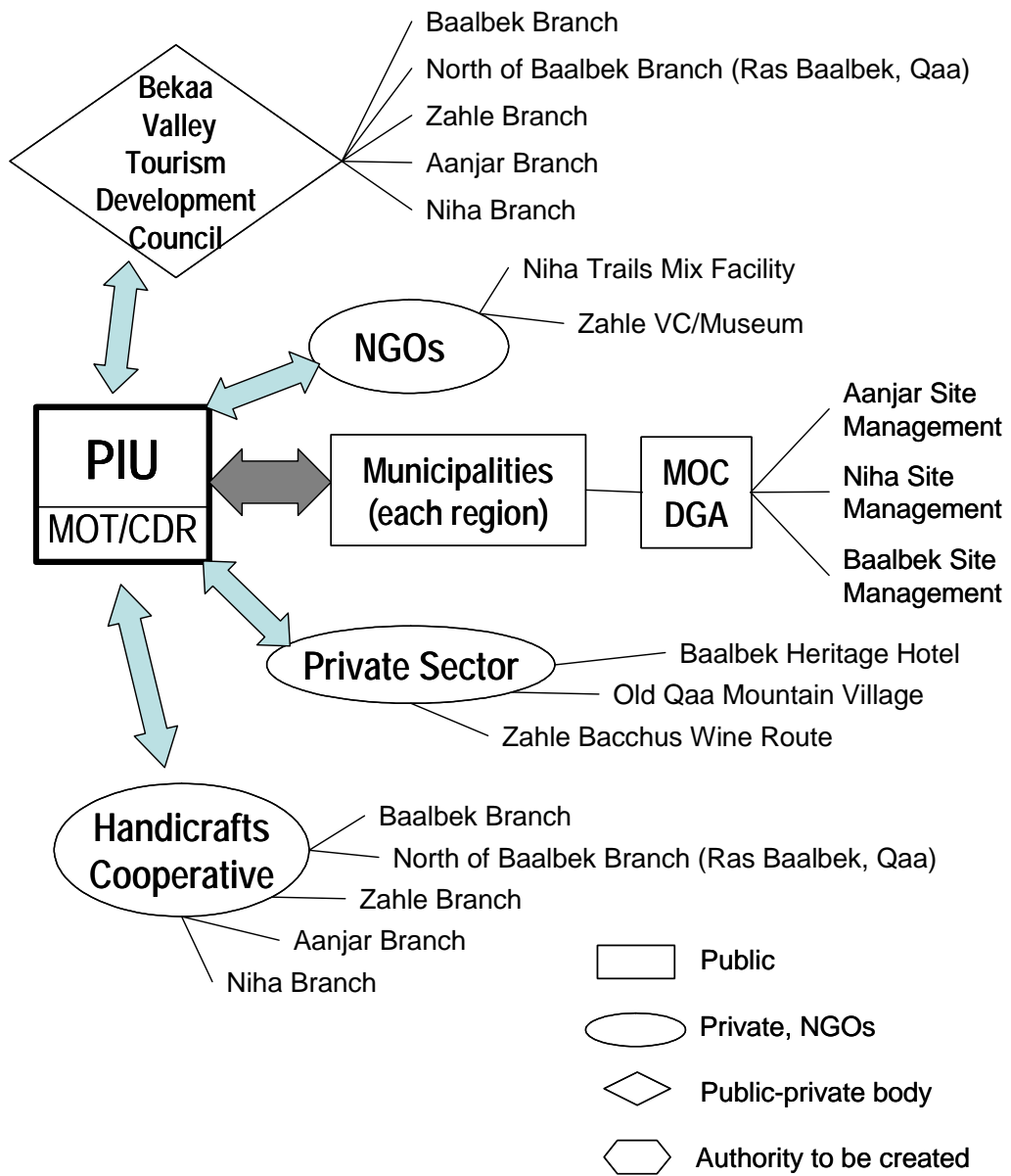


Figure 9.3.2 Diagram of PIU's Key Working Relationships – Bekaa Valley



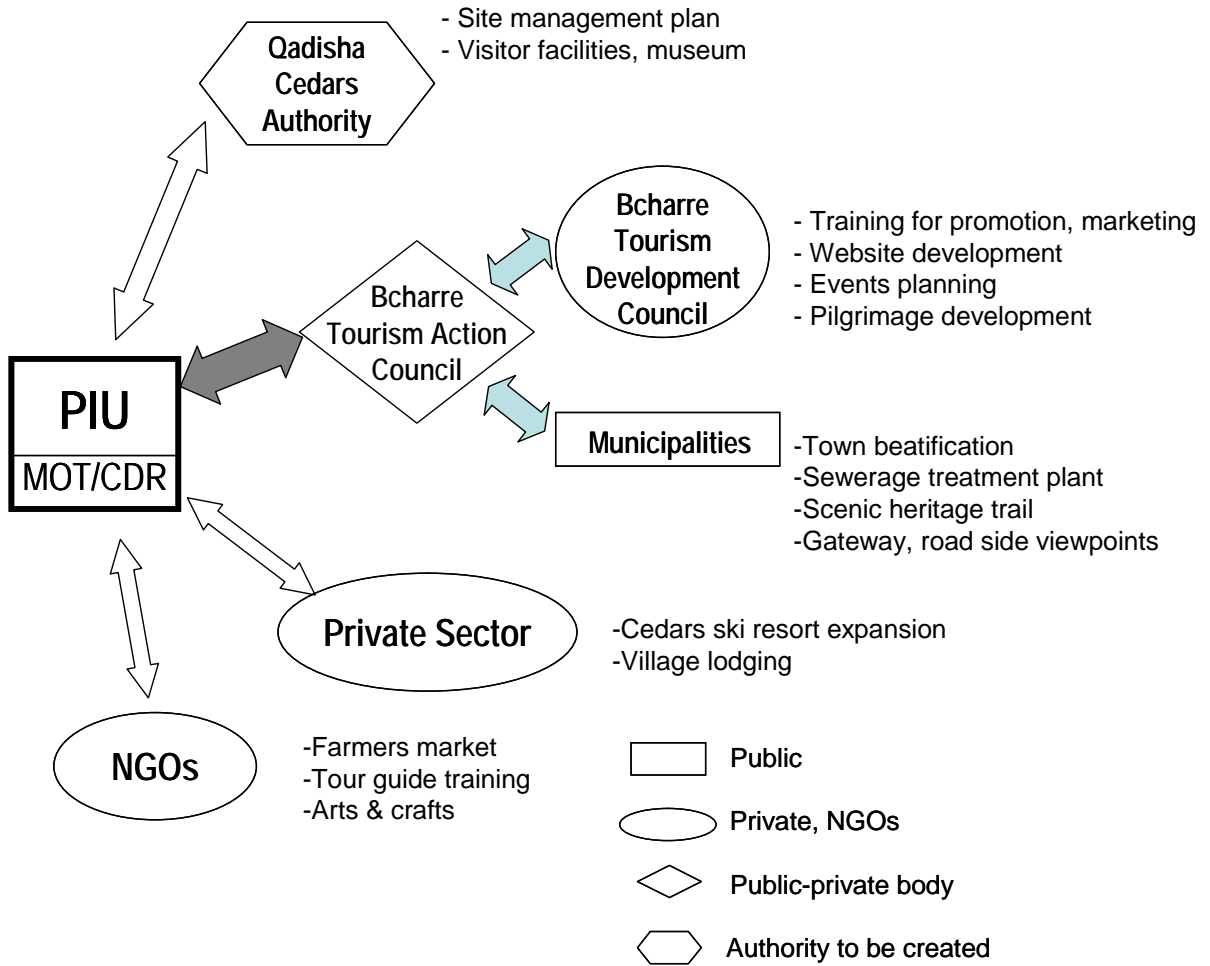


Figure 9.3.3 Diagram of PIU's Key Working Relationships – Bcharre



## Chapter 10 The Priority Projects

### 10.1 Project Evaluation System for Regional Tourism Development

#### 10.1.1 Structure of Tourism Development Objectives

All the proposed projects and programs are evaluated first to assess the priority for implementation and second to select a few projects for feasibility studies in the subsequent stage of the Study. The general principles for project planning are to formulate projects with respect to needs and to evaluate them with respect to objectives. The objectives of the regional tourism development have been established in Section 2.2. To derive evaluation criteria in line with the objectives, the goals-objectives-output-input structure of the regional tourism development has been clarified as shown in Figure 10.1.1.

As seen from Figure 10.1.1, regional tourism development would contribute to the national goals of poverty alleviation and quality of life, supported by the economic, social and environmental development. In particular, the reactivation of the local economy would support tourism through service provision, agriculture, agro-processing and handicraft development among others, and tourism, in turn, would stimulate the local economy, generating diversified job opportunities. In social development, the revival of local traditions and culture and heritage preservation would support tourism development, and these, in turn, would contribute to the enhancement of social stability and community pride, and the promotion of family values and cohesion. In environmental development, the restoration of resource capacity and the improvement of waste management constitute essential conditions for successful tourism development, on the one hand. On the other, environmental awareness would be cultivated and a better living environment created through the tourism development.

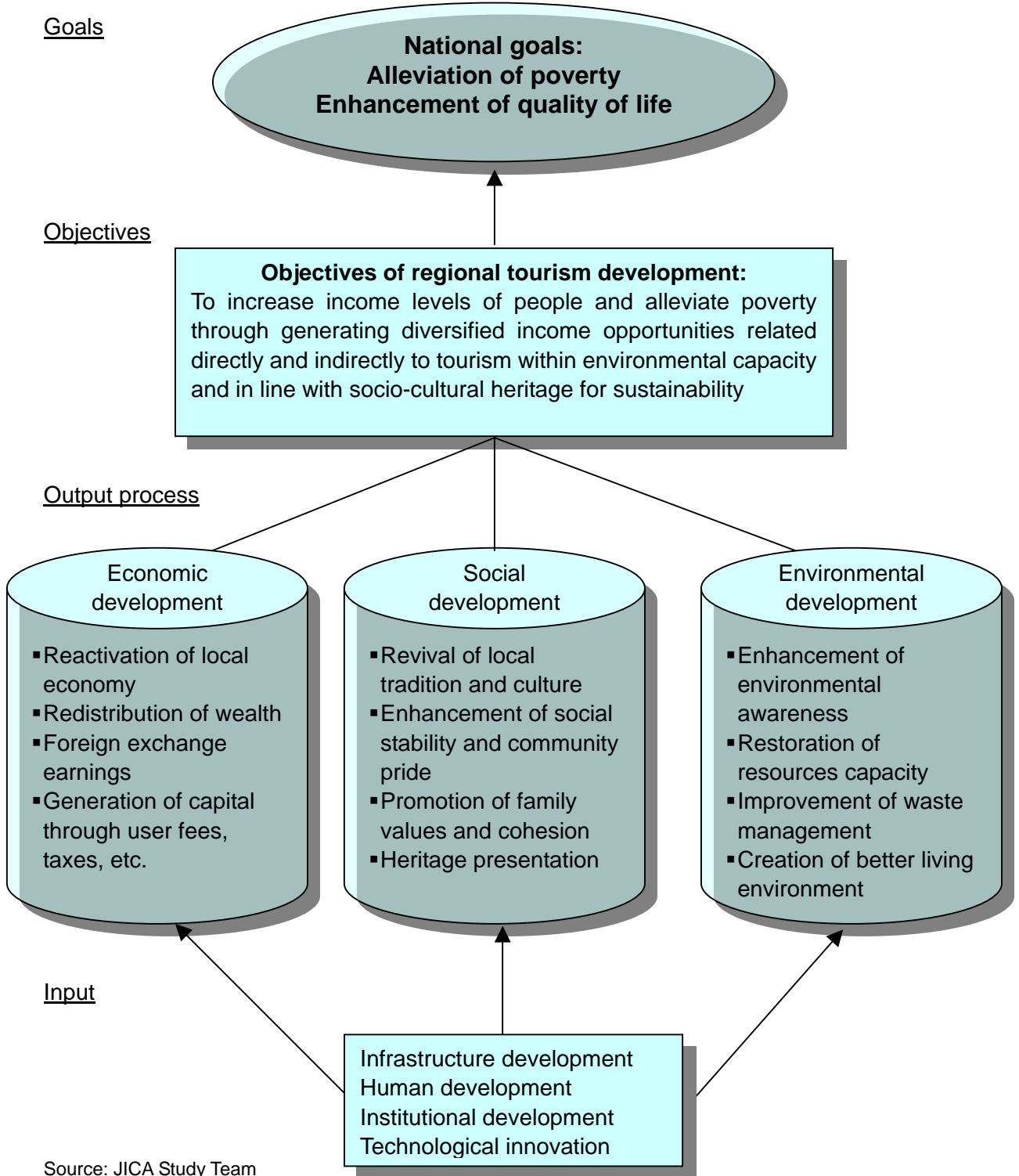
The economic, social and environmental development to be realized by regional tourism development would be supported by improved infrastructure, human resources, institutional measures, and technological innovation as illustrated in Figure 10.1.1. The proposed projects and programs contain the following types of components for the respective support measures.

- Infrastructure development: roads, trails, utilities, tourism facilities including visitor centers and exhibition galleries,
- Human development: awareness education, training in handicraft and souvenir design and development, and in marketing and promotion,
- Institutional development: stakeholders' forum, local shareholding company, tourism committees.
- Technological innovation: specialty products including agro-processing and special events like laser shows, thematic tour circuits etc.

Measures have been formulated under the development strategy established by the technical approach as described in Section 2.2, and elaborated through the participatory

approach outlined in Section 2.3.

**Figure 10.1.1 Objectives of Sustainable Regional Tourism Development**



Source: JICA Study Team

### 10.1.2 Project Evaluation Criteria

Based on the analysis of the structure of the development objectives outlined above, the Study Team has adopted a set of up to six categories of evaluation criteria containing up to 13 criteria for establishing a ranking or prioritization of the projects and programs. The first four categories form a set focusing on socio-economic and environmental adequacy. The final two categories focus on practicalities of implementation. The full list of criteria is as follows.

- (1) Economic development
  - Contribution to reactivation of local economy
  - Increase in income levels (generation of revenue and income generating opportunities)
- (2) Social development
  - Contribution to poverty alleviation
  - Promotion of social value (social stability, community price, family value and cohesion)
- (3) Environmental development
  - Improvement of environmental quality (restoration/enhancement of resources or environmental capacity)
  - Enhancement of environmental awareness
- (4) Historic Conservation
  - Improved conservation management
  - Improved historic fabric [built or living heritage]

Evaluation of packages for ease of implementation should reflect realistic judgments on several factors related to institutional arrangements, funding and other project preparation conditions. To reflect these factors in the evaluation, two additional evaluation criteria sets are defined as follows.

- (5) Institutional development
  - Strengthening of local institutional capacity
  - Improvement of links between central and local institutions
- (6) Project preparation
  - Funding requirements and fund sourcing
  - Stage of project development
  - Implementing organization

The criteria relating to historic conservation are used in the Bekaa Valley scoring because some of the proposals relate to improved conservation management in either urban or rural areas, and to improving the historic fabric, both built and living, in a number of locations. [Because scoring is performed separately for the two study areas, the criteria sets do not need to be identical.]

Evaluation by this approach produces a total of 11 or 13 scores and two subtotals for each project. For each score a value of 2, 1 or 0 is given, 2 representing the most beneficial value, and 0 the least beneficial value. The evaluation system is summarized in Table 10.1.1, which also shows explanations for the three possible values for the 112 scores.

### **10.1.3 Evaluation**

The evaluation system established above is applied to all the projects and programs constituting the master plan. The scores for the different criteria are simply added without weighting to calculate the total score. In view of the differences in the nature of categories related to project viability and project preparedness, subtotals are obtained separately for the first three or four criteria of the economic, social and environmental development with or without historic conservation, and the final two criteria representing institutional development and project preparation. These subtotals are significant at present only for breaking ties. Different weightings may be applied to these sets of categories for variants in this approach.

**Table 10.1.1 Project Evaluation System for the Regional Tourism Development**

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

Source: JICA Study Team

## 10.2 The Selected Projects

Priority projects for feasibility studies in the subsequent stage of the Study have been selected by means of the following process. First, the project evaluation system was discussed among the JICA Study Team members and agreed as presented in the previous section. The key members in charge of the respective study areas made initial evaluations of all the proposed projects and programs, originally seven packages for the Bcharre area and 15 for the Bekaa Valley area. Based on the evaluation results, the JICA Study Team members conferred over the selection of priority projects. Through the discussion, the proposed packages were slightly re-structured to re-define a few of the packages. Evaluation results of the revised packages, six for Bcharre and 13 for Bekaa, are given in Table 10.2.1.

A preliminary selection of the priority projects was conducted by the JICA Study Team based on the evaluation results in Table 10.2.2. Basically, the packages having the highest total score were selected. In order to ensure adequate coverage of different study areas, however, more packages were selected than the ones having the highest total score in each of the Bcharre and the Bekaa areas. The packages were pre-selected for different levels of further study, either for some further, in-depth analysis or for feasibility studies; the initial selection is as follows:

(1) Bekaa Area

For feasibility studies:

BK6 Niha Eco Project and Site Management [pilot project], and

BK7 Aanjar Site Management and Village Tourism

For in-depth analysis:

BK3 Old Qaa Mountain Village [Rural Gite complex], and

BK4 Zahle Heritage Redevelopment Package

(2) Bcharre Area

For feasibility studies:

B1 Qadisha Cedars Management Project, and

B3 Crown Villages Destination Project

For in-depth analysis:

B6 Bcharre Tourism Development Council strengthening

The scoring tallies for the two study areas are presented in Table 10.2.1 and Table 10.2.2. This selection process is tentative and will be finalized jointly with the counterpart.



**Table 10.2.1 Scoring Tally for the Bekaa Valley per Evaluation Criteria**

Trial Evaluation	Economic		Social		Environmental		historic		Subtotal(1-4)	Institutional		Project preparation			Subtotal (5-6)	Total
	Econ. Development	Gen. of Income	Poverty Alleviation	Promote Social Value	Improve Environmental Quality	Environmental Awareness	Improved Conservation Management	Improved Historic Fabric (Built Living)		Capacity Building	Linking Central Local	Funding	Project Development	Implementation		
PROJECTS – 13 total	1.1	1.2	2.1	2.2	3.1	3.2	4.1	4.2		5.1	5.2	6.1	6.2	6.3		
BK 6 Niha Eco Project & Site Management <b>PILOT FEASIBILITY STUDY</b>	2	1	1	1	2	2	2	2	<b>13</b>	2	2	1	1	1	<b>7</b>	<b>20</b>
BK 7 Aanjar Site Management & Village Tourism <b>FEASIBILITY STUDY</b>	2	1	1	1	2	1	2	2	<b>12</b>	2	2	2	2	1	<b>9</b>	<b>21</b>
BK 3 Old Qaa Mountain Village Complex <b>IN-DEPTH ANALYSIS</b>	2	1	2	2	1	1	1	2	<b>12</b>	2	2	1	1	1	<b>7</b>	<b>19</b>
BK 4 Zahle Heritage Redevelopment Package <b>IN-DEPTH ANALYSIS</b>	1	1	1	2	1	0	1	2	<b>9</b>	2	2	1	1	2	<b>8</b>	<b>17</b>
BK 1 Baalbek Heritage Redevelopment Package	1	1	1	1	1	0	1	2	<b>8</b>	2	2	0	1	1	<b>6</b>	<b>14</b>
BK 5 Zahle Berdawni River Cleanup	0	0	0	1	2	2	2	0	<b>7</b>	1	0	1	1	2	<b>5</b>	<b>12</b>
BK 9 Bekaa Valley Tanaïl and Wine Classic	1	1	0	1	1	1	0	1	<b>6</b>	0	0	2	1	2	<b>5</b>	<b>11</b>
BK 10 Bekaa Valley Destination Project	1	1	1	1	0	0	0	0	<b>4</b>	2	1	1	1	2	<b>7</b>	<b>11</b>
BK 2 Baalbek Heritage Hotel Complex	2	1	1	1	1	0	1	2	<b>9</b>	1	0	0	1	0	<b>2</b>	<b>11</b>
BK 11 Bekaa Valley Fair Grounds	1	2	1	0	1	0	0	0	<b>5</b>	0	0	2	2	1	<b>5</b>	<b>10</b>
BK 13 Bekaa Gateway Project	1	2	1	0	0	0	0	0	<b>4</b>	0	0	2	2	2	<b>6</b>	<b>10</b>
BK 8 Aanjar Akhtamar	1	1	1	1	0	0	0	0	<b>4</b>	0	0	1	2	2	<b>5</b>	<b>9</b>
BK 12 Bekaa Valley Marathon – Run for Peace	1	1	0	1	0	0	0	0	<b>3</b>	1	1	1	2	1	<b>6</b>	<b>9</b>

Table 10.2.2 Scoring Tally for the Bcharre Valley per Evaluation Criteria

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

## Chapter 11 Initial Operation Plan

The Final Report of the study submitted in March 2004 marks the completion of the formulation phase of the regional tourism development projects and programs for the study areas. The implementation phase is expected to follow without much delay. To make effective use of the transition period and to minimize the delay, MOT should take the initiative in a few aspects. They include: (1) adoption of the master plans, (2) establishment of the Project Implementation Unit (PIU), (3) implementation oriented workshops in the study areas, and (4) promotion of the Cedars ski area. To facilitate the management of master plans implementation and fund sourcing, an implementation schedule and project costs by broad cost category are summarized in Table 11.1.1.

### (1) Adoption of the Master Plans

The master plans for the regional tourism development in the study areas, together with the feasibility studies and in-depth analyses of priority projects, should be formally adopted as part of MOT policy, if necessary, with addenda. As the master plans have been prepared in collaboration not only with MOT and CDR but also with member agencies of the Steering Committee, they are considered in line with national development policy. Still, more detailed discussions within MOT, in liaison with CDR, may be necessary to clarify and resolve specific issues prior to project implementation.

The formal adoption of the master plans would constitute an important part of establishing the much needed tourism development policy of Lebanon, providing a coherent framework and indicating directions for regional tourism development in Lebanon as a whole. It would also help to convince the tourism industry in Lebanon, as well as local governments and communities, of the strong intentions of MOT to implement tourism development.

### (2) Establishment of the PIU

The establishment of the PIU with its full capacity as proposed by the master plans may take some time. Nevertheless, it is important to establish the PIU even with its partial capacity in the nearest future. This would further convince the tourism industry, and local governments and communities, of the MOT's intentions. A few of the MOT's staff should be assigned to the future PIU with clear functions and organizational structure, respectively related to the promotion of selected priority projects and implementation of the master plans. Section 9.3 presents a diagram of the PIU's constitution, requiring nine persons when fully staffed. This diagram shows the unit once fully staffed and endowed with resources and complemented by these field partners, a model towards which it must aim its early efforts. It is highly desirable that a foreign expert be dispatched by a donor agency to assist this process, particularly for aid proposal writing and organizational development.

### (3) Implementation-oriented Workshops

A workshop should be conducted in each of the study areas, possibly under the title of, "Who Will Do What Next," to discuss the implementation process and to establish the division of work for initial implementation. Considering the limited staff capacity of MOT, efforts should concentrate first on the feasibility study areas, i.e., Niha, Aanjar, and

Bcharre, particularly the site management plans which have already attracted donor interest. At each workshop, MOT should explain the results of the feasibility studies, particularly clarifying the basic concepts, main components, implementing agencies, costs, and anticipated effects. Local participants would be expected to clarify what they can do immediately by using local resources, and to identify who would take charge of each of the project tasks.

For the Qadisha Cedars Management Program, such a process would constitute the initial implementation of the participatory site management planning. Through the workshop, components that would require external support should be clarified. MOT should take charge of preparing aid or grant proposals in cooperation with relevant local stakeholders. For the Bcharre set of programs, since UNESCO and the Patriarchate have gained some momentum with recent steps towards a proper management framework for Qadisha Valley, the PIU must early on investigate funding possibilities for the Master Plan's Qadisha Cedars Planning and Management Program – B1 and harmonize it fully with the ongoing efforts. It must also seek funding for the BTDC Strengthening Program – B6 to prepare it for its intended role as creator of the Bcharre Tourism Action Council, the PIU's eventual working partner in Bcharre. All works in the area of Qadisha should be approved by the PIU as well as other organizations, including the Bcharre Tourism Action Council and Qadisha Cedars Authority, once established.

#### (4) Cedars Ski Area Promotion

Proactive promotion by MOT, CDR, and IDAL of re-development of the Cedars ski area will be necessary in order to attract private investors and developers. MOT should appoint a full-time coordinator to the PIU, who will be in charge of immediately organizing two programs: (1) development of a low-cost Nordic or alpine ski program and certified safety patrol to increase visitation to the Cedars, and (2) development of a concise market study with hard data regarding various issues prior to a tender of interest to the ski industry, so that a selective group of serious and probable investors and developers can be targeted.

The market study should include information on the following topics:

- land ownership, as clarified with Banque du Liban,
- zoning,
- condition, ownership, and management of existing ski facilities including the lifts, slopes, and base facilities,
- condition of the snow base, possibly diminishing the need for expensive snow equipment,
- relocation of the Army checkpoint and possibly the Army Ski School,
- infrastructure availability and projected costs of sewer and water lines,
- tax breaks or concessions,
- availability of a public/private partnership, such as a BOT arrangement,
- data on the competition (Faraya-Mzaar),
- socioeconomic data and market demand statistics and visitor profiles for Lebanon and the greater region, including the large base of expatriates in the Middle East,
- environmental data,

- expectations of the developer, including a transportation management strategy and environmental protective measures,
- a promotional strategy with historical references and enticing photos of the area, and
- pedestrian village design guidelines to illustrate the government's interest in producing a high quality product.

Once the market study is completed, MOT should work with CDR, IDAL, and other Lebanese institutions to identify a shortlist of appropriate national and international investors. Such investors should be contacted with the appropriate protocol, and those who express interest might be invited to participate with the MOT in a FAM tour to better understand the Cedars ski area potential.

Table 11.1.1 Indicative Implementing Schedule and Project Costs by Category

NO	Project title	Main Implementing agencies*	Schedule			Total costs	Costs by Categories						(US\$ 1,000)		
			~ 2005	2006 ~ 08	2009 ~ 13		Site management planning	Other planning	Infra-structure	Tourism facilities	Training	Promotion and marketing	Hotels and other accommodations	Agro-processing	
BK1	Baalbek Heritage Redevelopment	Municipality, NGOs, Greek catholic waqf, MOSA, BVHC		+	+	1,000		200		200	100	45			
BK2	Baalbek Heritage Hotel Complex	Municipality, Greek catholic waqf, private sector			+	1,675							1,675		
BK3	Old Qaa Mountain Village Complex	Municipalities, MOSA, NGOs, BVTDC, BVHC		+	+	347	10	4	15	53	50	15	194		
BK4	Zahle Heritage Redevelopment	Municipality, NGO, BVTDC			+	605		10		530	75	155			
BK5	Zahle Berdawni River Clean-up	Municipality, schools, NGO, BVTDC				33						33			
BK6	a. Niha Eco Village Development	Municipality, private sector, BVTDC, BVHC			+	1,066			509	31	85	40	376	25	
	b. Site Management	Municipality, DGA					88		556		25	35			
BK7	a. Aanjar Site Management	DGA (+UNESCO), municipality Municipality, churches, BVTDC, BVHC		+	+	673	117	18	30	60	25	4			
	b. Village Tourism				+	241			22	160	35	50			
BK8	Aanjar Akhtamar Agro-Processing	Private sector, municipality			+	267								15	
BK9	Bekaa Valley Wine Route	Lebanese Vinters Union, private sector, university (history faculty)				15 -									
BK10	Bekaa Valley Destination	Municipalities, MOSA, NGOs, BVTDC, BVHC				300		300							
BK11	Bekaa Valley Fair Grounds	Zahle qaza economic development office, private sector, BVTDC				-									
BK12	Bekaa Valley Marathon	Municipalities, private sector, BVTDC				-									
BK13	Bekaa Valley Gateway Project	CDR, Arab Fund				50		20		30					
B1	Qadisha Cedar Manager Program	CDR, MOE, MOC, MOT, UNESCO, patriarchate		+	+	1,620	400			790	150	280			
B2	Cedars Renaissance Program	UNESCO, MOT, MOE, MOA, MOPW, municipality, NGOs			+	250									
B3	Crown Village Destination	Municipalities		+	+	1,470			1,327	178					
B4	Qadisha Scenic Heritage Trail	Municipal federation of Bcharre Qaza, Patriarchate													
B5	Village Lodging	Private sector, municipalities								150					
B6	Bcharre Tourism Council Strengthening	BTDC				200				196					

Note: \*in addition to MOT-PIU; : preparation, : implementation, + : operation