

MINISTRY OF TOURISM (MOT)  
COUNCIL FOR DEVELOPMENT AND RECONSTRUCTION (CDR)  
REPUBLIC OF LEBANON

JAPAN INTERNATIONAL COOPERATION AGENCY (JICA)

**THE STUDY ON  
THE INTEGRATED TOURISM DEVELOPMENT PLAN  
IN THE REPUBLIC OF LEBANON**

FINAL REPORT

Vol. 5 Appendices

MARCH 2004



RECS INTERNATIONAL Inc.

*For the currency conversion, in case necessary,  
Exchange rate in March 2004 is applied*

*USD 1 = LBP 1,500*

*USD 1 = JPY 110*

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## List of Abbreviations

AFD	Agence Francaise de Development
ATCL	Automobile & Touring Club of Lebanon
ATM	Arab Trade Market
AWTTE	Arab World Travel & Tourism Exhibition
B1~B6	Project code for the Bcharre Study Area
BIA	Beirut International Airport
BK1~BK13	Project code for the Bekaa Valley Study Area
BTAC	Bcharre Tourism Action Council
BTDC	Bcharre Tourism Development Council
BVHC	Bekaa Valley Handicraft Cooperative
BVTDC	Bekaa Valley Tourism Development Council
CAS	Central Administration of Statistics
CDR	Council for the Development and Reconstruction of Lebanon
CHUD	Cultural Heritage and Urban Development
CIF	Cost, Insurance, and Freight
COM	Council of Ministers
Coop.	Cooperative
CREADEL	Social and Economic Development of Lebanon (NGO)
DGA	Directorate General of Antiquities
DGCA	Directorate General of Civil Aviation
DGM	Directorate General of Municipality
DGUP	Directorate General of Urban Planning
EIA	Environmental Impact Assessment
EIB	European Investment Bank
ESTs	Environmentally-sound Technologies
EU	European Union
FAO	Food and Agriculture Organization
Fob	Freight on board
GCC	Gulf Cooperation Council
GCF	Gross Capital formation
GDP	Gross Domestic Product
GEF	Global Environment Facility
GIS	Geographic Information System
GTZ	German Technical Cooperation
IDAL	Investment Development Authority of Lebanon
ITB	International Tourismus-Borse
JICA	Japan International Cooperation Agency
MEA	Middle East Airline

MICE	Meeting, Incentives, Conventions and Exhibition
MOA	Ministry of Agriculture
MOE	Ministry of Environment
MOEW	Ministry of Energy and Water
MOI	Ministry of Interior
MOPWT	Ministry of Public Works and Transportation
MOT	Ministry of Tourism
NCHT	National Council for Health Tourism
NCMS	National Center for Marine Sciences
NGO	Non-governmental Organizations
NTCL	National Tourism Council of Lebanon
OCW	Overseas Contract Worker
OMT	Organization Mundial Turismo
PCO	Professional Congress Organizer
PIU	Project Implementation Unit
SARS	Severe Acute Respiratory Syndrome
SMAP	Short and Medium Action Programme
SWOT	Strengths-Weakness-Opportunities-Threats
TMA	Trans Mediterranean Airline
TOR	Terms of Reference
UNDP	United Nations Development Program
UNEP	United Nations Environment Program
UNESCO	United Nations Educational, Scientific and Cultural Organization
USAID	United States Agency for International Development
WTM	World Travel Market
WTO	World Tourism Organization
WTTC	World Travel and Tourism Council

## APPENDIX 1

### List of Steering Committee and JICA Study Team

**Table A1.1 List of the Steering Committee**

Organization	Name	Position
Ministry of Tourism	SARDOUK GHANDOUR, Nada Mrs.	HE Director General
	HAIMARI, Joseph Dr.	Advisor to the Minister
	FARES, Mona Mrs.	Chief Department of Tourism Development (Ecotourism & Baalbek)
	KIBRIT, Joumana Mrs.	Director of Research and Studies Department
	ABDU, Safwa Mrs.	Tripoli Office
	ADRA, Shaza Mrs.	International Relations
	SABA, Elie Mr.	Senior Civil Engineer
	ARAYSSI, Hoda Mrs.	Secretary Research Studies Department
	ASSI, Antoine Mr.	Architect Director of the Statistics and Internet Service
	ATWI, Ali Mr.	Electrical Engineer
	AWAD, Wafaa	Head of Accounting Department
	BEJJANI, Hoda Mrs.	Head of Legal Department
	BOUIEZ, Lily Mrs.	International Relations
	FIANY, Marley Mrs.	Department of Tourism Development - Internet
	HAIDER, Mona Mrs.	Head of Promotion - MICE
	IBRAHIM, Jean Boutros Mr.	Public Relations (coordination of visa)
	KAAKOUR, Samir Mr.	Office Equipment' Keys
	KARAM, Claudia Mrs.	Head of Production Department
	KARAMEH, Wafaa Ms.	Public Promotion
	KARKAFY, Nadim Mr.	Statistic Department
	KHATTAR, Leila Mrs.	Tourist Promotion Department
	MAZBOUH, Roula Mrs.	Director of the International Relations Service
	MROUH, Randa Mrs.	Head of International Relations Department + Health Tourism
SAKR, Amal Mrs.	Secretary in Sites and Museums Department.	
Council for Development & Reconstruction	ABOU JAOUDE, Jaoudat Dr.	Architect/Civil Planner - Sector Coordinator
Ministry of Culture	KARAM, Samar Mrs.	Archaeologist, Directorate General of Antiquities
Ministry of Environment	ANDREA, Minerva Mrs.	Assistant
	GHOREIB, Antoine Mr.	Head, Department of Awareness & Guidance
	SAMAHA, Lara Ms.	Biologist, Department for the Conservation of Nature

Ministry of Interior	KAHWAGI, Mrs. Marlene	Chief of Department of Municipalities
Ministry of Public Works and Transportation	ABOU CHERFANE, Elham Mrs.	Architect, Directorate General of Urban Planning
Embassy of Japan in Lebanon	Ken-ichi Furuta, Mr	Economy Attaché

Source: JICA Study Team

**Table A1.2 List of the Advisory Committee**

Position/designation	Name
All Nippon Travel Agents Association	Mr. Masayasu Kokubo
Department of International Relations, National Defense Academy	Dr. Ryoji Tateyama
Ministry of Land, Infrastructure and Transport International Tourism Promotion Division, Tourism Department, Policy Bureau	Mr. Isao Kitagawa

Source: JICA Study Team

**Table A1.3 List of the JICA Members**

JICA	Kazuhide Nagasawa, Mr.	Director, JICA Syria Office
	Toshiyuki Kuroyanagi, Mr.	Director, First Development Study Division, Social Development Study department (by September 2003)
	Akira Nakamura, Mr.	Director, First Development Study Division, Social Development Study department (from September 2003)
	Yodo Kakuzen, Mr.	Deputy Director, First Development Study Division, Social Development Study department (by July 2003)
	Hideaki, Maruyama, Mr.	Deputy Director, First Development Study Division, Social Development Study department (from July 2003)
	Shin-ichi Tanaka, Mr.	First Development Study Division, Social Development Study department

**Table A1.4 List of the Study Team Members**

Position/designation	Name	Affiliation
1.Team Leader	Yuichiro MOTOMURA	PADECO
2.Deputy Team Leader/Social Environment-1	Tsuyoshi HASHIMOTO	RECS
3.Deputy Team Leader/Social Environment-2	Hideo SAKAMOTO	PADECO
4.Tourism Development (Baalbek & Zahle)	Sandra A. CHESROWN	PADECO (PA)
5. Tourism Development (Bcharre)	Ken KAWASAKI	RECS (LAC)
6.Tourism Resource and Commodity Development	Manuel L. KNIGHT	PADECO (PA)
7.Tourism Administration, Regulation, Organization	Michael MCVEY	PADECO (PA)
8.Tourism Facility Design	Masayuki TAKAZAWA	RECS
9.Transportation and Social Infrastructure	Yoshiya NAKAGAWA	PADECO
10.Tourism Promotion & Publicity	Megumi HASHISAKO	RECS (SUM)
11.Market Analysis, Demand Forecast	Kiyooki TAKAKUWA	PADECO
12.Economic and Financial Analysis	Hiroshi IMAIZUMI	RECS
13.Natural Environment	Takenobu SUZUKI	PADECO(Docon)
14.Coordinator	Satoshi OGITA	PADECO

Source: JICA Study Team

## **APPENDIX 2**

### **Minutes of Meeting for the 1<sup>st</sup> Steering Committee**



MINUTES OF MEETING  
BETWEEN  
THE STEERING COMMITTEE OF THE REPUBLIC OF LEBANON  
AND  
THE JICA STUDY TEAM  
FOR  
THE STUDY  
ON  
THE INTEGRATED TOURISM DEVELOPMENT PLAN  
IN  
THE REPUBLIC OF LEBANON  
ON  
THE INCEPTION REPORT

26 JUNE 2003

  
Mrs. Nada Sardouk GHANDOUR  
Director General  
Minister of Tourism,

  
Mr. Yuichiro MOTOMURA  
Team Leader,  
JICA Study Team

The meeting between the Lebanese Steering Committee and the JICA Study Team was held on 26 June 2003 according to the following agenda:

- 1 Opening of the meeting;
- 2 Explanation of the Inception Report by the Team Leader of the JICA Study Team;
- 3 Discussion;
- 4 Closure of the meeting.

The meeting was chaired by Mrs. Nada Sardouk Ghandour, the Director General of the Ministry of Tourism, representing the Minister of Tourism. The list of attendants is attached to this document.

1. Her Excellency, Mrs. Nada Sardouk Ghandour, Director General, MOT made welcoming remarks.
2. The JICA Study Team made a presentation concerning the outline of the Inception Report.
  - *Image One* - Presentation of the Inception Report (overhead imagery)
  - *Image Two* - Lebanon and the Study Areas – Area One - Ba'albeck and Zahle (primarily cultural tourism) and Bcharre/The Cedars (primarily nature tourism) – Results: Detailed development plans and tourism sector review.
  - *Image Three* – Area One – Photos of Temple of Niha, Ksara Winery, and Ba'albeck - Temple of Jupiter and Temple of Bacchus
  - *Image Four* – Area Two – Photos of the Qadisha Valley, Bcharre, Lebanese Cedars, and Deir Qozhaya (monastery) near Ehden
  - *Image Five* – Study Phases
    1. Phase One - Situation Review and Strategy Formulation - May/Japan and June/Lebanon - August 2003
    2. Phase Two – Master Plan Formulation – August 2003 – November 2003
    3. Phase Three – Feasibility Study of Priority Projects – November 2003 – March 2004
  - *Image Six* – Study Objectives
    1. Analysis of Tourism Sector in Lebanon
    2. Preparation of Tourism Development Master Plans for the Two Selected (Study) Areas
    3. Preparation of Feasibility Studies of Priority Projects in the Two Selected Areas
    4. Technology Transfer to Counterpart Personnel
    5. Promotion of Tourism Development in Lebanon through Capacity Building
  - *Image Seven* – The Existing Situation – Nominal GDP  
There were 1.4 million tourists in 1974 prior to the civil war. Recovery since 1992 has been steady but the number of visitors (at less than 1 million) are still lower than Lebanon

would like to see.

*Image Eight* – Origin of Tourists (illustrating 7 different groups)

- *Image Nine* – The Subject Areas (illustrating population, illiteracy, unemployment, and income in US\$ for 6 areas – Beirut City, Beirut Mountain Area, Northern Lebanon, Southern Lebanon, Nabatiye, and Bekaa)
- *Image Nine* – Planning Targets
  1. Stimulation of the Economy through Tourism
  2. Correction of Regional discrepancy by Tourism
  3. Tourism Promotion through Conservation and Utilization of Cultural Resources
  4. Promotion of Conservation of Natural Resources and Subsequent Better Quality of Life
- *Images Ten and Eleven* – Technical Approach
  1. Planning based on the overall development mechanism of interaction among demand, supply and local communities
  2. Promotion of local tourism that contributes to local economy
  3. Planning method that can be a model for elsewhere
  4. Two distinctive plans for regional culture tourism and regional nature tourism
  5. Development plan based on particular comparative advantage of the locality
  6. Planning with “re-inventing” Lebanese tourism in mind
  7. Explicit targeting of main markets and planning corresponding to them
  8. Adequate considerations for social environment
- *Image Twelve* – The Interactive Mechanism among Demand, Supply and Communities  
Supply must be accepted by Demand or the resulting tourism won't be sustainable.  
Tourism needs to provide products that the market wants in order to be successful.
- *Image Thirteen* – Operational Approaches
  1. Planning maximizing implementability
  2. Appropriate use of diverse experts
  3. Full collaboration with Lebanese experts
  4. Close cooperation with MOT/CDR and JICA
  5. Information dissemination through a web site
- *Image Fourteen* – Tourism Development Based on Comparative Advantage (create jobs, build on strengths, and establish a comparative advantage in the market)
- *Image Fifteen* – The Study's Organizational Setup
  1. MOT and CDR agreed with JICA on the Scope of Work
  2. Advisory Groups are the Steering Committee and the JICA Advisory Committee
  3. MOT and JICA Counterpart Team
  4. Lebanese Experts
- *Images Sixteen and Seventeen* – Preliminary thoughts for Study Areas regarded a virtual reality regional museum route and natural route, but these were discussed in Japan prior to

the study's commencement.

- *Image Eighteen – Closing Remarks:* Now let us find ways together for making these magnificent resources really work for the people.
3. The comments by the Steering Committee and the clarification by the JICA Study Team to these comments are summarized hereafter:
- Her Excellency, the Director General – Thanked Mr. Motomura for his excellent presentation and mentioned that the study must be practical to result in implementation. She said that Ba'albeck has experienced a decrease of 80% of its tourism which is really hurting the local economy.
  - The representative of the *Ministry of Interior* said that they are ready to give any information the study team needs. (It was agreed that she would provide the Ministry's administrative structure and a list of municipalities in the study areas, so that the team can request the appropriate interviews.) She said there are social difficulties in Ba'albeck that need to be understood.
  - The Director General noted that the municipality is comprised of elected officials who are well aware of their needs, as they are in charge of many areas including schools, sites, tourism facilities (hotels, food), which are developed through taxation.
  - The representative of the *Directorate of Antiquities* noted that both the ancient site of Ba'albeck and the Qadishha Valley, which is being turned into a nature reserve, are World Heritage sites, and must be very carefully planned. She promised to provide maps of the archaeological sites that are underground and therefore not apparent.
  - Mrs. Kibrit (MOT) promised to provide an index of all the project studies that have been completed to date, which could provide us with relevant information.
  - It was noted that the larger areas are known as governates or Mohafazas, and that the Army might be able to provide detailed maps (on paper and CDs).
  - The representative of the Directorate General of Urban Planning noted that a Land Use Plan has been done for the Qadisha Valley, but it has not yet been approved by the Council of Ministers. There is also a land use plan for the Niha area and for Ba'albeck, which is awaiting review by the World Bank.
  - Mrs. Mona Fares, the MOT Director of the Archaeological Sites Department, said that she knows the region very well (from Ba'albeck to the Syrian frontier along the "Roman Road" where tourism is not developed at all), and she is available to assist the team.
  - Discussion followed about document preparation and disbursement and meetings, and it was agreed that JICA Study Team would request both through MOT, who would submit official letters to the respective ministries and other parties.
  - In terms of the private sector, MOT felt it would be easy for them to arrange a meeting with the

various "syndicates" (hotel, tour operators, travel agents, etc).

4. The larger Steering Committee adjourned, and a smaller Steering Committee met to discuss the details of the Inception Report. Mrs. Ghandour chaired and Dr. Haimari led the meeting and requested the following changes:
  - Page 9, 2<sup>nd</sup> paragraph and later para – change local governments to local authorities;
  - Page 13, pt. 7 – include South America and Central America in the term "America," not only North America, as there are many Lebanese who live there;
  - Page 8 – requested that MOT consult with the JICA Study Team on the selection of the local consultants;
  - data collection – have already discussed a formal channeling system through the Team Leader and official MOT letters;
  - Page 14 – clarify interim results; MOT is in favor of transparency but the web site should contain general information, not specific recommendations until they have been approved by MOT;
  - Page 19 and 22 – Study Methods and Information Dissemination – Clarify that the seminar of both the public and the private sectors will be general and will not give "classified information" to the private sector;
  - Page 25 – Comment to be aware of how the schedule will be part of August and fall vacations and the need to complete the work before Ramadan and Eid.

End of Minutes