

# **Study on the Integrated Tourism Development Plan in Lebanon**

*A project of Japan International Cooperation Agency (JICA)*

## **Group Interview on Social Impact of Tourism: Tourism Development Council The Region of Besharry-the Cedars**

Hotel Chbat

Tuesday 22<sup>nd</sup> July 2003

### **1. Introduction**

---

The JAICA consultant, Mr. Hideo SAKAMOTO and the local consultant Ms. Heba HAGE conducted a group interview with the Tourism Development Council in the region of Besharry-the Cedars in addition to other members in the local community.

### **2. Objectives**

---

The meeting was aimed to achieve the following:

- To identify the vision of the group for the region.
- To identify the current situation in the region; potentials/resources and issues/problems.
- To identify the stakeholders in the area and their interest in tourism development.
- To identify the current and potential contribution of the tourism business to the socio-economic development of the region.

The results of this interview will guide the tourism master plan in finding ways to make local business entities more profitable in order to sustain the socio-economic development of the region. In addition, this group interview will highlight the carrying capacity of the tourism industry, the capabilities and constraints of local resources such as facilities, employment and environment.

### **3. Methodology**

---

Over a period of 4 hours, participants were asked questions in plenary sessions and asked to write all ideas on paper under each theme. Group discussions were then conducted for each theme.

### **4. Interview Findings**

---

#### **4.1 Introductions**

One special feature of this group is a sense of unified cause to promote tourism and development in the region. What came out very strongly was also their sense of pride and adaptability, which made them survive historically in this region given the harsh climate, religious persecution and geographic isolation. For instance, one participant insisted that the community of Besharry does not need small petty projects and will not beg for money because they are survivors and because they are capable of managing such small initiatives. What is most required according to the group are projects that one individual or a small group of people can not undertake due to scale and technical requirements.

<b>Name</b>	<b>Business/occupation</b>	<b>What you like about this region</b>	<b>What was the happiest moment in your occupation</b>
Anwar Fakhry	Teacher-farmer-social activist	Nature and economic potentials	When I plan and implement a social project
Machour Fakhry	Restaurant owner - Mississippi	Nature	When I serve my customers
George Choueri	Biology teacher	Spirit	When my pupils succeed
Walid Fakhry	Farmer and trader	Weather	When I find someone who agrees with me
Wadih Chbat	Owner of hotel Chbat	Spirit	When I found myself in this business that combines hobby and work
Maurice Rahme	Trader - farmer	Nature and weather	The day we established the Tourism Development Council
Michel Maroun	Owner of hotel La Cabana	Earth, people and history	The day we established the Tourism Development Council
Mahasen Sukkar	Employee in Gibran Khalil Gibran library	Nature	When I drew the titles of Gibran's books using different dried flowers
Edmond Keyrouz	Hotel owner	Valley of Qadisha	When my hotel is in full capacity
Tony Rahme	Restaurant owner of River Roc	Nature	When tourists visit our country
Hideo Sakamoto	City and community planner	Scenery with history	When proposed project is financed
Heba Hage	Eco-tourism and social development	Nature walks	When our first pilot project was established in the jourd of Hermel/Donniye and Akkar

## 4.2 Vision

Participants were asked to reflect on the region in twenty years time - how they would like to see the community, the environment, and the socio-economic development of the region.

Environment and heritage	<ul style="list-style-type: none"> <li>• Preserving natural and cultural heritage</li> <li>• Reaching international standards of the value of Qadisha</li> <li>• Conserving the environment</li> <li>• Tree planting</li> <li>• Red rooftops for each house</li> <li>• Keeping the valley of Qadisha as it is – only visiting by hiking and connected to a decent, small cable train.</li> </ul>
--------------------------	--

Infrastructure	<ul style="list-style-type: none"> <li>• Cable carts (telefrique) lining Qadisha to Cedars ✓</li> <li>• Implement loop road around Qadisha ✓</li> <li>• Highway</li> <li>• Rehabilitation of roads leading to the region</li> <li>• Widening roads and keeping them clean</li> <li>• Upgrading nature walks to Qadisha</li> <li>• Hong Kong of Lebanon</li> </ul>
Tourism planning	<ul style="list-style-type: none"> <li>• Developing Besharry village: renovate houses, theatre, public gardens</li> <li>• Better co-ordination of tourism activities</li> <li>• Tourism entertainment park in Cedars</li> <li>• Very big and holistic tourism project in Cedars</li> <li>• Better organisation of tourism and skiing in Cedars</li> <li>• Extending skiing season to eight months</li> <li>• Turning cave into museum</li> </ul>
Agriculture	<ul style="list-style-type: none"> <li>• Improving farming and household production</li> <li>• Making use of farming potential – apple production</li> <li>• Paying attention to farming lands and helping people</li> </ul>
Education	<ul style="list-style-type: none"> <li>• University ✓</li> <li>• Big and modern schools</li> </ul>
Health	<ul style="list-style-type: none"> <li>• Providing social and health insurance to farmers</li> <li>• Big hospital</li> </ul>
Economic opportunities	<ul style="list-style-type: none"> <li>• Preventing rural migration</li> <li>• Providing economic opportunities for youth</li> <li>• Job creation for people to live in dignity</li> </ul>

### 4.3 Assessment of Current Situation

In order to assess the current situation, participants were asked to reflect on problems they face and potentials and resources that can be found in their community.

Issues/ Problems	Resources / Potentials
<ul style="list-style-type: none"> <li>• Government neglect ✓✓</li> <li>• Financial problems ✓</li> <li>• Difficulties in creating a local shareholding company</li> <li>• Depression from government neglect</li> <li>• Lack of expertise in agriculture and tourism ✓</li> <li>• Feeling of isolation</li> <li>• Lack of government concern to implement the big loop road around Qadisha and improve infrastructure</li> <li>• Lack of government monitoring to prevent breaches</li> <li>• Lack of acceptance of political leaders to improve the region for political reasons</li> <li>• Lack of media attention</li> <li>• Inability of tourism businesses to hire workers at full capacity due to lack of tourists and short tourism periods ✓</li> <li>• Hiring more foreign workers instead of local</li> </ul>	<ul style="list-style-type: none"> <li>• The weather and nature ✓✓</li> <li>• Valley of Qadisha ranks number ten on the top world heritage sites</li> <li>• Excellent skiing features – wide slopes, type of snow, panoramic scenery, and no danger from trees.</li> <li>• Longest skiing periods in Lebanon if skiing cables are improved to reach upper heights.</li> <li>• Ability of Besharry tourism bureau to co-ordinate tourism</li> <li>• Great tourism features: Cedars (5000 years old), Valley of Qadisha (Nature Reserve, World Heritage site and number 10 on top World Heritage sites). Qadisha was also labeled as a 4<sup>th</sup> pilgrimage site by the Pope (after Jerusalem, Bethlehem and Qana). Gibran’s museum is visited by 40% of all tourists in Lebanon according to the ministry of tourism. Qornet El Saouda has the main</li> </ul>

<p>workers because foreign workers can be paid less, do not require social security and insurance, less costly to businesses in difficult economic situations √√√</p> <ul style="list-style-type: none"> <li>• Lower number of local employees due to lack of skills in tourism business</li> <li>• Lack of proper sewage treatment</li> <li>• Garbage problem</li> <li>• Tourism business should do more to encourage local markets of produce</li> <li>• Difficulty in team work</li> <li>• Lack of joint efforts to resolve conflicts with municipality</li> <li>• Lack of amusement parks</li> <li>• Lack of technical and training institutions in tourism</li> <li>• Lack of appreciation to the history of tourism features: for instance more attention is given to Egyptian mummies and little to Cedars which are older than mummies and still alive!</li> <li>• Lack of agro-tourism development – the region produces more than one million boxes of apples per year (each box weighs 25kg) but is unable to market and sell this produce efficiently.</li> <li>• The region is affected by instability in the Middle East For example; the war in Iraq hampered the export of apples.</li> <li>• Dried food production is only limited to household consumption – no attempt to exploit such production to date.</li> <li>• Agriculture and tourism depend on the vagaries of weather – too much snow, wind storms etc.</li> <li>• According to UNESCO conditions, no roads can be built within 500m of Qadisha Valley. This poses a problem because in the name of environmental preservation, projects become limited.</li> </ul>	<p>reservoir of water in Lebanon (500 million cubic metres) and is home rare flowers (Sahel el Tarmees) and has potential to become another World Heritage Site. The weather is unprecedented and lots of water exists in the region (Besharry alone boasts 40 springs). √</p> <ul style="list-style-type: none"> <li>• Tourist enchantment with the region</li> <li>• Hospitality of local communities</li> <li>• Clean environment</li> <li>• With amusement parks, skiing periods will become the longest in Lebanon</li> <li>• More tourism- more work- more money – better quality of employees and service.</li> <li>• Linking agriculture to tourism to boost both local potentials and resources</li> <li>• Security – civil defense forces provide first aid and fire fighting.</li> <li>• Creating one shareholding institution that provides technical and marketing assistance to local household production of apples. This requires medium-sized apple compressors for participating households and that each household is specialized in one form of apple production: jam, liquor, vinegar. Similar ventures in Japan are sited as success stories.</li> <li>• The idea of cable cart to join the Qadisha valley to the main road would preserve the environment from other forms of tourist pollution such as buses and garbage left behind. It would be similar to that in Harissa.</li> <li>• Another idea is to link the cable cart from Qadisha to Gebran museum to the Cedars thereby creating a tourist train in the air over the whole region. This would create more jobs, and encourage new restaurants and hotels to spring up.</li> <li>• If cable cart is extended to Qornet El Saouda, there is potential of additional 2km wide by 11km long of skiing slopes.</li> <li>• Tourists can tour whole area in one day.</li> </ul>
--	--

#### 4.4 Stakeholders/ Partners of Tourism Business

Participants were asked to think of all stakeholders/ partners involved in their tourism businesses. It appeared that most available local resources are involved. Therefore potential partners were more focused on involvement from outside Besharry region.

<p><b>Who is involved</b></p> <ul style="list-style-type: none"> <li>• Deal with local sellers of agricultural produce in summer – national sellers in winter due to</li> </ul>	<p><b>Who is potential partner in tourism</b></p> <ul style="list-style-type: none"> <li>• Expatriates – skilled labour, technical assistance and tourism investment.</li> </ul>
---	--

<p>snow season.</p> <ul style="list-style-type: none"> <li>• Buy all products available locally.</li> <li>• Employ local workers but mostly foreign workers (Syrians, Egyptians, Philipinos, and Sri Lankans) because less costly.</li> <li>• Local transporation</li> <li>• Deal with civil defense forces for security, first aid, and forest fighting</li> <li>• Co-ordinate with NGOs – Friends of Cedars, sports clubs, scouts, Gebran’s committee, Anoubeen sports and skiing club, students, municipality etc.</li> <li>• Cedar wood craftspersons</li> <li>• Laundry services are available in hotels.</li> <li>• Local and national tour operators and travel agencies.</li> <li>• Tourism Development Council – local tour guides, marketing tools (brochure), media coverage.</li> </ul>	<ul style="list-style-type: none"> <li>• Providing technical tourism and agriculture school by the ministry of education.</li> <li>• More co-ordination with Environment Conservation Committee, Cedar Skiing Club.</li> <li>• Foreign donors for technical assistance and training.</li> </ul>
---	---

#### 4.5 Tourism Contribution to Local Community

The objective of developing tourism in the Besharry region is to promote socio-economic development for the local community. Therefore, participants analysed what type of tourism activities exist or should be developed to create benefit to the community. Although there is relatively good local co-ordination, there is limited promotion to sustain economic return.

Type of Tourism Business / Product / Activity	Type of Benefits
<ul style="list-style-type: none"> <li>• Longer skiing tourism</li> <li>• Renting summer houses</li> <li>• Handicrafts cooperative to increase production and provide markets</li> <li>• Preserving local mountain cuisine</li> <li>• Local summer festivals (each village has saints’ festivals)</li> <li>• International Cedar festival</li> <li>• Creating small and large-size tourism associations</li> <li>• Small agricultural cottage industries to provide products for tourism</li> <li>• Promoting additional crops to apple – chestnut, kiwi, walnut etc.</li> <li>• Promoting household production of milk products, wine vinegar, jams etc.</li> <li>• Activities in Cedars – paragliding, hand gliding, cross-country skiing etc.</li> <li>• Elaborate hiking tours</li> <li>• Medicinal herbs educational tours</li> <li>• Promoting tourism of Qadisha Valley, which</li> </ul>	<ul style="list-style-type: none"> <li>• Stable income throughout the year</li> <li>• Alternative income generation</li> <li>• Encouraging people to stay in their community</li> <li>• Sustainable tourism flow</li> <li>• Diversifying the types of tourists</li> </ul>

is unique in its combination of 3 features: rare birds, beautiful scenery and presence of 115 churches and hamlets.

- Local fisheries
- Apple constitutes 85% of total agricultural production and should be developed for export, household production of jam, wine, and dried fruits.
- Promoting local markets of local produce.
- More camping sites with better facilities.
- Translate local tourism guidebook into other languages such as Japanese to attract new types of tourists.
- Developing a website for the region.
- In addition to private companies and international investments, local community should be given opportunities to create a shareholding company, which promotes institutional and economic sustainability and opens room for participation of all groups in the project.

#### **4.6 Synopsis on the Poorest Segment of the Population in the Region**

Absolute poverty does not exist in the Besharry-Cedars region. However local opinion considers that 20% of the community is poor and is described as follows:

1. Single women with no land inheritance.
2. Disabled people with no means of employment.
3. Old people with no land and no social security.
4. Big families with little land – too many mouths to feed and no alternative income.

The remaining 80% are considered those who have some sort of a stable income because they work in agriculture as well as another income-generating activity such as teaching, tourism, handicrafts etc. According to participants, more than 40% of the population work in apple production.

#### **4.7 Conclusion**

Participants in this group interview summarised three priority projects that can help alleviate the 20% poverty and provide socio-economic benefits for the rest of the community:

- Completion of Wadi Qadisha loop road to facilitate access to the Besharry region.
- Cable carts extended from Wadi Qadisha to Gebran's museum, then to Cedars and Qornet El Saouda to develop better co-ordinated tourism in the area while conserving the environment.
- Income-generation from apple production through the creation of a local shareholding institution that relies on specialised household production of jam, liquor and vinegar, and that provides technical assistance and market promotion.

# Study on the Integrated Tourism Development Plan in Lebanon

*A project of Japan International Cooperation Agency (JAICA)*

## Group Interview on Social Impact of Tourism: Local Authorities of The Region of Becharre-the Cedars

Qaim-maqam Besharry

Saturday 26<sup>th</sup> July 2003

### 1. Introduction

---

The JAICA consultant, Mr. Hideo SAKAMOTO and the local consultant Ms. Heba HAGE conducted a group interview with the Local Authorities in the region of Besharry-the Cedars in addition to other members in the local community. The team was accompanied by Mr. Ken Kawasaki from the JAICA team, Mr. Jawdat Abou Jawdeh from the Council for Development and Reconstruction, and Mr. Elie Saba from the Ministry of Tourism.

### 2. Objectives

---

The meeting was aimed to achieve the following:

- To identify the vision of the group for the region.
- To identify the current situation in the region; potentials/resources and issues/problems.
- To identify the stakeholders in the area and their interest in tourism development.
- To identify the current and potential contribution of the tourism business to the socio-economic development of the region.

The results of this interview will guide the tourism master plan in finding ways to make local business entities more profitable in order to sustain the socio-economic development of the region. In addition, this group interview will highlight the potential of the tourism industry, the capabilities and constraints of local resources such as facilities, employment and environment.

### 3. Methodology

---

Over a period of 4 hours, participants were asked questions in plenary sessions and asked to write all ideas on paper under each theme. Group discussions were then conducted for each theme.

### 4. Interview Findings

---

#### 4.1 Introductions

The group was representative of local authorities and representatives of municipalities including mayors from the area. The Chairman of the local committee of municipalities, Mr. Nawfal Chedrawi (03-600260) was absent.

Name	Business/occupation	What you like about this region
Elie Bassil	Hadath El-Jibbe	Living in the village
Ramy Eid	Hadchit – Mayor	Nature and spiritual history
Morris Saade	Kanyour – Moukhtar	Scenery and archaeology
Tony Tannous Khattar	Wadi Qanoubine - Moukhtar	Living in the village
Gilbert Chalita	Hasroun	Nature

Joseph Ishac <sup>1</sup>	Hasroun	Nature
Jeryes Issa	Bazaoun – Mayor	Rural life and archaeology
Kebrianos Moussa	Diman - Moukhtar	Living in the nature of the village
Nabih Naamtallah Maroun	Blouza - Moukhtar	Tranquility
Joseph Chbay'a	Besharry	Qadisha Valley
Joseph Mtanious El-Taysh	Bazaoun –Moukhtar	
Semaan Daniel Bertelhawos	Brissan - Moukhtar	
Jawdat Abou Jawdeh	Council for Reconstruction and Development	
Elie Saba	Ministry of Tourism	
Ken Kawasaki	JICA Study Team	
Hideo Sakamoto	JICA Study Team	
Heba Hage	Mada - Local Consultant	

## 4.2 Vision

Participants were asked to reflect on the region in twenty years time - how they would like to see the community, the environment, and the socio-economic development of the region.

Environment and heritage	<ul style="list-style-type: none"> <li>• Special attention to eco-tourism.√</li> <li>• Improving eco-tourism for better economy.</li> </ul>
Infrastructure	<ul style="list-style-type: none"> <li>• Water system.</li> <li>• Wastewater treatment facility.√</li> <li>• Improving infrastructure such as roads, sewage, and potable water.√√</li> <li>• Improving access roads to villages.√√</li> <li>• Developing industrial areas.</li> <li>• Well studied urban planning.</li> </ul>
Tourism planning	<ul style="list-style-type: none"> <li>• Partnership between local population and concerned ministries and directorates.</li> <li>• Providing support to the local inhabitants of Wadi Qanoubine and protecting the environment.</li> <li>• Improving villages.</li> <li>• Bibliography of tourism resources.</li> <li>• Children's public gardens.</li> <li>• Sustainable tourism.</li> <li>• Supporting tourism.</li> </ul>
Agriculture	<ul style="list-style-type: none"> <li>• Marketing local agricultural produce.√</li> </ul>
Education	<ul style="list-style-type: none"> <li>• Improved schools.√</li> </ul>
Health	<ul style="list-style-type: none"> <li>• Good hospitals</li> <li>• Clinic</li> </ul>
Economic opportunities	<ul style="list-style-type: none"> <li>• Providing employment opportunities to prevent migration.√</li> <li>• Encouraging traditional handicrafts.</li> </ul>

<sup>1</sup> Woman.



### 4.3 Assessment of Priority Issues and Needs

- Employment opportunities - small industries and tourism businesses (especially for youth)√√√√
- Halting migration.
- How to satisfy people living in the Valley – integrated tourism development.
- Changing attitudes, raising awareness and creating consensus on how to make best use of resources.
- Preserving the Cedar Forest.
- Creating a local tourism office.
- Multiple property and unclear ownership (inheritance problems).√√√
- Urban planning.
- Sewage and wastewater treatment.
- Eliminating waste and sewage going down to Wadi Qanoubine.
- Basic infrastructure – schools, roads, hospital.
- Improving agriculture – production and marketing. √√
- Developing agriculture while preserving environment.
- Setting up an agricultural guidance office.
- Preserving the purity of water.
- Creating natural wetlands for sewage systems.

### 4.4 Stakeholders/ Partners of Tourism Business

Participants were asked to think of all stakeholders/ partners involved in their tourism businesses. In describing stakeholders and potential benefits, the group re-iterated the need for a partnership between developers, the local population and environmentalist groups.

Who is involved?	What kind of tourism?	Who are potential entrepreneurs?
<ul style="list-style-type: none"> <li>• Maronite Order</li> <li>• Patriarchate</li> </ul>	<ul style="list-style-type: none"> <li>• Religious history</li> <li>• Spiritual lodging in monasteries</li> </ul>	<ul style="list-style-type: none"> <li>• International NGOs.</li> <li>• Investors</li> <li>• Co-operatives</li> </ul>
<ul style="list-style-type: none"> <li>• Municipality</li> </ul>	<ul style="list-style-type: none"> <li>• Festivals</li> </ul>	
<ul style="list-style-type: none"> <li>• Ski resort owners</li> </ul>	<ul style="list-style-type: none"> <li>• Ski project in Hasroun</li> </ul>	
<ul style="list-style-type: none"> <li>• Restaurant owners</li> <li>• Hotel owners</li> <li>• Private home owners</li> <li>• Municipality</li> <li>• Local environmental NGOs</li> <li>• Media</li> <li>• Tourism employees</li> <li>• Ministry of Environment/ Tourism/ Agriculture/ Interior (Municipalities)</li> <li>• UNESCO</li> <li>• Government macro plans</li> </ul>	<ul style="list-style-type: none"> <li>• Eco-tourism (April-September and weekends)</li> <li>• Cedar Forest</li> <li>• Camping site &amp; activities</li> <li>• Mountain climbing</li> <li>• Wooden handicrafts</li> <li>• Renovating old historical houses</li> <li>• Apricot and apple production</li> <li>• Small industries for agricultural crops</li> </ul>	

#### 4.5 Tourism Contribution to Local Community

The objective of developing tourism in the Besharry region is to promote socio-economic development for the local community. Therefore, participants analysed what type of tourism activities and facilities exist or should be developed to create benefit to the community. They also considered the resources available in the community.

Type of Tourism Product / Activity	Facilities	Resources
<ul style="list-style-type: none"> <li>• Seasonal apple agriculture</li> <li>• Ski</li> <li>• Small shops</li> <li>• Government employment</li> <li>• Horse riding</li> <li>• Selling local produce locally</li> <li>• Sports clubs</li> <li>• Paragliding</li> <li>• Tourism guides</li> <li>• Transportation services</li> <li>• Laundry services</li> <li>• Local handicraft</li> <li>• Religious festivals and activities</li> </ul>	<ul style="list-style-type: none"> <li>• Hotels</li> <li>• Restaurant</li> <li>• Cafes</li> <li>• Hostel</li> <li>• Internet café</li> <li>• Gift shops</li> <li>• Carpentry shops</li> <li>• Asphalt manufacturing</li> <li>• Aluminum manufacturing</li> <li>• Stone manufacturing</li> <li>• Blacksmith</li> <li>• Construction workers</li> <li>• Construction and contracting</li> <li>• Apple refrigerator to maintain good quality</li> </ul>	<ul style="list-style-type: none"> <li>• Apple agriculture</li> <li>• Natural scenery</li> <li>• Agricultural land</li> <li>• Archaeological and religious sites</li> <li>• Archaeological churches</li> <li>• Water springs</li> <li>• Touristic sites</li> <li>• Bed and breakfast</li> </ul>

#### 4.6 Synopsis on the Poorest Segment of the Population in the Region

According to local authorities, the poorest segment of the population is as follows:

1. Widows – 5%
2. Farmers with no substitute income – 45%

The group also attributed dwindling standards of living due to unemployment in the region, political isolation and lack of agricultural development.

#### 4.7 Conclusion

Although there were discrepancies in needs – some municipalities having more facilities and resources than others - there is a general need for upgrading agricultural production and tourism services as well as tourism-related facilities. Some expressed disputes between conservation groups and needs of local communities living in the Valley. The main issue that came up repeatedly is the need to generate employment specifically for young people in order to prevent migration.

## **Meeting Minutes – Bcharre Focus Group (Public Sector)**

Date: October 16, 2003  
Time: 10:00 am to 12:30 pm  
To: Bcharre File  
From: Karen Mneimne, Interpreter, JICA Study Team

### *Session One*

Mr. Hideo Sakamoto began the focus group with some introductory notes, introducing himself, the team members, and the purpose of today's meeting. He also informed them about the progress of the JICA Study Team mission. Mr. Sakamoto also asked the participants to introduce themselves, stating which association or organization they belong, and which is their favorite tourist destination whether in Lebanon or abroad. Representatives of 6 municipalities were present.

Mr. Antoine Salameh, the Qaim'maqam of Bcharre  
Mr. Joseph Ishak,  
Mrs. Gilberte Challita  
Mr. Hassib Succar  
Mr. Semaan Bartelmhos  
Mr. Ramy Eid  
Mr. Jirjis Issa  
Mr. Salim Khoury  
Mr. Elie Bassil  
Mr. George Arab

### *Session Two: Strategies for Tourism Development*

The team members offered the following strategies:

#### Strategy 1: Implementation of site management

The participants agreed on this strategy because it is very important to be implemented in the Cedars and Qannoubine Valley. And when there is a good site management, tourists and visitors will not cause any harm to the valley or litter. Site management is also good to know who is going in. The local people and the tourists will benefit from this strategy. But the potential problem is the funding. The participants said that having diverse activities is very important in order to increase tourist's length of stay, and agreed that site management leads to preservation of local landscapes and nature.

One of the participants commented on this strategy and said that there should be good management of the site, since the valley has many entrances to it from the surround villages. If there is no management to know who is entering the site, then there will be no preservation, and people will continue to cause harm to the environment. Funding for this site management could be done by collecting entrance fees (which will be discussed later on). The participants also said people of all ages should be able to visit the site, for example an 80 year old person should be able to enter the valley on a horse. So environment friendly transportation is needed in the valley.

### Strategy 2: Creating local industries and job opportunities

Building factories is needed to create job opportunities, because it will stop the immigration of the local people. Immigration is a threatening issue for Bcharre, because the town becomes empty, especially in the winter.

A question was asked whether the factories will have some sort of effect on the environment. And the answer was that the factories should abide by the rules and regulations regarding health and environment.

Participants said that there many apples, pears, and vegetables in Bcharre, so there is a good chance for agro processing.

### Strategy 3: Preservation of local landscapes and nature (proposed by JICA and chosen by a participant)

This strategy is needed to highlight the spiritual atmosphere of Bcharre. Everyone can benefit, but the problem lies in organization and marketing. The participants said that preservation can't be done alone by the local people, but needs support from the Lebanese authorities. They added that they previously had problems with solid waste management and the sewage. The participant who chose this strategy stressed on the importance of highlighting the spiritual aspect of Bcharre's sites.

### Strategy 4: Local industries (chosen also by participants)

The participants said that since Bcharre is rich in fruits and vegetables especially apples and pears, factories for making juice could be built. These factories could create job opportunities to prevent immigration. They also proposed to create alternative agriculture. Moreover, these factories should be environment friendly. But the problems are funding and the know-how which are both needed.

### Strategy 5: A large touristic project (proposed by participants)

Participants said that they need large tourism projects in Bcharre to attract tourists all year round and to increase their length of stay. The beneficiaries would be the local people and tourists, but the problem is funding. They also said that there should be studies for such projects.

The participants commented on the many studies that are being conducted but not implemented. They said that there are four studies for Qadisha Valley, but they aren't able to carry them out because there are no funds. Studies change within time, so a study that was done 20 years ago can't be implemented now because of the changes of daily life. They said that they need feasibility studies for the financial planning and institutional matters. One of the participants said that a Spanish group did studies for sewage treatment but those studies were not carried out.

### Strategy 6: Implementing a Master Plan in the Qaza (proposed by participants)

The participants proposed this strategy to prevent environmental pollution in the Qannoubine Valley and to preserve the environment for all of the Qaza. But the problem is the same as usual: lack of funding.

### Strategy 7: Activating the tourism sector in Bcharre (proposed by participants)

All the participants said that the tourism sector in Bcharre should be activated. There should be infrastructure, sewage networks, drinking water networks, proper roads, and marketing. The local people go to wells to fill drinking water, as for house water, they have pipes connected to their houses. So, a tourism development project is very good to attract tourists but it is contingent to the infrastructure, sewage and drinking water networks, the proper roads, etc... They said that there should be marketing of the agricultural productions.

One of the participants commented on the infrastructure and said that there are studies for infrastructure, but they are not implemented. 40 years ago, work began on the main road. (Hadath) The government agreed, and there was a bid, but suddenly work stopped. A study without funding is a waste of time. All the participants expressed their fear that the studies done by JICA would suddenly stop just like the other studies mentioned.

#### Strategy 8: Entrance Fee collection

JICA had proposed entrance fees as a strategy. Tourists and visitors will pay a certain sum of money upon entering the Qadisha Valley.

Some of the participants argued and said that entrance fees could cause problems for the people who have property in the valley. They asked if the property owners should pay upon entering the valley. The answer was that entrance fees should not be taken from local people. So there should be a well studied plan for this strategy. The participants also said that all details can't be discussed now until they have the project.

In general all participants agreed on this strategy.

#### Strategy 9: Coordinating committee (proposed by participants)

The participants proposed to have a coordinating committee made up of members from NGOs, municipalities, private and public sectors. This committee will be supervised by the Ministry of Tourism, Ministry of Environment, and Ministry of Culture. The core members of the committee should be local people and the observers should be from the private sector, UNESCO, etc... The main problem also is lack of funds. There was a consensus for having a committee for preservation of the sites made of local people under the supervision of the private sector. They also said that there should be a study for the people who own property in the valley.

#### *Session Three: Project/Ideas*

JICA proposed the following projects:

- Establishment of the Qadisha Tourism Authority and Agency
- No car policy
- Visitor centers

The participants commented that there is so much concentration on the Valley; why not concentrate on other things? Other things have to be taken into consideration such as handicrafts, etc... Another comment was that JICA is working as if the valley is ready for all tourists, JICA should do studies so that all people enter. If cars are prevented from entering the valley, how can people enter? There should be places for visitors, the pedestrian road should be done very well, there should be toilets, and there should be cleanliness because no one is cleaning the garbage.

#### Project 1: Qadisha Tourism Authority

This project motivates the local people to preserve the nature and develop the needs of the valley such as (toilets, pedestrian road, cleaning). The entrance of the visitors should be facilitated, the valley should be cleaned, the pedestrian road that leads to the valley should be renovated, visitors centers should be renovated (rest places), agriculture should be developed, and citizens should remain in Bcharre instead of immigrating. How should all of this be done? By the committee.

### Project 2: Information centers at the entrance

One of the participants proposed to have information centers at the entrance of the valley, where they will provide tourists with brochures, guides, information. This is in addition to the rest areas, and restaurants.

Concerning the collection of fees at the entrance, someone proposed that there should be a special fund where all the fees will be collected and this fund should belong to the Valley. The money will be used for development, maintenance, and renovation. There should be good facilities for visitors to make them happy. The other municipalities shouldn't claim the fees.

Other comments were brought up by the participants who said that tourists are complaining that there are no toilets, no restaurants. A group of German tourists went to the archbishop and complained about the inconvenience they had to go through.

Everyone said that this issue should be discussed later and that JICA should take the opinion of everyone. There must be an active committee to be in charge of the valley and the touristic areas and a good study plan for the valley that needs maintenance. There should also be a study to attract more tourists.

### Project 3: Renovation of homes and monasteries

The participants proposed to renovate homes and monasteries in order to preserve the spiritual atmosphere for the local people. This should be done by the Qadisha Tourism Authority, but the problem is lack of funding. They also say that there are auberges in Qannoubine Valley. And there must be rest areas, good service, restaurants, and toilets in this valley for the service and convenience of the tourists and visitors. One participant said that if he was a tourist coming to the area, he wouldn't prefer to spend overnight. While others said that many groups have come for spiritual activities and need places to stay overnight next to monasteries.

There was another comment from one of the participants who said that he appreciates what JICA is doing, and hopes that JICA will consider everything that should be done for the benefit of the local community. The valley is a cultural place that is enlisted in the World Heritage List, and it is important that the local people remain in the area in order to keep the valley enlisted in the World Heritage List. The international agreement for tourism says that if people immigrate from the village then the valley won't be enlisted in the WHL.

There also was another comment from one of the participants who said that there are around 40 houses in Qannoubine Valley, and around 5000 people from this same valley have immigrated. Some individuals and religious associations own property in the valley. They added that there must be special planning for construction and renovation under the supervision of the UNESCO.

### Project 4: No car policy.

Everyone agreed on this policy and prefer to build a parking lot so that visitors and tourists can park their cars and use the shuttle buses or cable cars or trains to transport them to the valley. The idea of cable cars and trains will attract tourists. Cable cars will pass through the valley or over it.

### Project 5: Buffer zone

As Mr. Ken explained to the participants the idea of a buffer zone and moving the souvenir shops to another place, everyone agreed with him. There will be marketing for the souvenirs near the big cedar.

There was a consensus on the projects mentioned.

Meeting Minutes – Bcharre Focus Group ()

Date: October 15, 2003

Time: 15:30 to 17:30

Participation list

Self Introduction			
NAME	ORGANIZATION	WHAT I DO	My TAVUKIIO PLACE
TANJA TARRARA	Save the Children	Youth Advocacy Coordinator	Douma + Gnechha, Nature & Hiking
IGNACE KEIROUZ	STE du TELESKI du CEDRES S.A.L	GENERAL MANAGER	ANY OTHER SKI RESORT CDURCNEVEL
PHINE GEAGEI	HOTEL ALPINE	MANEGER	DOUMA BYBLOS
Wahab Fakky	Et's Fakky	Finance	Austria Became its & h one cas
F. K. S.	مكتبة عين جالوت والنهول	مسؤولة عن مكتبة عين جالوت والنهول	احبه لبنان كتلا بمناظره بيبيا. متناقا
انور خروف	جمعية اصدقاء السياحة و جمع طلاب عين جالوت والنهول	ناشطة اجتماعية وراعت في تنظيم السياحة والترويج اليه	احبه ان اذهب الى الامم المتحدة في امريكا والنهول في لبنان والنهول في لبنان

Wahab Fakky	Et's Fakky	Finance	Austria Became its & h one cas
F. K. S.	مكتبة عين جالوت والنهول	مسؤولة عن مكتبة عين جالوت والنهول	احبه لبنان كتلا بمناظره بيبيا. متناقا
انور خروف	جمعية اصدقاء السياحة و جمع طلاب عين جالوت والنهول	ناشطة اجتماعية وراعت في تنظيم السياحة والترويج اليه	احبه ان اذهب الى الامم المتحدة في امريكا والنهول في لبنان والنهول في لبنان
المدان جبرائيل خروف	جمعية اصدقاء السياحة	تاجر و مخرج للسينما الوثائقية الاسم من حيدر بيبي	سويسرا
Wahab Chbat	Hotel Chbat	General Manager	Holland - تفتت بملين الفتي - تفتت حيدر و حيدر والنهول والنهول

Switzerland and Australia are favorite country because

- they have similar climate to Lebanon
- Lebanon was called as Switzerland in Middle East

Holland has very good order for management

All participants belong to private sector or NGO volunteer.

### Strategy

1. Training school for tourism is necessary

Douma and Zgarta have their own school for tourism

2. Demonstrate of tourism characteristics

Why need?: Good management is necessary

Benefit: Get visitor more, get money more.

Absence of Authority and Lack of funds, lack of experts

3. Over all Long plan

Why need?: Stop the immigration and develop the economy

Benefit; The whole valley surrounding villages

Need?: Law for building and landscape conservation for develop the winter sports is necessary

4. Diversity

Benefit: Local people will get benefit

Need?: Infrastructure (roads for tourism, good asphalt roads)

Roads for jogging and walking

School for tourism is lack: necessary to put a hospitality into local people

Propose local people that tourism generate income more

Tourism will generate jobs; awareness of social is necessary

*Present Tourism in Qadisha is different from what was 20 years ago.*

5. Bring back people who immigrate to other area (both Domestic city and International)

Why need? To Activate the local tourism

Benefit: Local people and immigrated person

Need: Entertainment center, and houses for people are not enough for immigrated people.

*In winter most people immigrate from Qadisha*

6. Implementation of Site Management

Present management gives negative impact to the environment.

Everyone wants everything : Need priority, lack of management



7. Rehabilitate the tourism Catalyst

Good reception and good price

Potential problem -> Qadisha Grotto needs rehabilitation which is doing by MOT.

8. Activity and attraction development and Site management

Why Need?: To get more income, activity, and job

Beneficiaries are Jobless people:

Need: Make the people who immigrated from their area returned

*Big Immigration to cities: Lack and weakness of Bcharre, They moved to city to get jobs and money.*

Discussion 1: Site management need money. How do we deal it?

A1: We cannot charge the entrance fee if the valley will be still this. (like no toilet, kiosk etc.)

A2: Special funds to improvement the Qadisha which can be used for Qasisha valley development.

A3: Qadisha and Cedars are property of monarch patriot; They doesn't want to collect entrance fee because they say it is holy place.

A4: Youth people group established a organization to take care the cedar forest/

Q2: Implementation: Who carry out this?

Discussion on Private or public;

- If public do it, the new development will controlled improperly.
- They should establish special purpose company with good plenty fund to do:
  - ✧ (Idea horse back riding and glider)
- They should make masterplan and do it step by step
- Lack of Fund
  - (When a old participant was 10 years old, plan for masterplan development was discussed. But not implemented. )
- Good lightning and cable car;
- Sewage problem should be discussed
  - Kinds of rock will treat a sewage well
  - Skiing area: sewage water for skiing area is necessary; it is limit of development of skiing area

## Project

### Ken's explanation on Money flow in development



### Question;

- We need entertainment or information first; then we can collect money
- Implementation body; should be done by private sector: because public sector have lack of experience.
  - Needs enough fund to establish the private group.
  - BOT system will be good (authority for policy and agency for implementation)
  - Valley will be protected by the organization
- Donation is another possibility to collect the money

### Project Idea

1. Project for Cable car connect transportation between Cedar-Bcharre- Qadicha valley  
Lack of Job: 500 job opportunity will generate  
Implementation by BOT; finally will be transferred to Municipality  
Official decision of public is necessary; one of the Most important project
2. Creation of visitor center  
Like restaurant (provide sandwiches and snacks...)  
Private company will operate this

German tourist had complaint once to this (no sandwich shop!)

3. Site management
4. Horseback riding in Cedar forest
5. Para glider ground in skiing area
6. Cable car or lift for Cedar to the peak of mountain  
It can operate longer than ski: more money and tourist
7. Tourism development company  
One company should take after the whole area  
To receive the investment, concrete one body is necessary  
Central Government should enact it.  
Ex. Hospital development  
Lacking is Hotel, Restaurant, school for tourism
8. Guide for visitors, linking the pedestrian road  
To make the journey length longer and provide comfortable environment.  
Committee specialist do this issue.  
Everyone shall accept this idea
9. Lift + Telepherique should be proposed. Operation all season
10. Little kiosk to give a information and foods
11. main idea is cable car and Telepherique

### Q3 Agriculture and tourism

Juice from outside is cheaper that of our products

Factory system we don't have

Encourage the small industry

Chemical fertilizer provision on training of organic farming

Baby food factory is one potential

Tax redemption

Building permission

Many people had sent a letter to request to the Government

Memo- January 15, 2004/ Minutes of Meeting of Bcharre Focus Group

To : JICA Study Team Members

From : Interpreter/ Ms. Raghida SARROUF

Ref : Becharre Focus Group (Private and Public Sectors)

In reference to the above-mentioned subject, I would like to inform you of the minutes of the Becharre Focus Group Meeting.

**Date:** January 13, 2004

**Place and time:** Chbat Hotel, 10:00 A.M.

**Participants present:**

<b>Name</b>	<b>From</b>
Yuichiro MOTOMURA Ken KAWASAKI Takenobu SUZUKI Manuel KNIGHT Masayuki TAKAZAWA Megumi HASHISAKO Michael McVey Rosita AKL (Interpreter) Ammar ABBOUD (Facilitator )	<b>JICA StudyTeam</b>
Dr. Abou Jaoude	<b>CDR</b>
Ms. Shaza Adra	<b>MOT</b>
Mr. Mourice Rahmeh Mr. Edmond Keyrouz Mr. Anwar Fakhery	<b>Tourism Development Committee</b>
Mr. Shahine Tawk	<b>Becharre Municipality</b>
Mrs. Gilberte Chalita	<b>Hasroun Municipality</b>
Mr. Joe Rahmeh	<b>ECO CLUB (Cedars)</b>
Ms. Lina Istfen	<b>University Student</b>

The facilitator called the meeting to order at 10:00 A.M. and started his explanation of the study via powerpoint.

The attendees were impressed by the project as a whole and by the details it embodied. But, they had a few reservations, which were expressed through their interventions.

The interventions included the following points:

**First**, they refused the idea of an admission fee at the Gateway; since it will alienate the visitors but those who wish to visit the Valley will pay a certain fee. They underscored that the church owns most of the lands and they might refuse the idea of a fee.

As a respond, Mr. Manual Knight at that point commented emphasizing the necessity of creating an authority from the church, municipality, and key players to solve the problem among other problems such as:

Building a cable car according to them provides tourism all year long; but according to the Study building a cable car at the middle of the valley will deform the view and hang negative repercussions on the land and the habitat.

Once again Mr. Manual Knight intervened and said that such key issues must be studied and resolved.

**Second**, the locals mentioned that there are individual initiatives (entrepreneurship), which must be combined into a single association.

**Third**, regarding Gibran House, they requested funding from the Japanese Government through JICA Team.

As a respond Mr. Ken told them that the request should come from the chairperson to the Ministry of Tourism to the Japanese Embassy reaching the Japanese Government and that their request should be presented this week at the latest.

**Fourth**, what is missing according to Mr. Chahine Tawk and Mrs. Gilberte Chalita is setting up places for hiking and that the buses used in the park and ride system should be used by the old aged people and that the youth should walk hiking the valley.

Moreover, they all agreed that the Study covers the smallest details and they were pleased by it; but they were afraid that this study might be a clash of interests in the concerned ministries.

Finally, at the end of the meeting Mr. Michael McVey asked members of Tourism Development Committee and Becharre Municipality if they were paid. The answer was that no they were not paid, they were volunteers.

As for Mrs. Gilberte Chalita (from Hasroun Municipality) she welcomed the study; but she said that she would have preferred it was undertaken in Hasroun.

The meeting was adjourned by our facilitator Mr. Ammar at 12 noon, where he thanked the attendees for their presence.

## **APPENDIX 7**

### **Minutes of Meeting for the Donor Conference**

**MINUTES OF THE MEETING**  
**ON MARCH 8, 2004**  
**BETWEEN THE DONORS AND MUNICIPALITIES**  
**AND**  
**MOT, CDR, AND THE JICA STUDY TEAM**  
**FOR**  
**THE STUDY ON THE INTEGRATED TOURISM DEVELOPMENT PLAN**  
**REPUBLIC OF LEBANON**

**March 9, 2004**

## Opening Remarks

*Mrs. Nada Sardouk Ghandour, Director General, MOT* - The meeting to present the JICA Study Team's master plans and pre-feasibility information to the donor community and the municipalities was opened by Her Excellency, Mrs. Nada Sardouk Ghandour (Arabic). She welcomed all the participants and thanked the JICA Study Team (JST) for their efforts and CDR for their cooperation over the past nine months.

*Dr. Joseph Haimari, Advisor to the Minister, MOT* – As Master of Ceremony, Dr. Haimari thanked all the participants and discussed JICA's cooperation for regional tourism development, which has been extensive and effective over the past nine months. He particularly thanked the JST for their work to promote successful, sustainable tourism in Lebanon.

*Dr. Jaoudat Abou Jaoude, Sector Coordinator, CDR* – Dr. Abou Jaoude discussed the vision and mission of JICA. He noted that the Study on the Integrated Tourism Development Plan which is being presented today focuses on small projects in Bcharre and the Bekaa, particularly job creation, enhancement of living environments, and management plans. Through the project, the counterpart agencies, MOT and CDR, have shared knowledge and experience with JICA and developed a strong sense of international cooperation and partnership for sustainable development. Dr. Abou Jaoude mentioned JICA NET as an example of training that was implemented through the JICA Study. He said that together they are now setting the grounds for implementation of pilot projects that will benefit all of Lebanon, and that CDR and MOT are very grateful for the work that has transpired hand-in-hand since May of 2003.

## Presentations

*Mr. Yui Motomura, Team Leader, JICA Study Team* – Mr. Motomura thanked MOT and CDR, and said that without their assistance the JST could not have reached today's event.

*Dr. Tsuyoshi Hashimoto, Assistant Team Leader, JICA Study Team* – Dr. Hashimoto welcomed the participants, noting that the study is uniquely important because of its strong participatory approach, and he stressed the JST's deep appreciation for the local mayors' (presidents) leadership in that process. As the formulation phase ends, he stressed that all are hopeful that implementation will commence relatively quickly. Dr. Hashimoto presented both the study approach and implementation of regional tourism development and the development plan and projects for the Bcharre.

*Sandra Chesrown, Team Captain for the Bekaa, JICA Study Team* – Ms. Chesrown especially thanked the municipalities for well organizing the focus groups and for their participation in the master plans and project formulation. She also thanked them for their generous hospitality. She noted that two themes are consistent throughout the JICA Study: 1. look to the people and the land for guidance in sustainable tourism planning, and 2. first preserve the existing sites and then promote them to ensure their long-term protection and utilization.

~ Coffee Break ~



## Question and Answer Session

*Mr. Georges Zouain, Consultant, GAIA (formerly with the World Heritage Center, UNESCO) –* Mr. Zouain said the work was fantastic, and he believes it is the first work of such quality in Lebanon. He is currently in the process of raising funds to produce a management plan for the Qadisha Valley, and has successfully secured about \$40,000. He said that for the effort to be successful, it will be very important to utilize a consensual approach between the government and the local communities. He also noted that UNESCO is ready to participate in this effort and provide seed money for it.

*Mr. Hamid Malouf, Mayor or President of Niha –* Mr. Malouf praised the MOT and CDR for working with JICA to create this project and process involving the municipalities. He also thanked the JICA Study Team for their hard work, and hoped that the projects would be implemented. He said MOT can count on the Niha municipality's full cooperation. Niha has recently begun the following activities: strengthening their festival planning, developing an educational program in the local schools to promote ecotourism, and planning an agro production process with local fruit growers, in follow-up to the JICA Study recommendations. They are determined to succeed and they urge the cooperation of the donors and NGOs in this effort.

*Dr. Wafa Charafadine, CDR –* She thanked the JCT, and discussed CDR's on-going work with the CHUD project, wherein they have built a similar Project Implementation Unit (PIU). She said it took CDR six years to prepare for the CHUD project, which has now completing planning and design, and is in the first stage of implementation. CHUD's organizational structure could be built upon in implementing the JICA Study. She encouraged continued cooperation between MOT and CDR. She said there are three primary players: CDR/MOT as the public authorities involved in procurement of funds for infrastructure; the NGOs and private sector such as hotel developers and managers; and a mix of NGOs, municipalities, and the private sector who need to implement together. The first step has to be a PIU, and all parties need to coordinate to find funds quickly. There must be a technical unit in place to oversee funding and project approvals by the Government of Lebanon.

*Mr. Joe Kreidi, UNESCO –* He thanked the MOT/CDR and JICA for their excellent work and for always including UNESCO in the project planning, as three of the sites are on the World Heritage list. He said site management plans needs to be a priority before launching other projects, and that seed money will be available for implementation of the Qadisha Valley site management plan.

*Mrs. Nada Sardouk Ghandour, Director General, MOT –* She thanked Mr. Kreidi for his words of support, and said that the project is unique. On Sunday she will speak in Berlin, and she will discuss the JICA projects as Lebanon's very important regional planning effort. She encouraged the donors to realize how important it is recognize that, although there is sufficient infrastructure for tourism in Beirut, there is not a single hotel in the south of Lebanon. Last year tourism reached one million people, but in order for it to really succeed in Lebanon everyone has to work together and share the commitment to benefit local communities. There is tremendous competition, as tourism is booming everywhere. She thanked the Mayor of Niha, Mr. Mallouf, for his comments, and encouraged the donors and the municipalities to work with MOT/CDR on implementation.

*Mr. Ghaleb Yaghi, Mayor or President of Baalbek –* He thanked everyone on behalf of this big achievement, and said that he was very impressed with the results. Since the 1998 election, Baalbek has been very involved in developing the municipality, and they are keen to change the image to a

strong, tourism city of cultural heritage.

The municipality recently renovated the old souk (which is part of the proposed Heritage Trail), and they are working closely with CHUD to renovate the buildings on Moutran Square (adjacent to the Qala'a). The Mayor noted that one of the problems in the Bekaa is the road from Baalbek to Jbeil, which is the original Roman Road which needs improvement for tourism linkages.

*Mrs. Mona Fares, Head of the Department of Promotions, MOT* – Mrs. Fares described the JST's approach to break the large scale master plans into smaller projects costing much smaller amounts, to facilitate implementation. She noted that local capacity building is essential to implementation and is the seed for sustainability, which will later leverage other parts of the projects. She concluded that one of the primary NGOs in dealing with this issue of capacity building is Al Tilal, and their representatives are present today.

*Mr. Sabou Sakaian, Mayor or President of Aanjar* – The Mayor expressed a very big thanks to MOT/CDR and the JST for the project's success. He highlighted that Aanjar is also looking for help with excavations at the World Heritage site, which were stopped in the 1970s. He requested that DGA and UNESCO identify the existing ruins, including information about the age and the markets (part of proposed site management plan), and restore and excavate. The Mayor also requested that MOT promote tourism development between Lebanon and Syria through regional tourism planning and well trained guides. He noted that Jbeil is well visited by foreign tourists, but Aanjar is not, as it is on few of the local tour operators' itineraries.

*Dr. Joseph Haimari, MOT* – Dr. Haimari discussed the JICA Study's history. MOT and CDR began this project in 1996. Dr. Abou Jaoude and he pursued it until an agreement was signed and the project began in 2003. From the very beginning, MOT and CDR have worked strategically to be sure that this study is implemented.

Now MOT and CDR have completed Phase 1 or the creation of regional tourism master plans. Dr. Abou Jaoude and Dr. Haimari met with the JST on a weekly basis, and they are completely familiar with the creative, technical, and operational aspects of each project. MOT and CDR are now in Phase 2 – an interim phase. Phase 3 will be the operation of a Project Implementation Unit or PIU, and Phase 3 begins tomorrow. The MOT has designated space for the PIU within the Ministry, and JICA has donated the equipment from the JST. MOT is now seeking a technical expert to assist in formal organization of the PIU. During formulation of the master plans, the team "sliced" the concepts so that MOT and CDR can involve either large scale or small scale donor funds, from a variety of sources: multilateral, bilateral, municipal funds, private foundations, private sector, and NGOs.

Dr. Haimari said he knows that each of the participants are interested in the primary goal of poverty alleviation and the creation of jobs. He said MOT and CDR have researched their portfolios, and have matched slices of the project plans with funding opportunities, to meet the donors' interests. He then gave a detailed Action Plan for moving forward, following today's meeting which is the *mezze or* appetizer for the future. To quote his text:

1. "*Main Course* – As part of our Action Plan for moving forward to implementation, we have prepared a list of one-on-one potential meetings to hold in the near future with each of you, to further discuss these funding opportunities in detail. Continuing the dialogue with the municipalities and our

“local champions” in the study areas is very critical to our success. We would very much appreciate your participation in these meetings.

2. *Proposals* – We have asked our consultants, the JST, to assist the municipalities with submitting grassroots grants to JICA for seed projects. We have also prepared initial proposals for technical expert funding, and will be submitting these within the next few weeks.

3. *PIU Organizational Chart* – One of our proposals is to request assistance for organizing a PIU, and we have created an organizational chart that details each proposed staff member and associated tasks.

4. *The Future is NOW* – MOT and CDR are ready to begin, but we need your assistance. We have not given up since 1996, and we will not give up now. All of you can play a role in seeing this important study through to completion, to the creation of jobs and poverty alleviation in the Bekaa and Bcharre. Thank you all for participating today, and we will be in touch with you next week. Please join us for lunch at Trader Vics in the Geffinor Rotana.

~ Lunch ~

*List of Participants:*

*(visit and remarks by His Excellency, Dr. Ali Abdullah, the Minister of MOT with His Excellency, the Tourism Minister of Sudan)*

- Mrs. Nada Sardouk Ghandour, Director General, MOT
- Dr. Joseph Haimari, Advisor to the Minister, MOT
- Mrs. Mona Fares, Chief, Department of Tourism Development, MOT
- Ms. Lina Ghanem, Press Advisor to the Minister, MOT
- Dr. Wafa Charafaddene, Director of Funding, CDR
- Dr. Jaoudat Abou Jaoude, Architect/Sector Coordinator, Counterpart Coordinator, CDR
- Mr. Talaat Dada, Coordinator for Arab Funds, CDR
- Mr. Kamal Abbas, Coordinator for Arab Funds, CDR
- Mr. Jihed Zarkout, IDAL
- Mr. Sameh Al Barber, IDAL
- Mr. Anthony JaJa, Mayor or President, Bcharre Municipality
- Mr. Sabou Sakaian, Mayor or President, Aanjar Municipality
- Mr. Assad Zogaib, Mayor or President, Zahle Municipality
- Mr. Hamid Malouf, Mayor or President, Niha Municipality
- Mr. Ghaleb Yaghi, Mayor or President, Baalbek Municipality
- Mr. Rached Sarkis, Baalbek Municipality
- Mr. Joe Kreidi, UNESCO
- Ms. Nada Al-Nashif, UNDP
- Mr. Waleed Naar, UNDP
- Ms. A. Deleschuse, AFD (French Development Agency)
- Ms. Karen Williams, British Embassy
- Ms. Christine Bendjekian, Spanish Embassy
- Mr. Ghassan Jammous, USAID
- Ms. Nichole Machnouk, Canada Fund
- Ms. Badra Alwa, Rene Moawad Foundation
- Ms. May Zouain, GAIA Consultants
- Mr. Georges Zouain, GAIA Consultants
- Ms. Wafa Orh, SRI International (Consultants to USAID)

- Mr. Ibrahim Marzullen, Zouhal
- Ms. Maria Gouyaley, Al-Tilal IDR (NGO)
- Ms. Juliana Nujen, Al-Tilal (NGO)
- Ms. Maria Dolores Feijoo, Al-Tilal (NGO)
- Ms. Francine Neimel, Oxfam Quebec
- Ms. Catherine Roth, Country Director, Mercy Corps (NGO with USAID)
- Mr. Ghorah Barbour, Journalist

#### Japanese Side

- Mr. Faruta, Japanese Embassy, Beirut
- Mr. Nagasawa, JICA Syria
- Mr. Yui Motomura, JST
- Dr. Tsuyoshi Hashimoto, JST
- Ms. Sandra Chesrown, JST
- Mr. Ken Kawasaki, JST
- Mr. Kiyooki Takakuwa, JST
- Mr. Masayuki Suzuki, JST
- Ms. Naheda Nasr, JST

Total Participants: 45

## APPENDIX 8

### JICA-Net Activities (Pilot Capacity Building Activities)

JICA-Net is a global teleconferencing system developed by JICA. It enables JICA to provide educational resources in Japan directly to overseas target groups, as well as to exchange opinions between the target countries and Japan. The JICA Study Team was applied this system to the study with the following objectives:

- To bring understanding of the proposed projects to the stakeholders in the study areas, and
- To build capacity for the stakeholders and the implementers.

According to the proposed projects, the Study Team targeted three groups for the JICA-Net activities including:

- A) Officials of MOT and related agencies,
- B) Officials of municipalities and private syndicates in the study areas, and
- C) an NGO group.

The exhibit on the following page summarizes the objectives, the contents of the educational programs, roles, and schedules.

The NGO group, cooperating with the JICA Study Team, consists of NetCorps Lebanon, YMCA Lebanon, and Digital Opportunity Trust (DOT). This group has collaborated with MOT for PC literacy development and website development in the tourism sector in the study areas (Niha and Hasroun). The JICA Study Team has provided educational information on similar projects in Japan to the trainers (called Ambassadors), so that they can share the knowledge of best practices in the Japan's tourism sector to the Lebanon's tourism sector.

With regard to the lecturers to take part in the teleconference, the JICA Study team has involved highly experienced planners, entrepreneurs, and others at the local level of the tourism sector in Japan, who were honored by Japan's Ministry of Land, Infrastructure and Transport (MLIT) as the "*Tourism Charisma 100*." The Study Team selected similar six cases among the activities of the *Tourism Charisma 100*, translated them into Arabic, distributed to all participants as case study materials. The selected cases and reason are the following;

- 1) Yoshiharu Hoshino (Hoshino resort), advanced policy in eco-tourism;
- 2) Takashi Nakazawa (Mayor of Kusatsu Municipality), partnership, leadership of public sector;
- 3) Isao Sawa (Sawanoya Guesthouse) small-medium size guesthouse development;
- 4) Takashi Ito (Flower Land Kami-Furano) , advanced policy of agro tourism;
- 5) Junji Fukushima (President of Ecchu Yao Tourism Committee), religious tourism resources; and
- 6) Shoichi Ozawa (President of Asuke Tourism Committee), eco-tourism and leadership.

The translated materials are included in this section.

**Exhibit A.6.1: Three Target Groups for Capacity Building in the Tourism Sector, JICA Study, and MoT, DOT, JICA-NET coordination**

Target	A: Officials in MoT	B: Officials in Qaza + private sector in Qaza	C: Private sectors in Qaza
Objectives, Needs	<p>Planning methodology at National level</p> <ul style="list-style-type: none"> <li>- practical marketing method; particularly for domestic market</li> <li>- Good experiences and Best Practices</li> <li>- Financing, or private sector participation</li> </ul>	<p>Planning issues in local levels (carrying capacity evaluation, project design, scenery design, and entree control) and its coordination with community groups.</p> <p>Motivation, experiences</p>	<p>Practical information and technique in personal/group level to appeal their resource in the market.</p> <p>Motivation, incentives</p>
Education program	<p>Style: teleconference;</p> <p>Contents: presentation of tourism sector (Japan and Lebanon),</p> <p>Key speech from Japan: Domestic market development strategy (based on action plan of national survival thru. Tourism) by Dr. Okamoto, professor of Rikkyo University.</p> <p>Key speech from Lebanon: "Why Jeita got succeeded" by Dr Nabi Haddat, Jeita Grotto</p> <p>Discussion based on detail issues</p>	<p>Style: tele-seminar</p> <p>Common theme: B-1) Eco-tourism development in Japan / B-2) Coordination of the public/private participation in Municipality</p> <p>Contents: Eco-tourism development (Hoshino resort), Partnership development (Kusatsu municipality)</p> <p>Lecturer: Dr Murakami of Rikkyo Univ., B-1) Dr Minami of Picchio (Hoshino Resort), B-2) Mr Nakazawa of Kusatsu Municipality</p> <p>Group discussion; facilitated by JICA study team</p>	<p>Style: tele-seminar;</p> <p>Contents: My tourism business promotion; Analysis of small tourism promotion in Japan, and its effect, good practice, contents analysis (how to show, target, promotion info.)</p> <p>Lecturer: Dr Murakami of Rikkyo University and member of Tourism Charismas 100</p> <p>C-1: Lecturer of NetCorp</p> <p>C-2: Ambassadors of NetCorp</p>
Potential CAI development	No	Coordinated by NGO activities	Brochure making by word, website development, SWOT analysis, etc
MoT role	<p>Coordinator of teleconference</p> <p>Presentation of tourism sector in Lebanon</p>	Attendees coordination of teleconference (Qaza officials and Private in Qaza)	Facilitator and participants
NetCorp role	Observer	CAI assistance, participation on the teleseminar	Participator coordination, CAI contents
JICA Study team role	<p>Conference program development, venue</p> <p>Observer on Seminar</p>	Seminar program development, Venue, Facilitator on group discussion	Seminar program development, Observer on seminar
Synergy expected	Training program in Japan, and the study	The study and NetCorp activities	The study and NetCorp activities
Schedules	13:00-15:00, on 19th November 2003	13:00-15:00, on 26 <sup>th</sup> for B-1 and 30 <sup>th</sup> for B-2 in January 2004	<p>C-1: 13:00-15:00, on 17<sup>th</sup> November in 2003 for NGO lecturers</p> <p>C-2: on 17<sup>th</sup> February 2004 for ambassadors</p>
Venues	Berytech	Berytech	Berytech