

APPENDIX 4

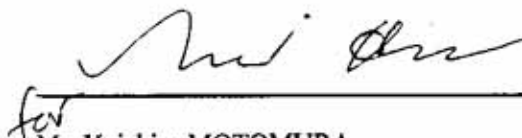
Minutes of Meeting for the 3rd Steering Committee

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 DRAFT FINIAL REPORT

9 MARCH 2004



Mrs. Nada SARDOUK GHANDOUR
Director General
Ministry of Tourism



for
Mr. Yuichiro MOTOMURA
Team Leader
JICA Study Team

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

The meeting proceeded as follows:

- *Registration*
- *Welcoming Remarks – Dr. Joseph Haimari, Advisor to the Minister*
Dr. Haimari welcomed all the participants and asked them to stand for the playing of the national anthems of Japan and Lebanon.
- *National Anthems*
- *Opening Remarks - Her Excellency, Director General Mrs. Nada Sardouk Ghandour*
On behalf of His Excellency, the Minister, Dr. Ali Abdallah, Mrs. Sardouk Ghandour welcomed JICA and the JICA Study Team, and thanked them for their cooperation and hard work since June of 2003.
On behalf of CDR's President, Mr. Jamal Itani, Dr. Wafa Charafaddene, thanked MOT, as well as the JST, and spoke of the strong cooperation that has been evident throughout the project (Arabic text).
- *Commentary on the Master Plans to be Presented Today – Dr. Joseph Haimari, MOT*
Dr. Haimari highlighted the key issues targeted by the JICA Study:
 1. to alleviate poverty,
 2. to create job opportunity,
 3. to reduce the exodus or out-migration from Lebanon,
 4. to create pilot projects, eco- and agro-tourism,
 5. to enhance the economic well being of local communities in the study areas through sustainable tourism,
 6. to offer project proposals that are ready to be implemented,
 7. to preserve World Heritage sites,
 8. to build capacity in the local communities and municipalities,
 9. to create a synergy between the private and public sectors,
 10. to protect and preserve local traditions and the living heritage,
 11. to create a synergy between the local and national authorities,
 12. to transfer technology between Japan and Lebanon, and
 13. to implement JICA NET as the project's first step in training.
- *Commentary – Dr. Jaoudat Abou Jaoude, Sector Coordinator, CDR*
Dr. Abou Jaoude spoke about the mission and vision of JICA in Lebanon through his experience over the past eight years of working with them. He noted that, in addition to this project, JICA has participated in two other important projects: the environmentally friendly transportation plan for Tripoli, and the water plan for Lebanon. He said that JICA is well known for its vision of international peace and cooperation. In regard to this project, Dr. Abou Jaoude confirmed much of what Dr. Haimari had said, and added the following benefits of the Regional Tourism Plans:
 - a. to enhance the living environment through strong site management and architectural preservation and renovation,
 - b. to specifically target small, implementable projects in the Bcharre and the Bekaa,
 - c. to try to set the grounds for project implementation through a Project Implementation Unit (PIU), to ensure sustainability for many years to come.He thanked the Government of Japan and JICA for working hand-in-hand on this project, and said that CDR and MOT look forward to continued cooperation in the future.

Coffee Break

Presentation/Team Introductions – Dr. Joseph Haimari, Ministry of Tourism

- Dr. Haimari thanked the whole team, all who were present today and those who had departed

from Lebanon (including Ms. Megumi Hashisako, Mr. Hiroshi Imaizumi, Mr. Manuel Knight, Mr. Yoshiya Nakagawa, Mr. Satoshi Ogita, Mr. Hideo Sakamoto, and Mr. Masayuki Takazawa).

With regard to those who were present, he said that Mr. Yuichiro Motomura, Team Leader, was the driving force behind the project; Dr. Tsuyoshi Hashimoto, Assistant Team Leader, was the logic; Mr. Kiyooki Takakuwa, Chief of Market Analysis, was the wisdom; Ms. Sandra Chesrown, Team Captain for the Bekaa was the brain; Mr. Ken Kawasaki, Team Captain for the Bcharre was the design talent; and Mr. Takenobu Suzuki was the Green Force (head of environmental analysis).

On behalf of MOT, CDR, and the entire Steering Committee, Dr. Haimari asked everyone to stand for a moment of silence and respect for the sad loss of recently deceased team member, Mr. Michael McVey, of Melbourne, Australia.

- *Planning Methodology – Mr. Yuichiro Motomura*
Mr. Motomura thanked JICA, MOT, and CDR, as well as ARD, the JST's local subcontractors.
ATTACHMENT 1 – POWER POINT SLIDES
- *Visitor Characteristics – Mr. Kiyooki Takakuwa*
ATTACHMENT 2 – POWER POINT SLIDES
- *Development Plan for the Bekaa – Ms. Sandra Chesrown*
ATTACHMENT 3 – POWER POINT SLIDES
- *Development Plan for the Bcharre – Mr. Ken Kawasaki*
ATTACHMENT 4 – POWER POINT SLIDES
- *Implementing Arrangements – Dr. Tsuyoshi Hashimoto*
ATTACHMENT 5 – POWER POINT SLIDES

Coffee Break

Commentary and Feedback – Steering Committee Members

- *Mr. Munir Bu Ghanem*
Association for Forest Development and Conservation
He was impressed by the JST's work and amazed by the number of jobs. But he would like to know who exactly is projected to be visiting the eco-village in Niha (number of visitors and profiles). He also noted that Qadisha primarily belongs to the Maronite Patriarchate, so that any legal entity needs to be under the Patriarchate. He said plans should build on existing mechanisms.
Mr. Takakuwa responded that we are proposing a low impact development for tourism, and that specific types, not large numbers, of visitors are anticipated. Ms. Chesrown responded that one goal is to build up the number of visitors who are involved in the environmental awareness aspects of Niha, e.g., school children, organizations like the scouts, and to provide an environmentally friendly and affordable conference facility for local and regional NGOs. With regard to Qadisha, she noted that the JST has been closely coordinating its efforts with His Holiness, Cardinal Sfeir, and that he has indicated an interest in establishing a legal management entity to protect the Qadisha Valley and Holy Cedars.
- *Mr. Nouhad Dammous, Hospitality Services*
He said he appreciates very much being involved in this project, especially the work done over the years by Dr. Haimari in so many studies. However, he voiced concern that MOT has performed many studies, and none have been implemented. He asked how will JICA assist MOT in seeing that this study is implemented.
- *Mr. Nagasawa, Resident Representative, JICA Syria Office*
He responded that he appreciates being involved in the Steering Committee's work. He said at this moment JICA is assisting to complete the study, and that various schemes are being considered for implementation. He noted that JICA is considering the dispatch of a Japanese tourism expert to assist MOT and CDR in implementation. That is one idea. Another idea is to train the Lebanese, so that they can implement. All of this will be negotiated in the near future.

- *Mr. Dammous, Hospitality Services*
He persisted in wondering whether or not there are budgets in place to support implementation, because MOT doesn't have the means to implement.
- *Mr. Nagasawa, JICA Syria Office*
He responded that the Japanese Government has two sources of funding: JICA and Japan Bank for International Cooperation, and the former for technical assistance and the latter for funding. He recommended that MOT seek funding from Japan Bank for International Cooperation, as well.
- *Dr. Haimari, MOT*
He followed up by informing the Steering Committee that on Monday, MOT, CDR, and the JST are hosting a Donor's Conference, wherein the projects will be explained and implementation will be discussed, as a first step to obtaining funding.
- *Dr. Nabil Haddad, General Manager, Jeita Grotto*
He said that the real source of marketing about the Jeita Grotto is not so much brochures but word of mouth.
- *Mr. Kiyooki Takakuwa, JST*
He responded that there might have been a translation problem, and that he would change the text to reflect word-of-mouth.
- *Mr. Paul Ariss, President, Afqa Reserve and Restaurant Syndicate*
He noted that SRI is setting up studies for rural development. Yesterday the Council of Ministers discussed a mega-scale project that is very remotely located, which will pollute the mountains, springs, etc. He said that MOT should talk with the syndicates about arranging for local investors and completing the pre-feasibility studies, so that small local projects can be implemented.
- *Dr. Haimari, MOT*
He responded that the JST has identified 21 projects, and several have either in-depth analysis or pre-feasibility studies completed. He said he will send Mr. Aris the Draft Final Report, and he would appreciate future cooperation with him and the syndicates/private sector.
- *Dr. Maged Fattal, CDR/CHUD Project with the World Bank*
He said that CHUD appreciates the in-depth analysis in a short period of time, and that the studies show good integration of local resources and strategies coupled with environmentally sensitive urban planning and infrastructure development. The whole strategy is very viable. However, the operating plan is less clear, and he would term it as pre-feasibility, as the land ownership, legal aspects, and framework for ministry involvement really needs to be clarified. Dr. Fattal said that through institutional strengthening, MOT and CDR should be able to put that information together. However, he said that the job creation and Return on Investment (ROI) looks much too rosy (high), and it makes the presentation and project lose credibility. This also happened with the JICA funded Tripoli model.
- *Dr. Tsuyoshi Hashimoto, JST*
Dr. Hashimoto responded, noting that it is correct that the numbers are high because not all costs are included. He noted that if the project generates one job for \$10,000 in cost and produces \$3000 in annual income, it is a positive result.
- *Mr. Motomura, JST*
Mr. Motomura continued that the total combined cost of the projects is between \$10 and \$11 million, and each of the programs consists of many small projects, which tend to yield high return respectively. He said the project includes many benefits that are derived from activities with little costs, such as institutional building.
- *Mr. Antoine Ghareib, Head of Awareness and Guidance, Ministry of Environment (MOE)*
He said the problem lies with the Lebanese Government. What is the result of seven years of working with JICA with no projects implemented? He asked Dr. Abou Jaoude to respond, as to why the previous studies were not implemented.
- *Dr. Jaoudat Abou Jaoude, CDR*
He said that it was difficult to find funding for the previous studies, but that did not take away from the derived benefits, including capacity building and transfer of technology.

- *Unknown Speaker*
He said the previous studies were much bigger, and recommended that the Ministry of Tourism hand over the projects to the municipalities, who can secure soft loans through the government for implementation.
- *Dr. Joseph Haimari, MOT*
He responded that central government and municipal cooperation is a question of legal status, and that there is an opportunity to cooperate on many of the projects.
- *Mr. Ricardo Khoury, ARD (JST subcontractor)*
He thanked everyone for their work and cooperation during the past 8 months. He said he shares the major concern of implementation, and that it is a very positive first step for MOT to set up a PIU for securing funding and creating continuity. He asked about the action plan for the PIU.
- *Dr. Joseph Haimari, MOT*
He said the Steering Committee will find the details of the PIU's action plan in the Draft Final Report.
- *Mr. Jihad Zarkout, Head of Business Matching Unit, Investment Development Authority of Lebanon (IDAL)*
He noted that IDAL's mandate is to attract foreign investment, and they would very much like to continue to coordinate with MOT to find funds for implementation. He also said that the recommended projects should be implemented by municipalities.
- *Dr. Joseph Haimari, MOT*
He thanked IDAL for their cooperation as a Steering Committee member, and said that MOT and CDR recognized them as a major player in the future, and that they will rely on their efforts to assist in implementing the project.
- *Mr. Motomura, JST*
He explained that a major problem in the Bekaa Valley is that visitors don't stay overnight, so their length-of-stay is very brief. He said that is the concept of the Virtual Museum, i.e., that sites are linked to create a coherent concept that attracts visitors to spend more time and money. He said the PIU is very important as a central mechanism for linking and implementing the various project components.
- *Dr. Joseph Haimari, MOT*
He said each member of the Steering Committee will receive the Draft Final Report, and MOT would appreciate their feedback within 15 days.
- *Ms. Marlene Kahwaji, Chief of Department of Municipalities, Ministry of Interior (MOI)*
She said that seems fair enough.
- *Dr. Joseph Haimari, MOT*
He said that it is always difficult to address the closing of a project, especially when they have had the opportunity to work with such a tremendous study team. On behalf of MOT/CDR, he expressed their sincere gratitude for a valuable project funded by JICA, and thanked the JICA representative for attending today's meeting. He thanked Mr. Motomura and all members of the JICA Study Team for its professionalism, efficiency, and effectiveness. He also thanked the Steering Committee, the local authorities, and the other participants, both public and private, including the Japan Airlines representatives present at the meeting, and he expressed hope that they can work together in full cooperation to shape a new image of Lebanon. He then invited the participants to lunch at Trader Vics.

~Steering Committee Adjourned~

End of Minutes

LIST OF ATTENDANTS

Lebanese Side

Ministry of Tourism and Council for Development and Reconstruction of Lebanon (Counterparts)

- Mrs. Nada Sardouk Ghandour, Director General, MOT
- Dr. Joseph Haimari, Advisor to the Minister, MOT
- Mrs. Mona Fares, Chief, Department of Tourism Development, MOT
- Mrs. Joumana Kabrit, Director of Research & Studies Department, MOT
- Mr. Samir Kaakour, Manager of Office Equipment, MOT
- Mr. Elie Saba, Senior Civil Engineer, MOT
- Mrs. Lily Bouez, International Relations Department, MOT
- Mr. Ali Atwa, Electrical Engineer, MOT
- Mrs. Shaza Adra, title? MOT
- Mr. Ibrahim (Antoine???) Assi, title, MOT
- Mrs. Hoda Arayssi, Secretary, Research Studies and Dr. Haimari, MOT
- Mrs. Lina Ghanem, Press Advisor to the Minister, MOT
- Dr. Wafa Charafaddene, Director of Funding, CDR
- Dr. Maged Fattal, Coordinator CHUD Project, World Bank, CDR
- Dr. Jaoudat Abou Jaoude, Architect/Sector Coordinator, JST Counterpart Coordinator, CDR

Related Ministries, Sydicates, NGOs, Universities, Private Sector, International Organizations

- Mr. Frederic Husseiny, Director General, DGA
- Ms. Samar Karam, Archaeologist, DGA
- Mr. Khaled Rifai, Architect, DGA
- Mrs. Marlene Kahwaji, Chief, Department of Municipalities, MOI
- Mr. Antoine Ghouryeb, Head of the Department of Awareness and Guidance, MOE
- Mrs. Zahra Ramadan, Architect Baalbek Area, Urban Planning, MOPWT
- Mr. Jihad Zarkout, Head of Business Matching Unit, Investment Development Authority of Lebanon (IDAL)
- Mr. Paul Ariss, President, Syndicate of Restaurants and Nightclubs
- Mr. Mohamed Wehbe, Tour Guide Baalbek, Tour Guides Syndicate
- Mr. Haytham Fawaz, President, Tour Guides Syndicate
- Mr. Ibrahim Macari, Lebanese Hotel Association
- Dr. Mohamed Shayya, Dean of Faculty of Tourism, National Lebanese University
- Dr. Abbas Hajeij, Faculty of Tourism, National Lebanese University
- Dr. Youssef Zgheib, Notre Dame University
- Mr. Mazhar Harabd, UNDP
- Ms. May S. Zouain, GAIA Heritage Consultants
- Dr. Nabil Haddad, General Manager, Jeita Grotto
- Mr. Nizar Alouf, Owner, Riviera Hotel, Advisor to the Hotel Association
- Mr. Fady Sawaya, Sales Manager, Intercontinental Phoenicia
- Ms. Nathelie Salha, Sales Department, Intercontinental Phoenicia
- Mr. David Boudargham, Manager, Cavalier Hotel
- Mr. Maan About Dargham, Director of Marketing, Cavalier Hotel
- Mr. Farid Kanazeh, Hertz Rent a Car
- Mr. Alexander Hajjar, ATTAL Travel Agency
- Mr. George Farah, Middle East Airlines (MEA)
- Ms. Amal Abi Nader, MEA

- Mr. Ramez Saliba, Chateau Ksara
- Ms. Isabelle Debs, Al-Mada/Al-Jord (ecotourism)
- Mr. Clement Zakhia, Al-Mada/Al-Jord (ecotourism)
- Mr. Munir Bu Ghanem, Association for Forest Development & Conservation (AFDC)
- Mrs. Marlene Moukerzal, Lebanese Handicraft Group
- Mr. Marc Metni, NetCorps Lebanon
- Mr. Oliver Meyrick, NetCorps Lebanon

Japanese Side

JICA Syria

Mr. Kazuhide Nagasawa
Mr. Ishizaki

JICA Study Team

Mr. Yuichiro MOTOMURA	Team Leader
Dr. Tsuyoshi HASHIMOTO	Assistant Team Leader
Ms. Sandra A. CHESROWN	Tourism Development (Bekaa Valley)
Mr. Ken KAWASAKI	Tourism Development (Bcharre Qaza)
Mr. Kiyooki TAKAKUKWA	Tourism Demand Analysis
Mr. Masayuki SUZUKI	Environmental Evaluation

JICA Study Team Local Subcontractor – ARD

Mr. Ramez Kayal
Mr. Ricardo Houry
Ms. Carole Attalha
Mr. Ammar Abboud

Japan Airlines

Mr. Ryuitsu Chiba
Mr. Shigeo Sygiyana
Mr. Hani Hibri

N.A.