

Planning Methodology

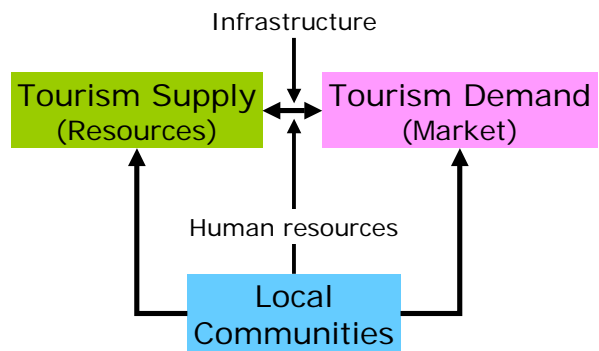
By Yuichiro Motomura
Team Leader

Approach, A First in Lebanon

- Technical Approach by JICA experts
 - In close collaboration with MOT, CDR and Other institutes
- Participatory Approach through communications
 - With municipalities, private sector and local people

Regional tourism development

- Use of indigenous resources
 - Tourism Supply
- To attract tourists
 - Tourism demand
- By the local initiative,
 - Local Communities
- Prerequisite : Clear Government Policy



Phase I work (June-Sept., 2003)

- Over 80 consultative meetings with individuals and groups of people
- Focus group discussions at Bcharre, Baalbeck, Zahle, Niha, and Anjar
- Daily communications and regular meetings with MOT and CDR
- Steering Committee meetings (June, September)

Phase II&III work (Oct.03-Feb.04)

- Numerous consultative meetings with individuals and groups of people
- Some 16 focus group meetings at Bcharre, Baalbeck, Zahle, Niha, and Anjar with over 100 local people
- Daily communications and regular meetings with MOT and CDR

Focus Groups

- ❑ What are the resources that can be developed?
- ❑ What are needed to develop tourism in the area?
- ❑ What are necessary to make it sustainable?
- ❑ What kind of organization can be put in charge of implementation?
- ❑ How can people be involved in the process?

Technical approach + Participatory approach



Implementable Plan

- Viable Projects
- Institutional arrangement
 - Local Initiative
 - Government support

Ministry of Tourism Council for Development and Reconstruction

The Study on Integrated tourism Development Plan

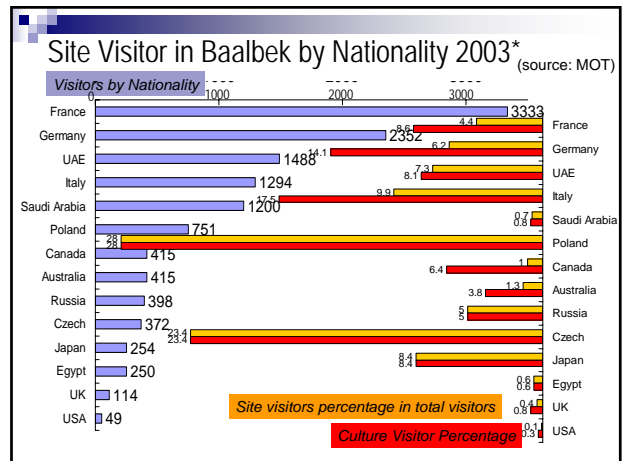
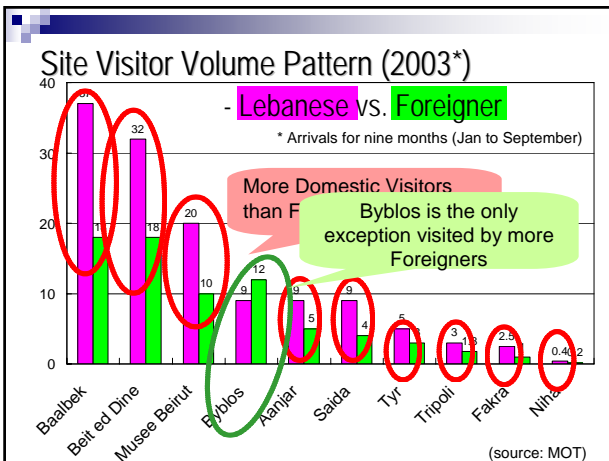
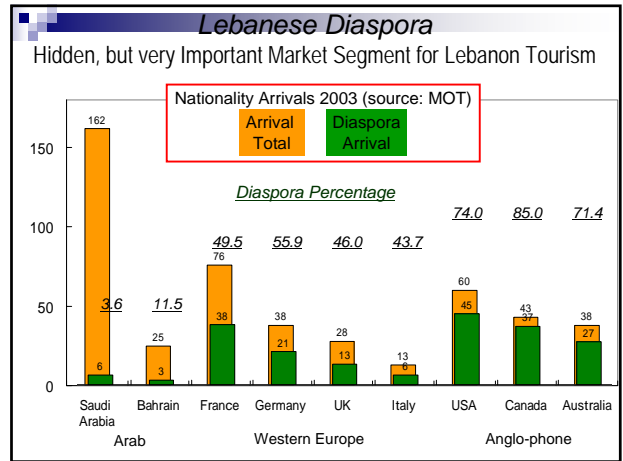
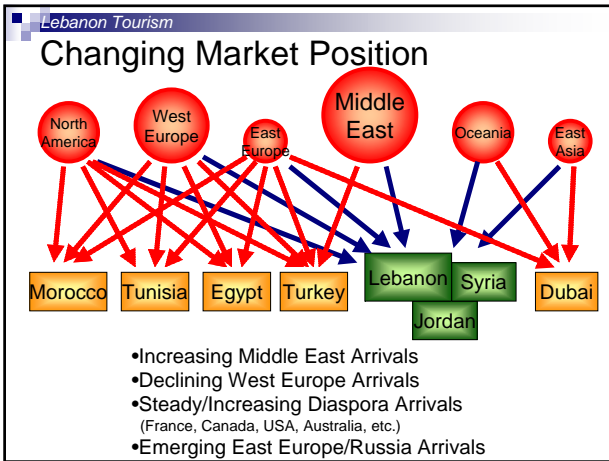
3rd Steering Committee

JICA Japan International Cooperation Agency

Understanding Lebanon Tourism Market

Part II - Subsequent to his presentation in Sept., 2003

By Mr. Kiyo Takakuwa
Market Analysis / Demand Forecast



Site Visitors by Nationality Site Preference/character

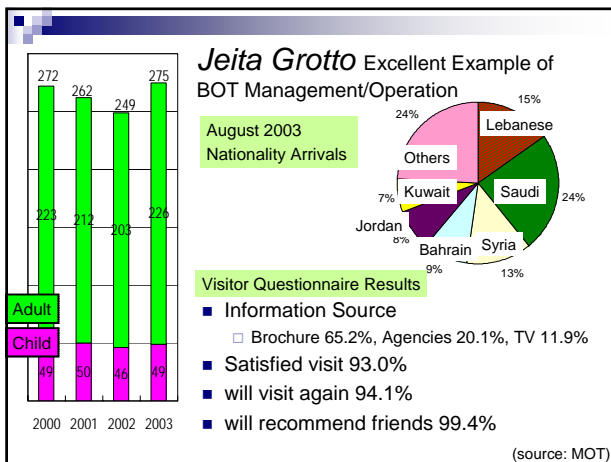
	Very High		High		Moderate		Low	
Baalbek	Poland	28.0	Italy	9.9	Germany	6.2	UK	0.4
	Czech	23.0	Japan	8.3	Russia	5.1	Canada	1.0
			NL	8.1	SWL	4.6	USA	0.1
			UAE	7.3	France	4.4	Australia	1.3
						Kuwait	1.5	
						Saudi A	0.7	
						Egypt	0.6	
Musee			Japan	8.3	France	3.8	UK	1.3
Beirut			Poland	7.5	Italy	2.5	USA	0.5
			Germany	7.2	SWL	2.5	Australia	0.4
					NL	2.5		
					UAE	2.1		

(source: MOT)

Site Visitors by Nationality Site Preference/character

	Very High		High		Moderate		Low	
Beit ed			UAE	7.0	France	3.9	USA	0.8
Dine					NL	3.2	Canada	0.1
			Argentine	8.0	Poland	3.1	Australia	0.1
			Mexico	7.0	Egypt	3.3		
			Algeria	6.2	Saudi A	2.5		
Aanjar	Japan	15.9	Germany	5.9	France	2.8	UK	0.8
					Czech	2.4	USA	0.4
					Italy	1.7	Canada	0.1
					NL	1.3		
				Hungary	1.2			

(source: MOT)



(source: MOT)

DFR Steering Committee Master Plan for Bekaa Valley



Bekaa Valley Virtual Museum Promotion and Training

- SIX STRATEGIES
 1. preservation through site management,
 2. adaptive reuse and leveraging of historic structures,
 3. preservation of environment interwoven with infrastructure,
 4. promotion through linkages of existing skills and resources, including agriculture, to create visitor attractions,
 5. local participation and capacity building,
 6. institutional strengthening.
- Promotion through Bekaa Valley Tourism Development Council – local branches linked to MOT/CDR Project Implementation Unit (PIU)
- Training through Bekaa Valley Handicrafts Cooperative – local branches linked to Ministry of Social Affairs and PIU



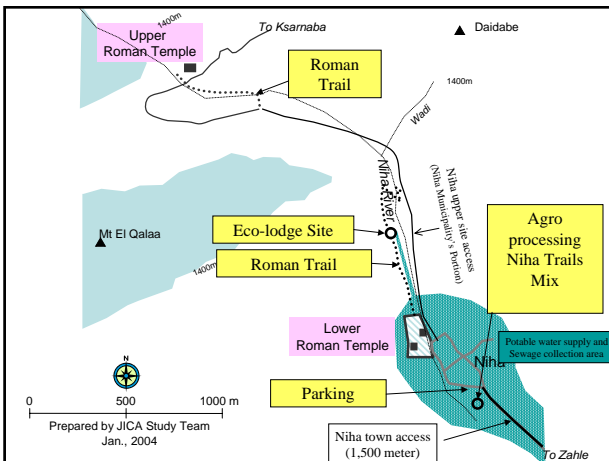
NIHA RESOURCES and COMMUNITY VOICE

- Intellectual resources of the community
- Roman sites
- Connected by pristine agricultural landscapes



NIHA – NEW ATTRACTIONS ECOTOURISM VILLAGE PILOT

- Preserved and enhanced archaeological sites to attract CH tourists/scholars
- Small community ecotourism pilot to be replicated throughout Lebanon – regional environmental awareness programs
- Training, new facilities, enhanced identity for community, particularly women, youth, farmers



NIHA FEASIBILITY RESULTS

- Job Creation - 130 new (74 permanent)
- COSTS
 - Community buildings/industry/trails - 12 room/10 tent ecolodge with café, library, community room, Roman Trail, Niha Trails Mix - \$430,000
 - Community infrastructure: sewer/water/roads - \$1 million
 - Training - \$110,000
 - Promotion - \$45,000
 - Site Management/Mini-VC/Signage/Parking - \$88,500
- Profit/Loss : ROI = 27%

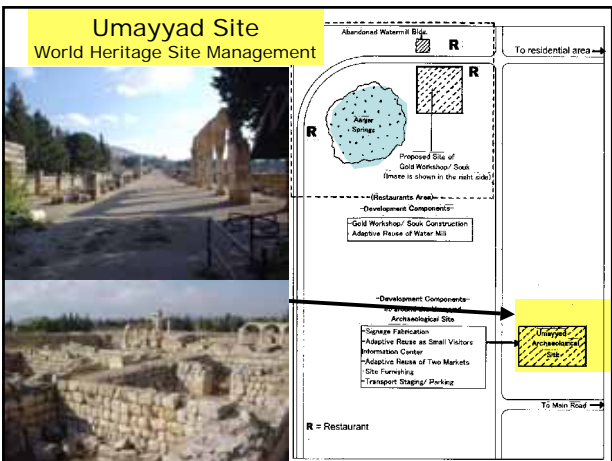
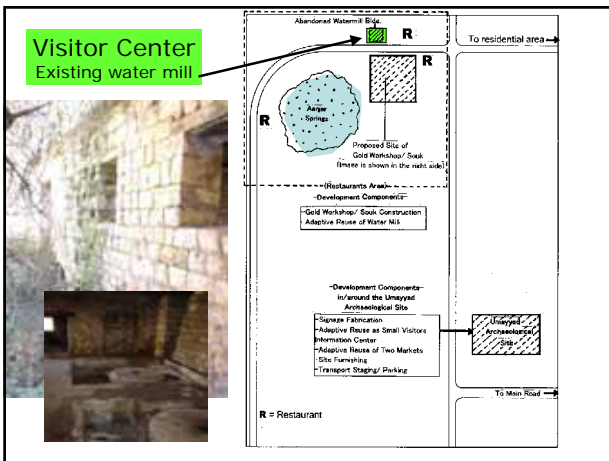
AANJAR RESOURCES & COMMUNITY VOICE

- Umayyad World Heritage site
- Armenian Heritage
- Agricultural Base
- Contemporary Artists/Sculptors
- Infrastructure in Place

AANJAR – NEW ATTRACTIONS Umayyad/ARMENIAN VILLAGE

Conserved and Interpreted World Heritage Site

- Preserved and enhanced Armenian heritage
 1. gold souk,
 2. renovated water mill visitors center with Armenian heritage exhibition gallery
 3. annual jewelry festival
- Training, new facilities and festival, enhanced cultural heritage identity for community



AANJAR FEASIBILITY RESULTS

- Job creation – 134 (72 permanent)
- Cost of village facilities - \$197,000
- Cost of training - \$60,000
- Cost of promotion - \$54,000
- Cost of site management/VC & shelter/signage/parking - \$211,000
- Profit/Loss – ROI =36%

ZAHLE RESOURCES & COMMUNITY VOICE

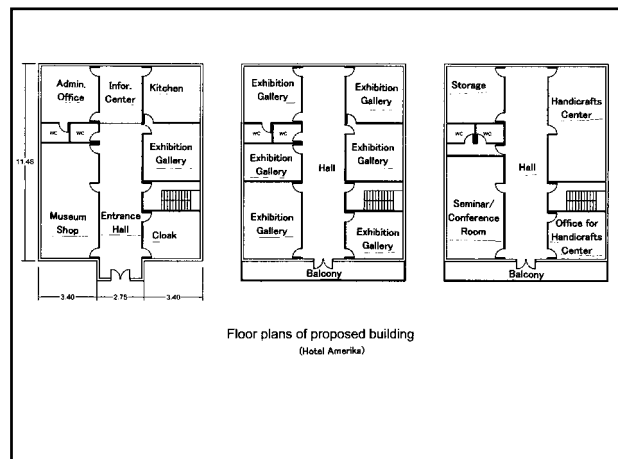
Strengthened city redevelopment plan

- Preserved and utilized historic architectural fabric
- Training and promotion of cultural heritage
- Environmental awareness of Berdawni



ZAHLE – NEW ATTRACTIONS CULTURAL HERITAGE CITY

- Visitors Center and Museum of Wine, Poetry and Gastronomy with community room – link to downtown and Berdawni River restaurants
- Public/private linkage for promotion of Bacchus Wine Route
- City Historic Architecture Walking Tour
- Annual Poetry Festival
- Annual Berdawni River Clean-up Campaign
- Training, new tourism attractions under a cultural heritage identity, enhanced municipality and NGOs



ZAHLE IN-DEPTH ANALYSIS RESULTS

- Job Creation – 25 to 50
- Costs:
 - Buildings - \$500,000 renovation (+ acquisition)
 - Training - \$160,000 (grant writing, museum exhibition design, museum/festival/lodging management, handicrafts design and marketing, environmental awareness and curricula)
- Promotion - \$33,000

NORTHERN BEKAA RESOURCES & COMMUNITY VOICE

- Creation of jobs to counteract social destabilization from the decline of the traditional agrarian industry and falling income levels
- Conservation and adaptive reuse of historic fabric of rural landscape
- Promotion of living heritage



NORTHERN BEKAA NEW ATTRACTIONS MODEL FOR AGRO-TOURISM

- Conserved and enhanced rural and living heritage to create jobs
- Tour Route:
 1. Baalbek to Ras Baalbek – Byzantine church and Oud Studio
 2. Fekeha weavers and traditional food
 3. Old Qaa Mountain Village restoration and reuse of old water mills as VC/handicrafts studios, 25 rural gite rooms, hiking trails, visit to local schools, local arak or wine on the rooftop, traditional local food on the terrace, oral history at campfire under the stars, and wool festival
 4. Continue on ecotourism/heritage routes to Al-Jord in Hermel and south to Bcharre

OLD QAA IN-DEPTH ANALYSIS RESULTS

- Job Creation – 75
- Costs:
 - Planning and Renovation of Buildings and Trail \$238,000
 - Community Infrastructure (septic) \$15,000
 - Sustainability through Training - \$50,000+ (NGO/rural gite management, municipality/promotion, construction/summer youth camps, handicrafts/women, organic architecture/farmers)
 - Promotion - \$40,000

BAALBEK RESOURCES & COMMUNITY VOICE

- Linkages between the Qala'a and the medina to increase tourism and promote jobs
- Training and institutional strengthening
- Increased number of tourist attractions including special events
- Increased and improved lodging to attract overnight visitors and increased length-of-stay

BAALBEK NEW ATTRACTIONS CULTURAL HERITAGE CITY

- Qala'a (preserved and enhanced is under CHUD)
- VC/Heritage Map, Temples Visit, continue to Assyla for lunch/handicrafts & Heritage Hotel (40 rooms/boutique mid-range/Greek Catholic Waqi
(Some people visit Lebanon for its landmarks, others stay in them.))
- Baalbek Heritage Trail – Route of Roman Spring Festival (historical timeline in pavement)
- Handicrafts Souk
- Heritage Inn and Heritage Museum
- Mercury Temple
- Ras al Ain Trail – dinner and dapke or fashion show in the park
- * Training, new visitor attractions, enhanced community identity and reason to visit more than the Temples site and to stay overnight



BAALBEK ANTICIPATED RESULTS

- Increased jobs in the community and associated income levels – 150 jobs (100 permanent)
- Increased tourist length of stay including increased number of overnight visitors/enhanced lodging
- Enhanced historic cityscape and associated cultural heritage identity and visitor attractions
- Enhanced living heritage – traditional crafts, textiles, music, dance, food, and special events
- Training to create skilled employee base
- Strengthened municipality for tourism promotion and management

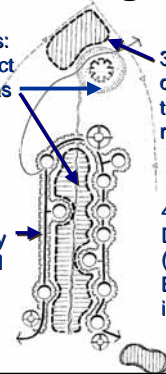
Implementation A Look at the Future

- National policy recognizes the importance of tourism as a primary industry for the Bekaa and creates the PIU
- MOT/PIU and CDR work with bilateral and multi-lateral donors, international organizations, foundations, municipalities, NGOs, and the private sector to draw technical assistance, grants, and loans
- Through implementation cultural and natural sites are preserved and presented according to international standards
- Public awareness and participatory planning becomes standard practice and improves local and national trust and relations
- Local job creation alleviates poverty and destabilization (500+ jobs)
- Lebanon competes as a world class tourism destination.

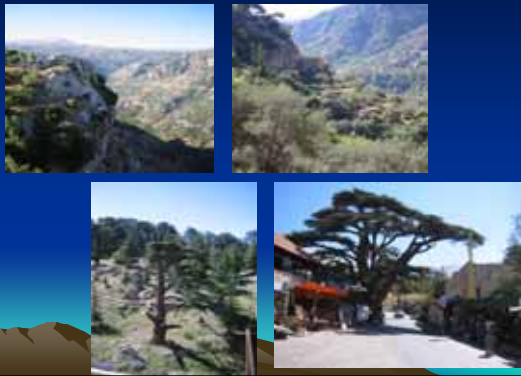
DFR Steering Committee Presentation ~Bcharre Area~

Major Considerations in Bcharre Highlands

- 1) Qadisha and Cedars: comprehensively protect and promote the site, as a World Heritage site
- 2) Crown Villages: enhance the destination value of key villages on the rim, and stimulate service economy
- 3) Cedars Ski Area: develop harmonized with the nature and a year-round resort
- 4) Bcharre Tourism Development Council (BTDC): strengthen BTDC as the main implementing arm



Qadisha and Cedars



Crown Villages



Priority Projects

- 1) Feasibility Studies:
 - Qadisha Cedars Management Project
 - Crown Villages Destination Project
- 2) In-depth Study:
 - Bcharre Tourism Development Council Strengthening
- 3) In-depth Analysis:
 - The Cedars Ski Area

On Implementation

The Master Plan calls for creation of the Bcharre Tourism Action Council (BTAC) as a public-private mechanism to coordinate with the PIU for smooth implementation



Qadisha Cedars Management Project (Feasibility Study)

Project Components

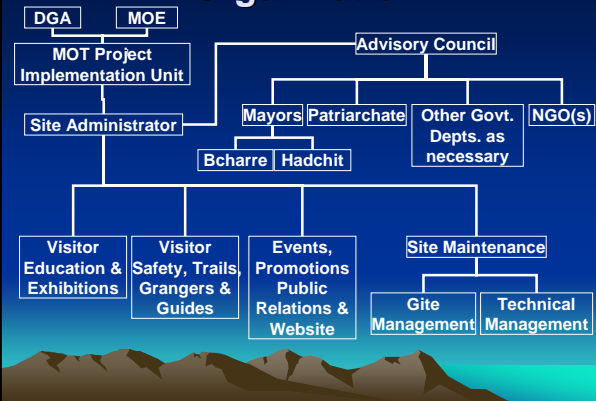
- 1 Donor Funding – CDR with MOE, MOC, MOT receives donor grant
- 2 Policy and Staffing – Policy-making body establishment, structure for community participation, structure for technical staffing
- 3 Visitor Management – Circulation strategy (park & ride system), trail plan, road improvement
- 4 Promotion and Education – Visitor Centre, Interpretation (signage, brochure, web site), Heritage Area

Costs

Total: US\$1.62 million

(Site Management Framework and Infrastructure Implementation)

Organization



Schedule

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						

Economic Return

Indicative Cash Flows for "Qadisha Cedars Planning and Management Program" Case with all costs included (US\$)

Year	Gross revenue	Expense		Net cash flow
		Initial investment	O&M and Program expenses	
2004	0		26,600	-26,600
2005	0		16,600	-16,600
2006	0	788,000	39,600	-827,600
2007	482,027		38,300	443,727
2008	529,980		38,300	491,680
2009	582,727		40,800	541,927
2010	640,752		38,300	602,452
2011	704,577		63,300	641,277
2012	774,784		41,300	733,484
2013	852,013		38,300	813,713

Return on Investment (ROI) =54.2%
Job Creation 60-70

Note: Based on 10 years of revenue stream
Source: JICA Study Team

Crown Villages Destination Project (Feasibility Study)

Project Components

- 1 Bcharre town beautification
- 2 Gibran House and Museum renovation, visitor information
- 3 Gateway viewpoint(Hadath el Jibbe) and roadside viewpoints
- 4 Interpretive signage on key streets, routes for pedestrians
- 5 Sewage treatment plant for Bcharre and Hadchit towns
- 6 Micro industry support
- 7 Culverts for animals to link Qadisha Valley to Ehden Reserve

Costs

Total: US\$1.47 million

(Renovation of Bcharre town plaza, Infrastructure including sewage treatment, Promotion)

Organization



Schedule

Items	Year	2004	2005	2006	2007	2008-
Funding negotiation & agreements						
Design work for Bcharre urban facilities and extending study gateway viewpoints Hadath el Jibbe by Bcharre Municipality						
Design, sewage treatment facilities for Bcharre & Hadchit Municipalities						
Construction Bcharre urban facilities						
Initiation of micro industry support by Bcharre Municipality						
Construction of sewage facilities by Bcharre and Hadchit Municipalities						

Economic Return

Indicative Cash Flows for "Crown Villages Destination Project"
Case with all costs included (US\$)

Year	Gross revenue	Expense		Net cash flow
		Initial investment	O&M and Program expenses	
2004	0		26,900	-26,900
2005	0	127,512	195,780	-323,292
2006	365,118	928,321	24,372	-587,576
2007	401,630	427,190	23,947	-49,507
2008	441,792		186,306	255,486
2009	485,971		184,889	301,082
2010	534,569		187,475	347,094
2011	588,025		185,067	402,958
2012	646,828		188,162	458,666
2013	711,511		185,263	526,248

Return on Investment (ROI) =18.2%
Job Creation 120-130

Note: Based on 10 years of revenue stream
Source: JICA Study Team

Bcharre Tourism Development Council Strengthening (In-depth Analysis)

Project Components

1. Training of BTDC members
2. Development of new promotional materials and activities (Internet, Trade shows, Diaspora outreach)
3. Creation of new events, entertainment and programs
4. Special guide training modules at local universities

Costs

Total: US\$196,000

Implementation and Operating Organization (1)

<Overall Setting>

- **The Project Implementation Unit (PIU)**
(Implementing arrangement)
- **Bcharre Tourism Action Council**
(Public-private coordinator with PIU)
- **Local organization**
(Formal development administrations, local tourism development committee/council, and private sector entities)
- **The Advisory Council**
(Facilitate the cooperative operation between the central and the local)

Implementation and Operating Organization (2)

<Local Organizations>

- The existing Bcharre Tourism Development Council (BTDC)
(Main implementing agency)
- MOT, National Tourism Industry Associations, local NGOs, and International Donors
(Provide a wide range of training programs)

Scheduling and Financing

- **All components of the program can start in 2004 or 2005 by existing International Donors training programs in Lebanon**
- **The tour guide training is designed to extend over two years, 2005 and 2006**

Cedars Skiing Area Development (In-depth Analysis)

Present Conditions

<Major Strengths>

- Best snowfall in Lebanon
- Sufficient slopes for all ski levels
- Large undeveloped land area and development potential

<Major Weaknesses>

- Greater distance from Beirut
- Deficient ski area product (lack of good accommodations, dining, slow ski lifts)
- Lack of land use planning

The Primary Competitors

•Of the five other ski areas in Lebanon, two are competitive with the Cedars: Faqra and Faraya-Mzaar



<Concept of Implementing>

1. The Cedars, the farthest ski area from Beirut, should be developed for longer-stay visitors
2. The first pedestrian ski village in Lebanon
3. A better model than Mzaar for community involvement and revenue generation

Future Development to be influenced by Three Factors

1. The PIU's ability to organize government infrastructure, complete a feasibility study, and attract investors;
2. Lebanese skiers' ability to afford skiing; and
3. The private sector's success in creating appropriate ski facilities and promotional packages.

Implementing Arrangements

Dr. Hashimoto
Deputy Team Leader

Implementing Arrangements

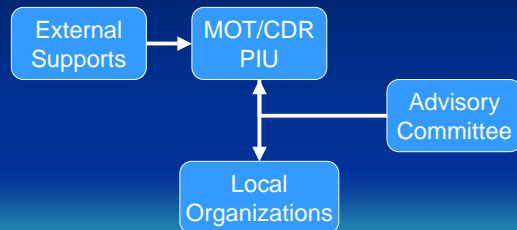
- Comprising
 - Central organization
 - Project Implementation Unit (PIU)
 - Local organizations
 - Mechanism for central-local cooperative operation

Project Implementation Unit (PIU)

- Objectives
 - To ensure effective implementation of regional tourism development M/P
 - To secure funding for M/P implementation
 - To monitor the implementation, and
 - To evaluate outcome of the implementation for reflection in further planning and management of regional tourism development

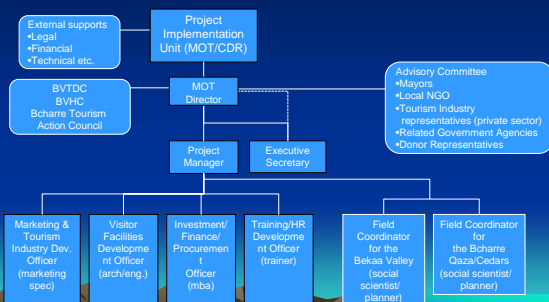
Implementing Arrangement

- Structure



Project Implementation Unit

- Organization & Staffing

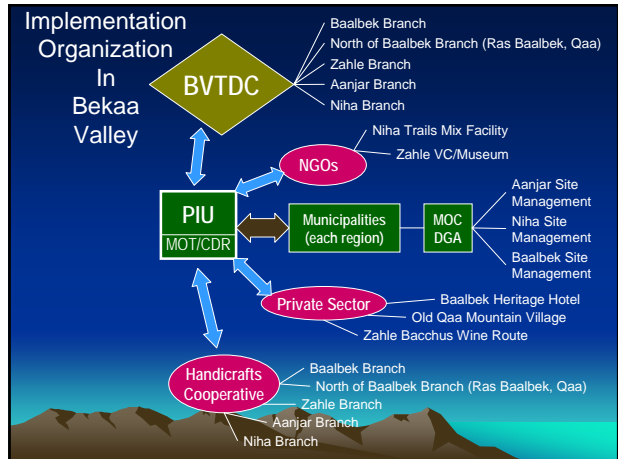


Advisory Committees- Bekaa

Niha	Aanjar	Zahle	Qaa
Ecolodge operator	UNESCO	Local hotels & restaurants Industry syndicates	Rural assoc./ cooperative
Mayors, Local NGOs, Donors Other relevant government agencies			

Advisory Committees- Bcharre

Qadisha Cedars Management	Crown villages	Bcharre tourism Dev't Council
Patriarchate UNESCO	Patriarchate	Industry syndicate
Mayors, Local NGOs, Donors Other relevant government agencies		



Implementation Organization in Bcharre



Local Organizations - Bcharre

