

7.4 Marketing and Promotion

7.4.1 Current Marketing and Promotion Activities

The Cedars represent the widely recognized the national symbol, and MOT and the private sector are already promoting it in and outside the country. MOT has produced many types of promotional materials featuring the Cedars, and it figures in many logos and symbols (Table7.4.1). However, the industry has not designed a comprehensive and strategic promotional activity creating an image and adding value to the site to increase the number of tourists. Meanwhile, promotional activity for the Qadisha Valley is very limited. Also few actions are carried out for the benefit of conservation.

Table7.4.1 Major Current Promotional Materials

Type	Contents
Pamphlets	<ul style="list-style-type: none"> Two pamphlets, "the Cedars" and "Qadisha" (96*210mm, 12 pages, 2002) were printed by MOT in seven languages. A pamphlet, "Tourism in the Besharry Region-the Cedars" (290*195mm, 32 pages, 2000) was printed by BTDC in three languages (Qadisha Valley is introduced in this)
Posters	The Cedars: Many posters have been printed by both MOT and private sector. Qadisha Valley: Some posters have been printed mainly by MOT.
MOT Photo Library	The Cedars: around 630 photos (the Cedars/ski area/etc.) Qadisha Valley: around 170 photos (monasteries/valley & nature view/grottos/etc.)
The Others	Many information/photos are included in MOT booklets/guidebooks/calendars/etc. The Cedars is used for Logo of MOT promotional goods, such as pins, bags, etc.

Source: Compiled by the JICA Study Team based on hearing and surveys.

There is a general lack of coherent strategy to convey essential information to the visitor and broad publicity, in part because no party is taking this responsibility. More specifically, there are:

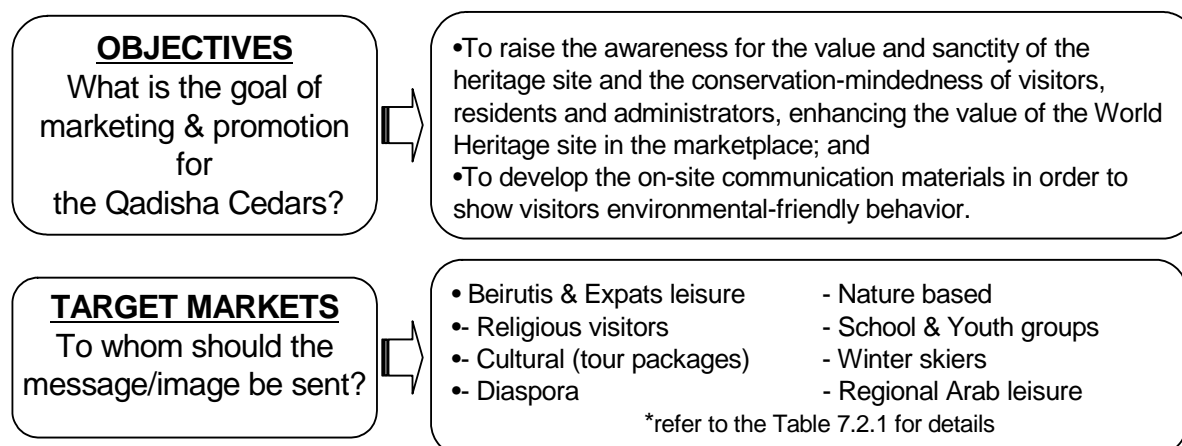
- limited of public awareness for its value and uniqueness of the sites; and
- lack of any strategy for visitor guidance at the World Heritage sites.

7.4.2 Proposed Marketing and Promotion Plan

(1) Strategy

The site management planning would be guided by the concern of the Patriarchate His Holiness for the primary religious significance and the secondary environmental and cultural significance of the Holy Qadisha Valley and the Cedars of the Lord. Through the participatory process, the program will promote a good understanding of these sites, and also good behavioral practices on the part of visitors. Activities of these stakeholders would be guided by the basic strategy presented in Figure 7.4.1.

Figure 7.4.1 The Strategy for Public Information at Qadisha Cedars



Source: JICA Study Team

(2) Promotion Plan

According to the strategy, the activities included in the site management project should be carried out as presented in Table 7.4.2.

Table 7.4.2 Suggested Promotion and communication on Actions

Contents	Suggested Actions	Main Target Markets
Promotional Actions		
Website Promotion	<ul style="list-style-type: none"> ➤ Create a website to promote the name and value of the World Heritage sites to international markets. It will also convey the conservation message emphasizing the site's sanctity, fragility, and importance for the country, and also the conservation philosophy and activities at the sites. Initially available in Arabic/English/French languages. German and Japanese to be added later. <p><Contents of website></p> <ul style="list-style-type: none"> - General Information for tourists - Information about Conservation - Technical information for the tourism industry. 	- All Target Markets
Logo Design	<ul style="list-style-type: none"> ➤ Create a Logo to symbolize the site's heritage value and conservation philosophy to visitors and residents. (The MEA logo is a possible candidate) 	- All Target Markets
Printed Materials		
Posters	<ul style="list-style-type: none"> ➤ Make posters to promote the sites and to send a conservation message/slogan with logo design. Distribute it to the regional touristic places (visitor center, hotels, restaurants), MOT offices (include trade fairs) and tour operators/hotels/restaurants in Beirut. 	<ul style="list-style-type: none"> -Beirutis & Expats -Religious visitors -leisure -Nature based -Cultural

Leaflet	<ul style="list-style-type: none"> ➤ Print handy-size leaflet (e.g. A4-1/3 double-sided copy, 2 colors with logo design), which give the guidelines of environmentally-friendly behavior to visitors. Consideration of target users, print it in Arabic, English, French, German, Japanese, Spanish and Portuguese. ➤ Distribute it on-site at entrance and visitor center. 	- On-site visitors
Orientation Video	<ul style="list-style-type: none"> ➤ Produce the 10-to15 minutes. orientation video. In it, clear explanation about the value of the sites, rules of visiting and conservation activities are required. Considering the purpose of the video, it is suggested to have it at least in three major language: Arabic, English, French) ➤ Set it up at visitor center to show to arriving visitors. 	-On-site visitors

Source: JICA Study Team

(3) Implementation Approach for Promotion

The authority created to manage the Qadisha Cedars heritage site will undertake the above-described activities as part of its normal operations including the provision of essential information to the visitors. This authority will coordinate with the BTDC for a clear division of work, to avoid duplication.

7.5 Implementing and Operating Organizations

The master plan recommends early establishment of a properly sanctioned and supported entity to manage the World Heritage site in a fully sustainable way. This entity, called the Qadisha Cedars Authority, may take some time to materialize as a legal entity. On the other hand, it is most essential that the process of site management planning would be initiated in the nearest future, involving all the stakeholders.

Existing institutions should be effectively utilized rather than trying to establish a new institution from the beginning. Expanding the membership of any formal institution, however, may not be easy as conflicts of interests would be inevitably involved especially among already active stakeholders. Initially, an informal stakeholders' forum would be formed locally within the formal structure with the PIU at the center. For the operation of the forum, experiences of the existing institutions such as the Committee for Safeguarding the Environment of Bcharre with its unique democratic and cooperative structure should be effectively utilized as well as the Bcharre Tourism Development Council.

Even in its informal status, the authority and authenticity of the forum should be derived from the leadership of the Maronite church. The concern of the Patriarchate for the primary religious significance and secondary environmental and cultural significance of the Holy Qadisha Valley and the Cedars of the Lord would ensure possible conflicts among other active stakeholders be resolved more easily in its light.

The PIU of MOT/CDR should support the current efforts of the Maronite church, in connection with UNESCO, to undertake the site management planning together with the DGA of MOC and MOE. The Patriarchate would be a special member of the Advisory Committee reflecting a higher status. The appointment of Monsignor Mazloum, the Patriarchate's current designate for the Qadisha, to the committee at the creation of the Authority is strongly recommended. The PIU, working through the BTAC, will encourage a participatory process in the site management planning.

For effective implementation of the site management plan, stronger central-local cooperation would be required than ensured by the organizational setup described above. The Qadisha Cedars Authority would serve for the purpose. It should have strong enough authority to ensure effective coordination of activities by many stakeholders, and yet sufficient flexibility to allow innovative activities by the private sector under strict enforcement of well-defined regulations and concessions. Under the authority, some activities would be undertaken by the private sector, including a local shareholding company to be established through the program to operate part of the site management such as entrance fee collection, visitors center operation and some other revenue-generating activities. A pilgrim based organization and/or NGOs would undertake some livelihood activities to support the low income people.

Once established, the Authority would need to be involved in other projects such as the Crown Villages Destination project and the Scenic Heritage Trail, both of which would undertake works on the edge of the heritage site's boundaries. The PIU and BTAC would endeavor to ensure coordination of these different projects as necessary from their earliest stages.

7.6 Cost Estimates

Costs of the tourism facilities to be provided by the project are summarized in Table 7.6.1. The total cost is estimated at US \$ 788,000.

Table 7.6.1 Cost Estimate for Tourism Facilities

Unit: US \$

(1) Construction of Visitors Center at Formal Entrance to Qadisha				
Items	Quantity	Unit Cost	Cost	Notes
1.Construction of the Visitors Center Building	1,100sqm (Floor Area)	450	495,000	Design and construction costs
2.Foundation improvement	2000 sqm	50	100,000	Excavation and land filling, and reinforced concrete slab construction costs
3.Pavement for car spaces	200 sqm	25	5,000	Work for car parking and moving spaces
4.Plantation	200 sqm	25	5,000	Evergreen plants
5.Construction of the farmer's market	20 sqm (Floor Area)	250	5,000	Wood structure
6.Admission fee kiosk	One unit	6,000	6,000	Kiosk size: 4m*4m, metal and wood made
7.Signage fabrication	One set	3,500	3,500	Design and construction costs
8.Cafe tables and chairs	Ten sets	750	750	Wood made
9.Exhibition products	All items	75,000	75,000	
10.Lighting	All units		5,000	Lights for some parts of building, parking spaces, signboard, farmers market, and admission fee kiosk
11.Parking space	1,500 sqm	50	75,000	Outside of the building site
Sub-total (1)			782,000	
(2) Constructions of Other Facilities				
Items	Quantity	Unit Cost	Cost	Notes
1.Site toilets	2 units	1,500	3,000	Construction cost of two toilets with septic tanks
2.Site furniture	4 sets	750	3,000	Benches and chairs
Sub-total (2)			6,000	
Grand Total			788,000	

Source: JICA Study Team

All the costs including costs for training, site management planning, and promotion are summarized in Table 7.6.2.

Table 7.6.2 Summary of Cost Estimates

Item	Cost
1. Planning Fees – site management plan including conservation	\$400,000
2. Training	\$150,000
3. Documentation	\$100,000
4. Construction of visitor center, all related facilities	\$790,000
5. Interpretation (signage, video, brochure, web site)	\$150,000
6. Sewage control – under village development	
7. Promotion	\$30,000
Total	\$1,620,000

Source: JICA Study Team

7.7 Financing and Scheduling

7.7.1 Strategy for Funding

The project costs a total of approximately US\$2 million. Several factors may facilitate the search for funding.

- **World Heritage status:** This is a factor arousing the interest of funding sources. This may help it qualify for backing from a culturally oriented organization.
- **Environmental management:** The nature of the project may qualify it for funding from one of the many environmental funds operating internationally.
- **Training/capacity-building:** It may qualify for a source focusing on human resources development because of extensive training content.
- **Tremendous symbolism:** The heritage value to Lebanon of the Cedars grove and of Qadisha Valley may enable some funding to come from Diaspora Lebanese who have a tradition of giving to educational and religious projects.

7.7.2 Possible Sources of Funding

Table 7.7.1 presents possible donors for different components of this project.

Table 7.7.1 Possible Donors

Thematic area	Possible Donors
Conservation/Site Management/ Museum	UNESCO/GEF Swedish Aid Agency Spanish Aid Agency Global Heritage Fund
Training/Capacity Building	European Union (EU) Agence Francaise de Dev. (Afd) Germany (GTZ) Italian Aid Agency Swedish Aid Agency Swiss Aid
Tourism Related	European Union (EU) Global Heritage Fund Spanish Aid Agency World Bank Japanese Embassy (Grassroots Grant)
Sewer/Water/Roads	World Bank
Rural/Environment	Canadian Development Fund Danish Aid European Union (EU) Germany (GDZ) Swedish Aid Agency USAID

Source: JICA Study Team

7.7.3 Scheduling

The general schedule from initial search for funding to launch of operations is envisioned as shown in Table 7.7.2. Each step is outlined below.

2004-2005

- Donor funds obtained
- Management framework agreed upon through participatory planning process (including boundary survey, documentation, master planning)
- Management unit established through law (government involvement through nature reserve or national park, local concessionaire contract/ involvement through shareholding company for fund management and staffing)

2006-2007

- Training program for management unit (including local guides program)
- Facilities design including visitors center, parking, roads, adaptive reuse of Saydet, etc.
- Interpretation design

2007-2008

- Construction of facilities

Table 7.7.2 Scheduling

Steps \ Year	2004	2005	2006	2007	2008-
- Funding negotiation & agreements					
- Management framework					
- Management unit establishment & legal setup					
- Training program implementation					
- Facilities design					
- Construction					
- Opening, Operation					

Source: JICA Study Team

7.8 Environmental Impact Assessment

The possible impacts of this project have been assessed for this preliminary design. The findings are discussed with respect to effects upon the natural environment, then with respect to social impacts.

7.8.1 Impact on Natural Environment

Four main types of impacts need to be considered to ensure that no significant negative impact would result from the proposed tourism development plan. These are the impacts on 1) natural and cultural heritage, 2) air quality, 3) noise, and 4) landscape.

(1) Impact on Natural and Cultural Heritage

The impacts on natural and cultural heritage are assessed at two levels: first at the level of each individual activity suggested and second at the global level as a result of the increase in tourism activities in the area due to all the projects combined. Regarding endangered species, no impact is expected as none exists in the sites proposed for infrastructure.

Impacts of individual components

1) Lavatories in the Qadisha Valley

There are very limited public lavatories available for tourists in the Qadisha Valley: one at the Qozhaya Monastery another at Qannoubine Monastery and the other at the Haouqa hermitage. There is no information available on the mode of wastewater disposal. The impact of new lavatories can only be positive in case the proper type of facilities is selected, both in terms of installation and operation. The selection of the location of these lavatories is critical in minimizing their impact on the biodiversity of the valley. Dry toilets appear to be the most environmentally sound solution for use in the Qadisha Valley.

During the operation phase, special care needs to be given to the disposal of sewer wastes in order to avoid spillage and resultant impacts on the local fauna and flora.

2) Visitors center below Bqaa Kafra

The location identified for the visitors center falls within an area at the ridge of the Valley where other constructions already exist. During the construction phase, special caution should be given to the excavation of material to minimize possible spillage of excavated material. In this case, the excavated material should be removed from the construction site to avoid soil erosion, loss of the vegetative cover and subsequent degradation of the slopes. No significant impacts on biodiversity are anticipated during the operation phase.

3) Two information kiosks for visitors at the gate of the valley rim

The sites selected for the information kiosks at the gates of the valley are located on the existing road edges. No significant impacts on biodiversity have been identified during both the construction and the operation phases.

Global impacts of the increase in tourism

The main impact of tourism development in the area relates to hiking and visitation of the site. Impact assessment has been focused mainly on this aspect of tourism development.

- *Major changes in vegetation:* the effect of trampling and other activities would reduce the biomass, vegetation cover and height of plants.
- *Changes in communities and plant species:* certain species are known as trampling resistant, and these would become comparatively more dominant.
- *Plant populations:* recreation impacts ultimately reduce the numbers of plants in a given area, and flowers picking by visitors would have a major influence widely along visitors trails.
- *Long term effects through regeneration of communities:* regeneration of communities is an important management concern, and while the time for recovery varies widely, in most cases the time required for full recovery tends to be underestimated.

Provided that the caution is taken during the establishment of the tourism related activities, the global impact on natural and cultural heritage would be positive as it would be enhanced through increased appreciation and awareness of heritage values by visitors and residents.

(2) Air Quality Impact Assessment

Air quality modeling methodology

CO is one of the major indicators of transport-related pollution. If CO concentrations increase, the source of CO is most probably from traffic. Emission factors for SO₂ and TSP in Lebanese vehicles are not well known (as opposed to CO), and thus calculations of their emission would not be very accurate. Therefore, CO was used as the major air

pollution indicator for this assessment. One major intersection in Bcharre was selected for the assessment in front of Hotel Chbat.

Prediction results

Average exposure levels in 2013 at the intersection and for the different scenarios and wind speeds are shown in Table 7.8.1. All values are below the 9 ppm standard for CO. Impact on air quality is therefore not significant in the study area.

Table 7.8.1 Predicted Average 8-hour CO Concentrations

Wind Speed	Scenario	Average CO Predicted Concentration (ppm)
0.5 m/s	Without Project	2.5
	With Project	3.2
1.0 m/s	Without Project	1.5
	With Project	1.8
2.0 m/s	Without Project	0.7
	With Project	1.0
3.0 m/s	Without Project	0.5
	With Project	0.7

Source: JICA Study Team

(3) Noise Impact Assessment

Estimated noise levels in 2013 vary between 67 and 72 dB(A) in front of Hotel Chbat. The impact on noise will not be significant as compared to international standards. The Federal Highway Administration (FHWA) of the U.S.A. has identified a range of sound levels acceptable in different areas, and established that the sound levels should be under 72 dB(A) in the developed land. The sound issue needs to be addressed by the site management plan.

(4) Landscape Impact Assessment

Impacts on landscape are not anticipated to be significant because: 1) minimal construction activities are planned, and 2) proposed structures should integrate well within the environment. Potential long-term impact, however, could result from the construction of the visitors center, which will be visible from Bcharre. A montage-landscape was prepared to better assess the impacts of this activity on landscape and visual amenity (Figure 7.8.1). As indicated by the montage-picture, the visitors center will be well adapted to the pleasant landscape of Bcharre.



Source: JICA Study Team

Figure 7.8.1 Montage Landscape about New Visitor Center

(5) Environmental Mitigation Plan

Although no significant impacts are anticipated to result from the tourism development plan, mitigation measures are proposed to minimize the likelihood and magnitude of possible negative impacts, and to maximize the benefits of positive impacts. Mitigation measures are proposed at the operation stage (Table 7.8.2).

Table 7.8.2 Summary of Proposed Elements of the Mitigation Plan during the Operation Phase

<i>Impact</i>	<i>Mitigation measure</i>	<i>Responsibility</i>	<i>Cost</i>
Traffic	<ul style="list-style-type: none"> Maintenance of traffic signs and parking spaces Maintenance of new parking lots and roads 	QCPMP	Not directly part of project
Air quality	<ul style="list-style-type: none"> Implementation of long term strategies (beyond the scope of the QCPMP) 	Municipalities, Government	Not directly part of project
Noise level	<ul style="list-style-type: none"> Limiting vehicle speed Implementation of long term strategies (beyond the scope of the QCPMP) 	Municipalities, Traffic police, QCPMP	Not directly part of project
Landscape and visual intrusion	<ul style="list-style-type: none"> Maintenance of exterior material, visual screens or greenbelts Enforcing compliance with building code as well as developed architectural plans 	Municipalities	Not directly part of project
Health and safety	<ul style="list-style-type: none"> Maintenance of signs and warnings Marking developed tourist tracks clearly Introducing proper orientation sign posting such as “you are here” panels at parking facilities and along developed tourist tracks Providing appropriate lighting in sites, tracks, and parking facilities Providing guards and guides during visiting hours at sites, tracks, and parking facilities Providing an emergency medical center or first aid facility Eliminating structural situations presenting risks for visitors 	Municipalities	Not directly part of project
Biodiversity (fauna and flora)	<ul style="list-style-type: none"> Use of structures to provide travel corridors, fencing to control animal movements, or alternative alignments to eliminate or minimize the interaction between wildlife and the roadway Production of education and awareness material to inform the local population of the importance of wildlife in maintaining ecological integrity and services to prevent poaching Use of preventive measures against vehicle/wildlife accidents such as reduction of speed and use of light diverting devices Provision of a Code of Responsive Behavior for tourists to minimize misuse of natural environment 	QCPMP	Not directly part of project
Archaeological and cultural heritage	<ul style="list-style-type: none"> Routine monitoring and maintenance Developing visitor’s code of behavior at sites to be printed on the back of the entrance ticket or on the free brochure for the site Controlling vegetation growth using appropriate biocides after mechanical removal Implementing waste collection and management plan at the sites 	QCPMP DGA municipality	Not directly part of project

Note: QCPMP; Qadisha Cedars Planning and Management Program, through the Prepared Qadisha Cedars Authority
Source: JICA Study Team

7.8.2 Social Impact

According to the IEE conducted as part of this Master Plan, no significant negative social impact is anticipated from the proposed tourism development in the area. Nevertheless, a closer analysis is provided on potentially critical areas. Main areas of concern are the identification of stakeholders for their involvement in the program, and the central-local relationship for the management.

(1) Identification of Stakeholders

Local communities are not clearly defined in the proposed program. This may become a cause for the marginalization of some local actors and the tension between different stakeholders. Such situations may hinder the local communities acceptance of the site management plan. To avoid such resistance, the program should stress that all the stakeholders be involved. They include municipalities as the formal local administration, NGOs as representatives of the civil society, the Maronite church as the owner of the valley and religious property, and local business communities as well as other local people. Other stakeholders are UNESCO, MOT, CDR, MOC/DGA, and MOE.

Many of these stakeholders are part of the existing Committee for Safeguarding the Environment of Bcharre, which has created a unique democratic and cooperative structure. Some members of the committee, e.g. the National Gibran Committee, have acquired experience in cooperating with representatives of the municipalities and Maronite religious orders. The structure and experience of this committee should be effectively utilized for the operation of the program, coordinating different stakeholders and integrating their views.

(2) Central-local Relationship

The strong message of some local stakeholders concerned about the program is that an institutional structure involving both central government representatives and local actors would face political and cultural challenges. Such a structure could be built only on the respect for the local culture and people who are often sternly proud and independent, reflecting their history of endurance in the mountains and the deep valley. The local cultural heritage needs to be reconciled within the management of the World Heritage Site, which is primarily the central government responsibility. The Master Plan proposes the creation of the Qadisha Cedars Authority to embody this central-local relationship fully reflecting, from its creation the involvement of the local stakeholders. International NGOs and other organizations may have major roles to play in this process.