



## **APPENDIX 3**

### **Minutes of Meeting for the 2<sup>nd</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 PROGRESS REPORT**

**9 SEPTEMBER 2003**

  
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**H.E. Ms. Nada Sarah GHANDOUR**  
Director General  
Ministry of Tourism,

  
\_\_\_\_\_  
**Mr. Yuichiro MOTOMURA**  
Team Leader,  
JICA Study Team

## **Opening Remarks**

11:00 AM - The discussion was chaired by Her Excellency, Ms. Nada Sardouk Ghandour, who opened the second meeting of the Steering Committee. Her Excellency thanked Mr. Motomura, Team Leader of the JICA Study Team (JST) for all the Team's efforts. She noted that the objective of the project is to review and analyze present national and study area conditions, to form study area master plans, to implement feasibility studies, and to pursue transfer of technical expertise and capacity building to the Ministry of Tourism (MOT), as the counterpart agency.

Her Excellency noted that the JICA Study Team (JST) has completed Phase One of the Study, which includes the Qazas of Baalbek, Zahle, including Niha and Aanjar, and Bcharre, including the Cedars, and will commence Phase Two, which shall include tourism resources and commodity development, tourism administration and regulation, and tourism facility design. She thanked the JST for its efforts and the participants for attending the meeting today, and stated that she hoped the goals and objectives of the study will be realized through implementation of the projects.

Dr. Joseph Haimari, Counselor of the Ministry of Tourism, also welcomed the Steering Committee, and invited Mr. Motomura, the JST Team Leader, to commence the presentation.

Mr. Motomura thanked the Steering Committee for their on-going participation and cooperation since late June. He noted that the JST has completed review of the tourism sector, and promised to deliver the Progress Report shortly. He stated that the JST will begin specific master plan preparation for the study areas.

Mr. Motomura then introduced today's speakers, respectively Mr. Kiyu Takakuwa, who will present insights on tourism demand in Lebanon; Dr. Suyoshi Hasimoto who will present the differences between this study and and past studies; and Ms. Sandra Chesrown, who will present the three focus areas and preliminary ideas for improving them.

He noted that after the presentations there will be a coffee break, and following the coffee break the Steering Committee is invited to participate in a discussion. At 2:00 JST will host a lunch in Trader Vic's Restaurant.

With regard to schedule, Mr. Motomura noted that the JST will begin work on master plans which shall be completed by the end of this year, to be followed by feasibility studies of selected projects. JST will meet with the Steering Committee again to discuss those findings. In late February, there will be a final meeting with the Steering Committee, and the JST will issue a final report in March of 2004.

### **1.0 Presentations by JST Members**

#### ***1.1. Mr. Kiyooki Takakuwa, Tourism Market Expert (Please see attachment Document N° 1)***

Mr. Takakuwa said that he was honored to present some of the findings of the Study with respect to the tourism market. In terms of the market position of Lebanon, in 1974, there were 4.3 million annual visitors to Lebanon. In 1994, the number increased to 12 million or three times as many visitors. In 2001, there were 31.1 million visitors or seven times more. Before the Civil War, Lebanon's received 1.4 million or 33% of all Middle East arrivals. The Civil War decimated tourism.

In 1994, the total number of arrivals shrank to 0.34 million or 2.8% of market share, but the number is quickly recovering. In 2001, there were 31.3 million arrivals to the Middle East, and Lebanon received close to 1 million or 3.2% of the market.

Mr. Takakuwa then compared how Lebanon is performing in regard to Egypt, Jordan, Syria, Turkey and Dubai. In 1994, there were 2.4 million visitors to Egypt, less than 1 million visitors to Jordan, and .7 million visitors to Syria. In 2001, there were 2.6 million visitors to Egypt, 1.5 million to Jordan, and 1.4 million to Syria.

In regard to Turkey, the country received 6 million visitors in 1994 and 11 million in 2001, and it took over Lebanon's position in the region. Dubai does not disclose its statistical data, but their success in attracting visitors over the past decade is clear.

Lebanon is down in the regional market, but there is not all bad news, as Lebanon's market shows a lot of potential and opportunity. MOT statistics show that in 1998 there were 599,785 arrivals, but in 2001 there were 956,464 arrivals, close to two times the 1998 figure.

Mr. Takakuwa then explained the composition of the demand. The Middle East is Lebanon's largest market and largest spenders. The statistics for South Asia show a 26% growth, but the visitors are arriving from Sri Lanka, India, and Pakistan and they are primarily domestic workers or laborers, not tourists, and they do not contribute much to the tourism economy.

Regarding Europe, the average annual growth (AAG) rate is 7.6%; for East Asia its 8.3%, and for the Americas its 12.8%. Since "9/11" visitors from Middle East countries are especially dominant at 43% of the demand. In 1998, the figure was 39%, and in 2002 it was 43%.

Europe still occupies one-quarter of all arrivals, but it has shrunk from 33% in 1998 to 26% in 2002. This is a big concern to Lebanese tour operators. The percentage of arrivals from the Americas is flat, i.e., 11% in 1998 and 11% in 2002. The East Asia share, including Japan, has slightly decreased from 7% in 1998 to 6.9% in 2002.

Mr. Takakuwa then explained visitor arrivals at major sites, as indicated by admission tickets. Between 2000 and 2001 there was a slight decline from 641,000 to 611,000 visitors, and that figure dropped to 551,000 in 2002. Of 11-12 major sites, the Jeita Grotto dominates supply, capturing close to 40% of arrivals, particularly the Diaspora market. (Please see attached graph for site visitation to all major sites.)

With regard to Baalbek, the site is very popular with Japanese visitors (44% of Japanese arrivals visit the site), followed by 30% of UAE visitors, but only 12% of French visitors. He explained that to establish better clarification of site visits, JST (subcontractor ARD) is conducting airport surveys, the results of which will be available in late September. It appears that following Jeita, Baalbek receives the most visitors (51%), followed by Beiteddine (43%), and the National Museum in Beirut (36%). The highest percentage to all three sites are Lebanese tourists. However, the highest percentage of visitors to Byblos and Aanjar are foreign.

*1.2 Dr. Tsuyoshi Hashimoto, Deputy Team Leader and Social Environment Expert  
(Please see attached Document N° 2)*

Dr. Hasimoto thanked the Steering Committee and MOT and presented the JST Planning Methodology. He noted that since he arrived a couple weeks ago, his

perception of the country has changed. He knew that Lebanon had a rich multi-cultural heritage, but he discovered that it also has hospitable and kind people, which is important to tourism, a magnificently restored downtown, and a peaceful life style, information that needs to be shared with the world.

He then presented JST's regional tourism development planning. This participatory, pragmatic approach differentiates JST from past studies. The basic idea is to appeal to demand by providing effective supply, including indigenous resources, such as cultural and natural assets, and tourism products for the benefit of local communities. As a pre-requisite to success, there needs to be a clear tourism policy. Infrastructure supply (resources) must be integrated with demand (market), and both come from local communities that need to be sustained. Dr. Hashimoto said that communities can be enhanced with training, better infrastructure, effective circuits that link sites, and effective presentation of food/assets.

To highlight JST's work to date, he said that over 80 consultative meetings with the public and private sectors have been held, and focus groups have been held in all three qazas. Daily and weekly communication and coordination occurred with MOT and CDR staff, and this is the second presentation to the Steering Committee (June and September).

With regard to the Focus Groups, Dr. Hashimoto noted that at each session, focus group members were asked the same set of five questions: what roles do they play in the community, what are the community's strengths and weaknesses for tourism development, what kind of tourism would they like to see develop, and how can JST involve the marginalized or disadvantaged local people, with the objective of increasing income, alleviating poverty, and diversifying the job base.

JST's strategy is to enhance local community strengths and overcome weaknesses through a combined technical and participatory approach that concludes with recommendations for institutional change and physical infrastructure development. JST's goal is to arrive at viable projects that feasibility studies show can be implemented by local communities with outside assistance.

### *1.3 Ms. Sandra Chesrown, Tourism Development Planner*

Ms. Chesrown welcomed the Steering Committee on behalf of JST members who were present and those who were not present, but had worked with MOT and CDR through July and August and are returning this fall. She especially thanked Her Excellency, the Director General, Dr. Haimari and Dr. Abou Jaoude, and the MOT staff for their assistance in tracking data, in arranging site visits and meetings, and generally for being excellent counterparts. She thanked the Steering Committee for the excellent information and feedback that they have provided JST over the past 8 weeks through individual meetings and a focus group. Ms. Chesrown also thanked ARD, JST's Lebanese subcontractor, for all their work on the Initial Environmental Evaluation (IEE) with its detailed baseline information.

This understanding of Lebanon's strengths, weaknesses, opportunities, and threats or JST's SWOT summary is part of the Progress Report, Volume 2. Ms. Chesrown began her slide presentation with "Opening the Door to a Virtual Regional Museum." She explained that as the Steering Committee is well aware, the study areas have a rich patrimony of cultural and environmental assets, many of which tourists are bypassing. In 2001, 93,000 visitors experienced the World Heritage site of Baalbek, but only 914 visited the Roman sites of Niha.

In order to correct these discrepancies, JST has created a strategic planning framework called the Virtual Regional Museum. This is not a physical blueprint, but rather a strategy that treats the qazas with their distinctive identities as one museum with many rooms. A room can be a culture or nature site, a restaurant, a hotel, or a shop, or a visit to a vineyard. The goal is to encourage visitors to visit each room to extend their stay in the museum or the qazas. This will give each qaza a better opportunity to promote itself.

The next slide regarded sustainability of local communities and illustrated the Niha focus group. Ms. Chesrown said that at the end of the day, the primary goal must be master plans and pilot projects that build upon the existing strengths of the local communities, strengths that JST understands from the focus group meetings. Pilot projects must be culturally sensitive, be designed to meet tourist demand, and be "implementable" to result in increased spending in local communities.

The following slide illustrated a wetland in Anjar and JST's objective of environmental sustainability. With information provided by the IEE, JST has identified the qazas rich biodiversity, both flora and fauna, which master plans must protect and sustain for future generations. But the goal is not only to protect but at the same time to promote as part of the development a nature based tourism segment.

Likewise, the cultural heritage must be sustained, illustrated by a slide of Byblos. Ms. Chesrown noted that the juxtaposition of the Ottoman building on the multi-layered archaeological site makes the point that heritage sustainability is not only about Lebanon's ancient archaeological heritage but also about its more recent built heritage, including the Ottoman and French Mandate periods, and the opportunity for adaptive reuse as an historic preservation strategy.

The next slide illustrated Baalbek's new souk area and the need to link the primary archaeological zone, or Qala'a, to the downtown. JST will be analyzing a variety of ways to do this. One recommendation to the World Bank/CDR CHUD project will be to utilize their visitors center at the Qala'a to educate visitors not only about the site but also about the contemporary city's amenities, giving tourists reasons to venture downtown. She noted that JST will be analyzing a system of pedestrian trails, including the souk and connections to the Ras Al Ain promenade.

Another goal of the JST is to improve supply to better meet demand, and a tool for hotel or lodging development is adaptive reuse of heritage buildings, including perhaps the three beautiful limestone buildings of the Greek Catholic complex near the Palmyra Hotel. Ms. Chesrown noted that the Palmyra Hotel, though a wonderful cultural asset, needs renovation and offers only 34 rooms, barely enough for one busload of tourists, and the two local pensions need strengthening. During the next project phase, JST will analyze potential adaptive reuse projects, including ownership, structure, and financial aspects.

The next slide illustrated the golden rural landscape north of Baalbek city in the qaza near Ras Baalbek. Ms. Chesrown noted that JST is coordinating its efforts with the USAID Rural Tourism Initiative to explore the opportunities for nature based and rural and agro tourism, and how sites might fit within an extended ecotourism route to Hermel. JST will survey local communities' assets including music, dance, food products, and handicrafts, including agro industries, which could be interesting stops on tourism routes through the qaza.

The development of authentic but demand driven handicrafts and other forms of training are also critical to successful tourism. JST has been surveying the industry with the Ministry of Social Affairs and numerous NGOs, and in phase two will look more closely at the human resource needs for handicraft development, to strengthen it through training in design, marketing, merchandising, and packaging.

The next slide focused on the Qaza of Zahle – its itineraries and thematic routes, and illustrated the rich grape legacy of the Bekaa. Zahle – the City of mezze, wine, and poetry, and Zahle Qaza – the landscape of vineyards and fruit orchards. The strong identification can be used as a branding tool to create products, itineraries, and thematic routes.

Ms. Chesrown explained Zahle municipality's tourism redevelopment zone plan, which includes the land area from just past the Kadri Hotel along the Berdawni River, through the restaurant zone, and on up to the old village, and then back along the opposite side of the river to a proposed cultural center and through the downtown. JST will be analyzing preliminary recommendations, to perhaps include a combined Visitors Center/Museum of Wine and Poetry, to be housed in a now empty stone heritage building at the entrance to the redevelopment area. The beauty of the strategy is that at that point the visitor could be oriented either towards the downtown businesses, to better incorporate them in the benefits of the zone, or to the amenities within the zone itself.

The following two slides illustrated Niha – its upper Roman archaeological site and the green swath of fruit orchards and vineyards and Roman Road that leads from the lower to the upper site. She explained that JST is analyzing a model pilot project for Niha, perhaps a camp with lodging, dining, conferencing and research facilities. JST will also analyze more immediate special events such as orchard fruit picking or a weekend farmers market, that could draw the domestic tourism market on a repetitive basis, as well as regional and international tourists.

The following slide was of the Umayyad World Heritage site of Aanjar, where JST is focusing on site management recommendations and special events to better tie the community to the archaeological site. One idea that resulted from the focus group with Aanjar, based on their strength as well known gold jewelry producers, was an annual jewelry fair. The special event would also direct tourists to Aanjar's downtown and famous trout and Armenian food restaurants.

The final study area was Bcharre with its important World Heritage site of the Qadisha Valley and the Cedars Forest Reserve. Ms. Chesrown noted that JST has worked very closely with MOT, DGA/UNESCO, the Ministry of Public Works, and the Ministry of Environment, as well as the local communities, all of whom are interested in protecting the cultural landscape with its religious significance and its cultural and natural amenities. She noted, however, that at the same time JST's goal is to promote economic development for the villages at the rim of the Qadisha Valley.

The following slide was of pollution of the Qadisha River, illustrating JST's recommendation to implement sewage treatment package plants to stop the raw sewage from dumping into the Valley.

Team member Ken Kawasaki's drawing of JST's preliminary site management plans illustrated JST's goal of pushing economic development out of the Valley and into the villages and the Cedars Ski Resort. The drawing reflected JST's preliminary thoughts including a Visitors Center with a staging area for parking, where visitors would pay a

site entrance fee and learn the rules of the site, transfer to small, perhaps experiential, vehicles to enter the Valley with a guide or ranger, and a trails plan that would be sensitive to the biodiversity and cultural heritage sites. In regard to the villages, the plan showed visitors information kiosks that could be located at each entrance to the Valley along the roads, so that visitors know where to stop, dine, lodge and shop before they bypass the villages. Ms. Chesrown noted preliminary thoughts for pilot projects including the stone buildings near Qannoubine as a civic tourism complex with limited "rural gite" lodging, and the creation of a critical mass of tourism supply in one of the villages, perhaps in Bcharre below Kalil Gibran's House Museum.

With regard to the Cedars Forest Reserve and the Cedars Ski Area, Ms. Chesrown noted that the site management plan needs strengthening, and JST is analyzing specific measures such as a buffer zone, better vendor organization, and visitor management. JST is also recommending a comprehensive master plan with design controls for the Cedars Ski Village, which could be open year round and provide jobs to alleviate the villages' chronic unemployment problem.

The last slide illustrated Lebanon's children, the tourism leaders of tomorrow. Ms. Chesrown noted that JST will be working closely with MOT to help them build capacity, to reorganize effectively, and to increase promotional activities, perhaps through a public/private Lebanon Tourism Board. She concluded that JST's goal remains the same: to be realistic, to create recommendations and pragmatic plans and prototypes that can be implemented, based on existing local community strengths. She said JST welcomes the Steering Committee's feedback and thanks them again for their participation in the project.

*Coffee Break held at 12:15 PM.*

## **2.0 Discussion**

Dr. Haimari called the discussion to order. He thanked Mr. Motomura and JST for the team's valuable input and presentations. He suggested an interactive discussion based on presentations or a Q/A discussion.

Mr. Nizar Alouf, Counselor of the Syndicate of Hotel Owners, said that he was very impressed by the pragmatism of the Study and the involvement of the local communities. He asked the team to invite him and members of the Steering Committee, either from the government or the syndicates, to local meetings, as they are very interested in seeing the project realized.

Mr. Alouf also noted that if one of JST's projects is realized, it will be a showcase for the country from the north to the south. He is personally concerned about Baalbek, as his home town, but is happy to help in all the areas in anyway that he can.

Mr. Nohad Dammous, consultant of hospitality services, also stated his appreciation for a realistic study, and noted that this is one of the few times that such a seminar was held in Lebanon. He encouraged JST to coordinate with the other donor agencies who are working in these areas.

Mr. Motomura responded that JST will be sure through MOT to notify Steering Committee members of local meetings. As for being a showcase for other areas in Lebanon, he said that in fact the study is intended to be a model planning process. Regarding the donor agencies, JST has been talking with them as much as possible, to be sure that the studies do not overlap but are complimentary.



Ms. Chesrown added that the JST has met with donor agencies such as USAID, UNDP, and the World Bank. Dr. Haimari added UNESCO to the list. She added that JST has obtained numerous reports from the donors, to understand what was done before, what is being done, and what they are planning in the future to enforce the collaborative effort.

Dr. Haimari introduced Dr. Joe Kreidi from UNESCO, who has attended several meetings with JST. Dr. Kreidi thanked MOT and JST for their efforts, especially in regard to protection of the Qadisha Valley. He said today's presentations were well done, and he hopes to continue to coordinate. Dr. Kreidi asked about visitor statistics, and why domestic workers are considered to be tourists.

Mr. Takakuwa responded that it is a question of definition with regard to visitor arrivals. Mr. Takakuwa was comparing visitor arrival numbers, as they include tourists. Dr. Haimari agreed that the numbers are bulk arrivals, and that JST's airport survey should help to clarify the statistics, to define tourists versus arrivals.

Mr. Alouf said that clarification is a very important issue for the hotel industry, which recognizes that South Asians are not tourists, and that one day they hope to achieve real statistical information.

Mr. Damous suggested that JST contact the Ministry of Labor who has statistics on how many laborers are coming from South Asia to work, in order to understand the difference. Dr. Haimari has thanked Mr. Damous for his suggestion and replied that they are going to do statistics with the Ministry of Labor and other related ministries.

Mr. Oliver Merrick from CISCO's NETCO program said that the program is intended to assist young people to set up local systems focused on tourism. He complimented JST on excellent presentations, and requested a clear idea of JST's timeline and how CISCO might collaborate with regard to areas for pilot projects.

Mr. Motomura responded that outside the Study there is another JICA project on training in rural areas that should start before the end of March, and that JST will collaborate on this issue.

Ms. Marleen Kahwagi, head of the municipalities department at the Ministry of Interior asked JST to evaluate their experience with the study compared to other regions. Dr. Haimari thanked Marleen and asked her about feedback from municipalities. She replied that she has no formal feedback from any municipality but they were worried that the Study would be like all studies, but she feels after this phase they will feel that the project will be successful.

Ms. Chesrown responded that she has worked throughout the Middle East in a lot of countries, and that her experience in Lebanon with MOT has been especially positive, as JST has been able to get documents and to organize meetings very quickly which is incredibly helpful.

Dr. Kreidi expressed hope that the municipalities of Bcharre will understand that if the Holy Qadisha Valley, as the primary resource for Bcharre, is not conserved, there can not be successful tourism development, and that the Study needs to be an integrated project.

Mr. Khoury from ARD said that the team is using the right approach and thanked JICA for giving ARD the chance to collaborate. He recommended that the environmental assessment begin soon, so that the information can be used in the design phase of the pilot projects. He also said that he would like to highlight the importance of solid waste management and waste water treatment as it relates to all types of tourists.

Ms. Lara Samaha from MOE thanked JST for the valuable presentations. She said that it is important to support conservation of environmental resources, and that economic development of the villages at the rim of Qadisha is also MOE's goal. Ms. Samaha said that it is important to secure funds for project implementation.

Ms. Chesrown replied that as a result of meetings with MOE, UNESCO, DGA, Public Works, and others, JST will be recommending a November workshop, to sit together and address the differences in boundaries amongst the different studies, so that all will understand the recommended boundaries of a nature reserve.

Mr. Dammous asked whether JST has had a chance to visit the three hotel schools in Baalbeck and Hermel. Ms. Chesrown responded no, but they would like to, and he provided the contact names and telephone numbers.

Mr. Alouf noted that all the young people sitting around the table are willing to work hard, but the older generation has had a bad experience with the Lebanese government. If the private sector is involved in the JST projects, they could be implemented, but if they are left to the government, implementation won't occur for 100 years. He said with regard to the municipal elections, the government decided not to interfere, and every municipality tried its best to improve its place. The Municipality of Alley for example decided to work on a private approach to implement a lot of new things. It took them around three years and now it is nearly finished, and Alley has become a very important market and was booming this summer with tourists. The involvement of local people is very important, but we have to push the government to help.

Dr. Haimari thanked Mr. Alouf for his important input. He said that the government is trying to reinvent the tourism sector in Lebanon so the main platform is based on public/private sector collaboration and input. The second principal is that MOT considers the private sector as the catalyst for the tourism industry. So without private sector involvement tourism cannot be developed. The third basic principal is the importance of the partnership between the central government and the local authorities and this strategy is being followed by JICA, which is a cooperative bottom up rather than a top down strategy. It means that the local community is very important to the implementation and to the formulation and elaboration of the projects. He said the public sector is trying to readapt to this basic principal.

Ms. Rahaf Kuzbar, Economic Sector Program Officer, JICA Syria, asked about the kind of collaboration and coordination that may be held between the JICA Study Team in Lebanon and the JICA Syria Office and the two Ministries of Tourism, the Syrian and the Lebanese.

Mr. Takakuwa replies that in the process of data collection he learned that the Lebanese government has a protocol agreement with Syria and Jordan to cooperate. The first agreement with Syria was signed in 1991, later with Jordan, and it was renewed in 1993. He said that all three are attending the important trade fairs in Berlin and London.

Dr. Haimari confirmed that MOT Syria and MOT Lebanon have signed a bilateral cooperative agreement and a trilateral agreement with Lebanon, Jordan and Syria. As a member of that Steering Committee, he said there is clear planning concerning cooperation.

Mr. Alouf mentioned that Baalbeck can benefit from regional tourism with Syria.

Mr. Khoury, ARD, said that tools for implementation are very important including social, financial, and institutional constraints. There is a role for the stakeholder in the implementation of each project, and he recommends a resource mobilization strategy to look at sources for financing.

The representative of the Ministry of Transportation said that they are preparing reception facilities at the Jounieh port for passengers.

Mr. Bassam Barsek, MOT Syria, thanked MOT and JICA for inviting them. He noted that they finished their JICA master plan study in 1998 after 1.5 years of work, but the study was neglected and not implemented. So he advised not to do the same in Lebanon. Now, they are trying to update the study through cooperation with the ministries, the private sector, JICA, UNDP, and WTO. He said implementation is more important than the study.

Dr. Haimari asked for a brief description of the master plan, and Mr. Barsek replied it is divided into 7 zones with 26 projects to attract European and Japanese tourists.

Mr. Merrick of CISCO said that they had to implement by the end of the year, and they hoped to collaborate regarding identification of local communities.

On behalf of MOT/JICA/JST, Dr. Haimari thanked all the Steering Committee participants and the press, and expressed hope again that the projects will be implemented. He reminded participants that a lunch sponsored by JST will follow.

*Meeting adjourned at 2:30 PM*

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**Second Steering Committee  
September 09, 2003  
Gefinor Rotana Hotel**

**List of Participants**

1. H.E. Nada SARDOUK Director General of Tourism Affairs
2. Dr. Joseph HAIMARI Minister's Counselor & Representative of MOT
3. Mrs. Mona FARES Head of the Department of Development and the Department of Investment at the MOT
4. Ms. Joumana KABRIT(Architect) Head of the Department of Studies and Documentation at the Ministry of Tourism
5. Mr. Elie SABA (Architect) MOT
6. Mrs. Hoda ARAYSSI MOT
7. Ms. Adella BASSIM Trainee Assistant of Dr. Haimari
8. Ms. Lina GHANEM MOT Media advisor
9. Mr. Kenichi FURUTA Japanese Embassy
10. Mrs. Arabelle BOHSALI Japanese Embassy
11. Mr. Nohad DAMMOUS Consultant of hospitality services
12. Mr. Ahmad Haytham EL WALI Head of the Projects and Programs at the Ministry of Transportation
13. Mr. Joseph KREIDI UNESCO
14. Ms. Marlene KAHWAJI Head of the Municipality Department at the Ministry of Interior
15. Mr. Nizar ALOUF Counselor of the Syndicate of Hotel Owners
16. Ms. Samar KARAM In charge of excavation in the North region and representative of the Department of Antiquities
17. Ms. Lara SAMAHA Representative of the Ministry of Environment
18. Mr. Antoine GHORAYEB MOE – Head of Awareness Department

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19.	Ms. Ahd AL-AZEEM	MOT Syria - Director of Tourism Planning
20.	Mr. Kassem DARWISH	MOT Syria - Director of Tourism Planning
21.	Mr. Firas KHERBEK	MOT Syria - Director of Tourism Planning
22.	Mr. Bassam BARSEK	MOY Syria - Director of International Relations
23.	Mr. NAGASAWA	Representative of JICA Syria Office
24.	Ms. Rahaf KUZBAR	Official JICA Syria Office
25.	Mr. Marc METNI	Net corps Lebanon – Project Manager
26.	Mr. Oliver MEYRICK	Digital Opportunity Tract (NGO)
27.	Mr. Ricardo KHOURY	ARD
28.	Mr. Ramez KAYAL	ARD
29.	Mr. Yuichito MOTOMURA	JST- Team Leader (Lebanon)
30.	Dr. Tsuyoshi HASHIMOTO	JST - Deputy Team Leader/Social Environment 1
31.	Ms. Sandra CHESROWN	JST -Tourism Development
32.	Mr. Michael MCVEY	JST -Tourism administration/regulation/organization
33.	Mr. Kiyooki TAKAKUWA	JST - Market Analysis /Demand Forecast
34.	Mr. Hiroshi IMAIZUMI	JST - Economic/Financial Analysis
35.	Mr. Yoshiya NAKAGAWA	JST - Transportation and Social Infrastructure
36.	Ms. Naheda NASR	JST - Secretary
38.	Ms. Raghida SARROUF	JST - Interpreter
39.	Ms. Karen MNEIMNE	JST - Interpreter