

Republic of Lebanon
Office of the Minister of State for Administrative Reform
Center for Public Sector Projects and Studies
(C.P.S.P.S.)

REPUBLIC OF LEBANON
MINISTER OF STATE FOR PARLIAMENT AFFAIRS

NATIONAL ADMINISTRATIVE REHABILITATION
PROGRAMME
(NARP)

MINISTRY OF TOURISM

PROGRAMME 1995 - 1997

February 1995

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Planning Budget Law Programme
National Administrative Rehabilitation Programme
(NARP)

In accordance with the decision of the Council of Ministers, the Minister of State for Parliament Affairs in charge with Administrative Reform has carried out this programme with the assistance of Lebanese and international consultants. The required studies have been performed in cooperation with the Ministries and other public organizations to prepare the required planning budget for a three-year horizon 1995-1997.

The NARP objectives include : assessing the immediate needs of all the ministries and government agencies, defining priorities, estimating the necessary financing, management of the financing process from both the national budget and donors commitments and to initiate the mechanisms of follow-up on accomplishments and of updating the needs on an annual basis.

The scope of work for each ministry or public agency has covered an audit of the existing situation including organization and staffing, an assessment of the objectives and strategy, ascertaining priorities, evaluation of the immediate needs in terms of personnel, premises, equipment, computers, training and technical assistance, the projects or activities to be undertaken with consideration to those already ongoing, and cost estimates for these projects excluding commitments already included in the current national budget.

The overall responsibility for the programme , including coordination, monitoring and follow-up, lies with the Minister of State for Parliament Affairs in charge of Administrative Reform. The assessment of needs is the responsibility of the Ministries and the head of each agency in cooperation with the consultant team. In addition, the responsibility for implementing the programme is that of the ministries and public agencies. For that purpose considerable effort has been expended to ensure that the studies undertaken are responsive to the priorities of the ministries and agencies and reflect their true needs.

The action plan for implementing the programme during 1995 includes preparing the methodology and procedures for programme implementation, defining the programme responsibility structure for execution, coordination and follow-up, releasing and disbursement of budgeted amounts in coordination with the Ministry of Finance and initiation of NARP execution in accordance with the established priorities. The Minister of State for Parliament Affairs will coordinate the financing aspects with the donors and follow - up on their commitments and release of funds in accordance with the required procedures and with an agreed work plan. The Minister will also undertake periodic program reviews and will carry out during the month of December a comprehensive evaluation of the programme implementation taking into account completed, continuing, and new projects.

MINISTRY OF TOURISM

SUMMARY

The Ministry of Tourism is charged with promoting and developing the tourism sector, initiating and supervising tourism projects, encouraging the participation of the private sector, and safeguarding and upkeeping the country's picturesque sceneries, sites and resorts.

Tourism played an important role in the country's economy. It represented 20% of the gross national income in 1974, and thus constituted the largest source of earned foreign currency.

The current activities of the Ministry include partial activation of the inspection function on quality control of tourism institutions, initiation of activities leading to developing a tourism master plan, planning for short-term projects, rehabilitation of tourist offices locally and abroad, and finally, reactivation of tourists festivals and bilateral and multilateral agreements.

The Ministry lacks adequate offices which were partially damaged, office furniture and equipment, computers, communication equipment and field equipment.

The Ministry's current strategy is to encourage tourism development and increase tourism earnings, encouraging private sector investment and providing high quality tourism services.

The short-term priority projects of the Ministry include:

- Physical rehabilitation of the Ministry.
- Enhancing tourism policy making and tourism management capability.
- Supporting, strengthening and developing tourism services.
- Activating the promotion and marketing of tourism.

Minister of State for Parliamentary Affairs
National Administrative Rehabilitation
Programme
(NARP)

NARP FINANCIAL REQUIREMENTS 1995-1997

MINISTRY OF TOURISM

Ministry MOT	Breakdown by category	Year 1 (1995) USD	Year 2 (1996) USD	Year 3 (1997) USD	Total USD	Funds secured	Net amount (Gov. Budget)
GRAND TOTAL	Equipment	497,750	162,750	162,750	823,250		823,250
	Computer stations	86,000	-	-	86,000		86,000
	Training	124,200	15,750	-	139,950		139,950
	Tech. Assistance & adv.	935,000	104,000	-	1,039,000	703,000	336,000
	Total	1,642,950	282,500	162,750	2,088,200	703,000	1,385,200

Funds secured/year	703,000	703,000
Net amount/year (Gv.)	939,950	1,385,200
Premises	462,000	770,000
	154,000	154,000
	282,500	162,750

BREAKDOWN BY PROJECTS

MINISTRY OF TOURISM

Ministry MOT	Breakdown by category	Year 1 (1995) USD	Year 2 (1996) USD	Year 3 (1997) USD	Total USD
project	Equipment	9,500			9,500
MOT-4	Computer stations				-
Promotion	Training	27,000			27,000
and	Tech. Assistance & adv.	48,000			48,000
Marketing of Tourism	Total	84,500	-	-	84,500
	Premises				

Funds secured	Net amount (Gov. Budget)
	9,500
	-
	27,000
	48,000
	84,500

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NATIONAL ADMINISTRATION REHABILITATION PROGRAMME 1995 - 1997

MINISTRY OF TOURISM

1. OUTLOOK OF THE PRESENT SITUATION

1.1 MISSIONS AND ESSENTIAL FUNCTIONS

The following outlines the missions and functions of the Ministry of Tourism (MOT) as defined by law No. 21, 1966, and subsequent legal amendments.

Mission I

To organize, coordinate and monitor all professions and business enterprises dealing with, or related to, tourists and tourism. Moreover, to apply laws pertaining to tourism including hotels, restaurants, recreation facilities, and other resorts under the same jurisdiction.

Functions:

- Helping tourists by giving them all the needed information, either through touristic offices or by correspondence.
- Facilitating entrance procedures, especially at the checking points in the customs and police departments, Port of Beirut, and Beirut International Airport.
- Studying permit requests for constructing and exploiting hotel institutions, institutions designed for group tourism, restaurants, bars, night clubs, and travel agencies as well as classifying them and determining their rates.
- Studying ways and means to develop this sector and raise its standard.
- Controlling exploitation of all touristic institutions licensed by the Ministry of Tourism.
- Controlling touristic institutions' employees and touristic guides.
- The Touristic Brigade assists the Control Department in its mission.

Mission II

To plan and run publicity campaigns abroad for tourism in Lebanon.

- Participating and cooperating with touristic organizations, conferences, expositions and meetings (official and international).
- Preparing official touristic agreements and participating in the common committees that are formed for this purpose.

Developing and organizing conferences for tourism.

- Developing and organizing touristic public relations and participating in the reception of touristic groups, pilgrims and official guests.
- Encouraging and organizing tourism for locals and for foreign university students.
- Collecting data related to historical and archaeological activities and preparing the contents of publicity brochures.
- Control planning of tourism publicity.
- Establishing a library on touristic publications and information.

Mission III

To initiate tourism projects and operate them directly or indirectly while facilitating and simplifying their access procedures.

- Studying tourism projects and establishing or exploiting touristic institutions.
- Preparing artistic or tourism projects that the Directorate General wants to develop and control their execution.
- Coordinating ongoing feasibility studies.
- Supervising the exploitation of all cable cars except those for Jeita Grotto.
- Studying requests for setting up and exploiting cable cars.
- Managing touristic cable cars or commissioning others from the public or private sectors to do so.
- Supervising the exploitation of upper and lower Jeita Grotto, their maintenance, and equipping as well as servicing the cable cars.
- Insuring the security of cable cars, offering them all the help needed and receiving and investigating their complaints.
- Supplying tourists with all the needed information.

- Supporting tourism, reception and information offices in Lebanon.

Mission IV

To safeguard and upkeep the nation's picturesque sceneries, sites and resorts and enforce the application of legislation drafted to this effect.

1.2 ORGANIZATION

The Ministry of Tourism consists of six departments, organized according to Law No. 21, 1966 and subsequent legal amendments:

1. Diwan Department
 - Administration Bureau
 - Personnel and Materials Bureau
 - Legal Studies Bureau
 - Accounting Bureau.
2. Research, Studies and Registration Department
 - Research and Registration Bureau
 - Technical Studies and Implementation Bureau
 - International Relations and Conferences Bureau.
3. Tourism Promotion Department
 - Reception and Information Bureau
 - Public Relations Abroad Bureau
 - Youth and Local Groups Bureau
 - Production and Publication Bureau.
4. Touristic Provisioning Department
 - Hotels and Rest-houses Bureau
 - Restaurants and Recreation Resorts Bureau
 - Technical Support
 - Travel Agencies and Guides Bureau
5. Direct Investments Department.
 - Cable Cars Bureau
 - Rest-houses Bureau
 - Jeita Grotto Bureau.
6. Tourism Security Department
 - Supervision Bureau
 - Tourism Police.

The Ministry of Tourism has, in total, 165 established posts of which 41 are occupied.

1.3 PERSONNEL

Table 1 shows the position structure and current staffing of the Directorate General of Tourism:

Grade	Established Cadre Positions	Occupied by Cadre	Vacancies in Cadre
I	1	1	0
II	6	3	3
III	28	7	21
IV	114	28	86
V	16	2	14
TOTAL	165	41	124
Contractuals	0	80	0
Daily Workers	0	24	0

As can be seen, there are excessive vacancies in all grades that are partly covered by contractuals and daily workers. Details of this shortage in personnel are shown in Table 2.

1.4 ONGOING ACTIVITIES

Until the start of the disturbances in 1975, tourism played an important role in the Lebanese economic and social well-being. Tourism business share in the gross national income amounted to about 20% in 1974. The direct revenue to the government from tourism scored 189 million Lebanese Pounds (63 Million USD) that same year, five times the revenue from income tax.

Tourism was the largest source of earned foreign currency, and the greatest contributor to economic growth and price stability.

It is obvious that tourism is the first sector to lose grounds upon eruption of a militant conflict and the last to recover once the conflict subsides. Tourism in Lebanon has plummeted due to the seventeen years of disturbances.

However, Lebanon has maintained all its basic touristic attractions, the God-given and the man-made ones, especially the freedom of movement of individuals, money and trade. Yet, the great damage to the infrastructure and to the Ministry's revenue-earning projects crippled the Ministry. Hence, in order to perform its duties and restore its role in the Lebanese economy, the Ministry is now seeking funds to finance the rehabilitation of damaged projects and setting up new revenue-earning projects, with prospects to recover the capital investment from the potential revenue within a few years.

The current activities of the Ministry also include partial activation of the inspection and control functions over touristic institutions as well as the initiation of tourism promotion campaigns. In addition, the Ministry has initiated the following activities:

- Necessary administrative actions to free the Hamra located Ministry building from other non-related agencies.
- Assessment of rehabilitation and equipment needs.
- Review of tourism laws and regulations pertaining to the encouragement of the rehabilitation of hotels.
- Initiation of activities leading to the development of a tourism master plan in cooperation with the World Tourism Organization (WTO), CDR and the UNDP. The WTO officer in charge of the Middle East region has visited Lebanon in April 1992 and recommended that a WTO expert should visit Lebanon to prepare a diagnostic study and a broad outline of the required plan. A copy of that study was received by the Ministry in Jan. 1993.
- Planning for short-term projects including the rehabilitation of Jeita Grotto, Cedars cable cars and other secondary touristic attraction centers. Also, the cleaning of sea shores, construction of public beaches, rehabilitation of touristic offices locally and abroad, reactivation of touristic festivals such as Baalbeck festival, activation of bilateral and multilateral agreements, and finally, cooperation with regional and international organizations.
- Other support activities, including initiation of statistical data collection on tourists, hotel occupancy and visitors to historical areas; and planning of touristic services at Beirut International Airport, the classification and quality control of touristic institutions and the strengthening of tourism police and tourism marketing. Notice that the Ministry has already started its own statistical survey, without any monetary assistance from the UNDP yet. A computer center has been established for this purpose.

1.5 MAIN PROBLEMS FACED

The main problems faced by the Ministry of Tourism include:

- Contrary to the views of the Ministry, the National Emergency Recovery Program does not consider tourism as a priority sector, and therefore no immediate provisions have been budgeted for the recovery of this sector which is thought to be mainly as a private one. The Ministry, on the other hand, views tourism as a mixed sector with the revenues representing a major source of income in foreign currency to the country.
- The Ministry lacks adequate physical infrastructure of appropriate offices (damaged during the war), office furniture, office equipment, computers, communication equipment, vehicles for guests, etc. Most of the equipment and furniture have been lost.

- The tourism sector is constrained by the high costs of facilities and services (hotels, restaurants, recreational facilities,...) relative to the level of service provided. Likewise the lack of hotel capacity and the condition of the infrastructure in Lebanon (electricity, telephone, water, roads...) are not yet conducive to the promotion of tourism.
- The high airline ticketing price to Lebanon does not encourage tourism.
- The Ministry lacks skilled personnel.

2. OBJECTIVES AND PRIORITY REHABILITATION PROJECTS FOR THE NEXT 3 YEARS

2.1 EXPECTED AND PROGRAMMED TECHNICAL ASSISTANCE

A Study was performed by a French expert from the World Tourism Organization in August 1992 covering a diagnosis of the tourism sector and a broad outline of a tourism plan.

2.2 ELEMENTS OF A MEDIUM LONG-TERM STRATEGY AND OBJECTIVES

Tourism is an important source for earning foreign currency. It is also a sector that has a wide employment base (hotels, restaurants, recreational areas, etc.). Its recovery would help in contributing to the economic growth and price stability in Lebanon. Within this context, the following medium long-term strategy elements and objectives are proposed:

- Encouraging tourism development and tourism earnings subject to protecting natural resources, historical areas and places of heritage. The Ministry is considering the development of a tourism master plan and implementing interim projects pertaining to the rehabilitation of Jeita Grotto (where work has actually begun), Baalbeck, Byblos, the Cedars, and others.
- Strengthening and developing touristic services in accordance with national needs and encouraging the private sector to invest in touristic and recreation facilities in accordance with regional development plans.
- Coordinating, with the General Directorate of Urbanism, the development of policies and regulations of land use in touristic and historical areas.
- Controlling the quality of touristic services and facilities.

2.3 SHORT-TERM PRIORITY PROJECTS

Given the events of the past 18 years, the Ministry has been almost totally inactive. Its offices were damaged and taken over by others for a long time. The Ministry is in urgent need to re-equip and rehabilitate its damaged offices and rest houses at head office and at terminals and contact points, both inside Lebanon and abroad.

The Ministry's personnel, at all levels, need contact badly with the new world of tourism after such a long isolation. Personnel training, at all managerial and professional levels, must be immediately planned, financed and implemented. It is not the quantity but the quality of personnel that the ministry needs in order to requalify for receiving and satisfying the flow of tourists, once it resumes.

The following short-term priority projects are proposed to enable the Ministry to upgrade its capabilities in managing and guiding the tourism sector.

1. **Physical Rehabilitation of the Ministry:**
Rehabilitation of the general working conditions through the rehabilitation of offices in terms of physical space, office furniture and equipment, computers, communication equipment, in addition to some vehicles needed for the activities of the Ministry.
2. **Enhancing Tourism Policy- Making and Tourism Management Capability:**
Enhancing tourism policy making, and tourism management capability at national and regional levels.

This includes capability building to conceive and prepare policies, studies, master plans, programs and projects as well as the regulation of land use in touristic and historical areas in coordination with competent authorities.

3. **Supporting, Strengthening and Developing Tourism Services:**
Supporting, strengthening and developing tourism services according to national needs. This is to facilitate and encourage private sector investment in touristic and recreation facilities in line with regional development plans.
4. **Promotion and Marketing of Tourism**
Developing a program to identify touristic potentials, tourism counterparts (national: airlines, hotels, etc.; administration: urbanism, transport, etc.) and initiation of agreements, thus starting a promotional network for tourism.

2.4 TRANSITION FROM SHORT-TERM TO LONG-TERM OBJECTIVES

The contribution of priority activities to the long-term objectives may be summarized as follows:

- Physical Rehabilitation project aims at upgrading the current working environment and enabling the Ministry to carry out its priority activities in pursuit of its medium long-term objectives.
- Enhancing Policy Making and Management Capability project aims at upgrading the capabilities of the Ministry, especially Research and Studies Department, to conceive and prepare plans, policies and projects for tourism development.
- Supporting and Strengthening Tourism Services project aims at upgrading the capabilities of the Tourism Provisioning Department and encouraging stronger involvement of the private sector in tourism.
- Promotion and Marketing of Tourism project aims at enhancing the capabilities of the Tourism Promotion Department with methodological support in tourism promotion and marketing.

3. PRIORITY PROJECTS SUMMARY DESCRIPTION

3.1 Priority Project MOT-1 Physical Rehabilitation of the Ministry

Rehabilitation of offices in terms of physical space, basic office furniture and equipment, computers, communication equipment and vehicles required for current functioning of all departments of the Ministry.

This takes into account the replacement of lost and fully depreciated equipment.

Space Needs

The currently available space to the Ministry and the type of rehabilitation required are shown in Table 4. The total area available is approximately 7500m² of which 7020m² needs to be rehabilitated as London, Cairo, Baghdad and Jeddah offices have reopened lately.

The rehabilitation cost quoted in the report titled "Study of Rehabilitation of Government Buildings in Beirut and Suburbs" by the CDR amounts to USD 670,000.

The rehabilitation cost for offices outside Beirut is estimated at USD 50,000, and the one for Paris at USD 50,000.

Equipment Needs

- a. Computer Equipment: 6 PC's to be installed at the following offices for the current functioning of the Ministry. Estimated cost: USD 86,000 (see Table 5).
 - Diwan Department: 2 PC's 486/DX one for Administration and Personnel, and one for Accounting.
 - Research, Studies and Registration Department: 1 PC 486/DX.
 - Tourism Promotion Department: 1 PC 486/DX.
 - Touristic Provisioning Department: 1 PC 486/DX.
 - Direct Investments Department: 1 PC 486/DX.
- b. Office Equipment: Equipment needs include those of the Ministry's main office in addition to 11 offices, 3 in Beirut and 8 outside: 15 Typewriters (7 bilingual), 2 A3/40 cpm, 6 A3/15 cpm copiers, telephone system, 12 fax machines and 20 wireless units. Estimated cost: USD 85,250.
- c. Office Furniture: 40 wooden desks, 180 desk chairs, 6 computer desks, 6 computer chairs, 40 cupboards, 60 filing cabinets and 80 small tables. Estimated cost: 42,200.
- d. Vehicles and Field Equipment: 35 cars of various types and a stand-by generator. Estimated cost: USD 686,300.

Total Project MOT-1, Physical Rehabilitation Cost:

Total Project MOT-1, Physical Rehabilitation Cost:

Computer Equipment	86,000
Office Equipment	85,250
Office Furniture	42,200
Vehicles and Field Equipment	686,300
Total Cost USD	899,750
Building Rehabilitation Cost	770,000

The total cost is distributed over 3 years as follows.

Year 1	Year 2	Year 3
574,250	162,750	162,750

Note that the building rehabilitation cost of USD 770,000 is not part of the National Administration Rehabilitation Programme and funding should be sought from another source.

3.2 Priority Project MOT-2 Enhancing Policy Making and Management

Essential Objectives

Enhancing the tourism policy making and management capability of the Ministry in general and the Research, Studies and Registration Department in particular in terms of conceiving and preparing policies, studies and projects, and upgrading the capabilities of the tourism planning function in developing a country-wide tourism master plan in coordination with concerned agencies in the Government. This planning capability would help the Ministry focus on the tourism sector development in line with long-term objectives and strategies and would help phase such development in a systematic and economically justifiable manner.

Civil Servants Needs

This activity requires the involvement of key personnel of the Ministry and those filling key positions from within, or to be recruited, particularly those of the Research, Studies and Registration Department, Tourism Promotion Department and Touristic Provisioning Department. These include (see Table 2):

Grade II	3 Chief of Department
Grade III	17 Chief of Bureau 2 Architect 2 Civil Engineer
Grade IV	2 Draftsman

Advisors

- An international level expert in tourism policy and master planning is recommended to work with the Ministry's personnel for one year to prepare policy guidelines, methodologies, planning framework and participate in setting up workshops for training and involving local staff, so as to strengthen and build capabilities at the Ministry. Estimated cost USD 160,000.
- Short-term international consultants for project identification and implementation. Four missions over 2 years each 2 months, total 8 WM. Estimated cost: USD 128,000.

Training Needs

Administrative Training-Local: 8 trainees of Grades I and II to take a one-week public administration refresher course at NIAD (8 trainee weeks), and 29 trainees of Grade III to take a similar course (29 trainee weeks). Estimated cost: USD 16,650 (see Table 3).

Management Training-Local: 8 trainees of Grades I and II for 2 weeks in executive management course (16 trainee weeks) and 29 Grade III trainees for 2 weeks in a middle management course in modern management techniques (58 trainee weeks). Estimated cost: USD 33,300.

Technical Training-Local: 20 trainees of Grade IV on word processing (40 trainee weeks) and 20 trainees of Grades III and IV on databases and spreadsheets (40 trainee weeks). Cost USD 36,000.

Professional Training:

International: 3 trainees on tourism policy formulation and planning for 2 weeks (6 trainee weeks). Estimated cost: USD 27,000

Local workshop: 15 trainees on touristic projects management and policies implementation, monitoring and appraisal. Workshop to be conducted by the advisors in two parts, each lasting 2 weeks. The cost is included in the technical assistance provided by the advisors.

Summary of Needs for Project MOT-2

Long-term:

- International Advisor: (1 advisor, 12 WM) 160,000

Short-term:

- International Advisor (4 advisors, 8 WM) 128,000

Local Training:

- Administrative 16,650

- Management 33,300

- Technical 36,000

International Training:

- Professional 27,000

Total Cost USD

400,950

To be distributed over 2 years as follows:

Year 1	Year 2	Year 3
281,200	119,750	-

**3.3 Priority Project MOT-3
Strengthening and Developing Tourism Services**

Essential Objective

This activity aims at developing the capability of the Touristic Provisioning Department and, partially, the Direct Investments Department by supporting, strengthening and developing tourism services in accordance with national needs. It also aims at facilitating and encouraging private sector investment in touristic and recreation facilities in line with regional development plans. This activity involves analysis, studies of investments cost structure, tourism quality control and means to support the private sector. A tourism database would be needed.

This project is estimated to last for 10 months. Funding for this project has been secured by the Lebanese government (USD 308,000), the French government (USD 95,000) and the UNDP (USD 300,000), which makes a total secured sum of USD 703,000.

Civil Servants Needs

This activity requires the participation of key personnel, particularly those of the Touristic Provisioning Department. Recruitment of 26 Grade IV inspectors for tourism institutions and 19 hostesses is required.

Year 1	Year 2	Year 3
703,000	-	-

**3.4 Priority Project MOT-4
Promotion and Marketing of Tourism**

Essential Objectives

This activity is addressed in particular to the Tourism Promotion Department for upgrading the tourism marketing function through methodological support aiming at identifying tourism market potentials and market niches, defining tourism counterparts (National: airlines, hotels, etc.; Administrative: urbanism, transport, etc.; International: WTO, airlines, tour agencies,

etc.) improving promotion materials, initiating tourism agreements and setting in motion a tourism promotional network.

Civil Servants Needs

Key personnel of the Ministry and candidates filling key positions, especially those of the Tourism Promotion Department, will participate in this project.

Advisor

A short-term international tourism marketing and promotion expert (3 WM) is recommended to give methodological support to tourism promotion, improvement of tourism promotion system and materials including photographs, films, posters, pamphlets and information documentation (such services may be contracted to individuals or firms). Estimated cost: USD 48,000.

Training Needs

Local Workshop: Tourism promotion and marketing workshop is to be designed and conducted by the advisor for key personnel of the Tourism Promotion Department and other concerned personnel from the Ministry and other agencies.

International: 3 trainees on tourism marketing techniques and materials (6 trainee weeks). Estimated cost: USD 27,000.

Equipment Needs

No need for specific equipment as services may be contracted to individuals or firms. However, two audio-visual sets (camera, recorder, video tape and monitor) are needed to support the daily work and monitor quality control over tourism establishments. Estimated cost: USD 9,500.

Tourism Promotion Materials

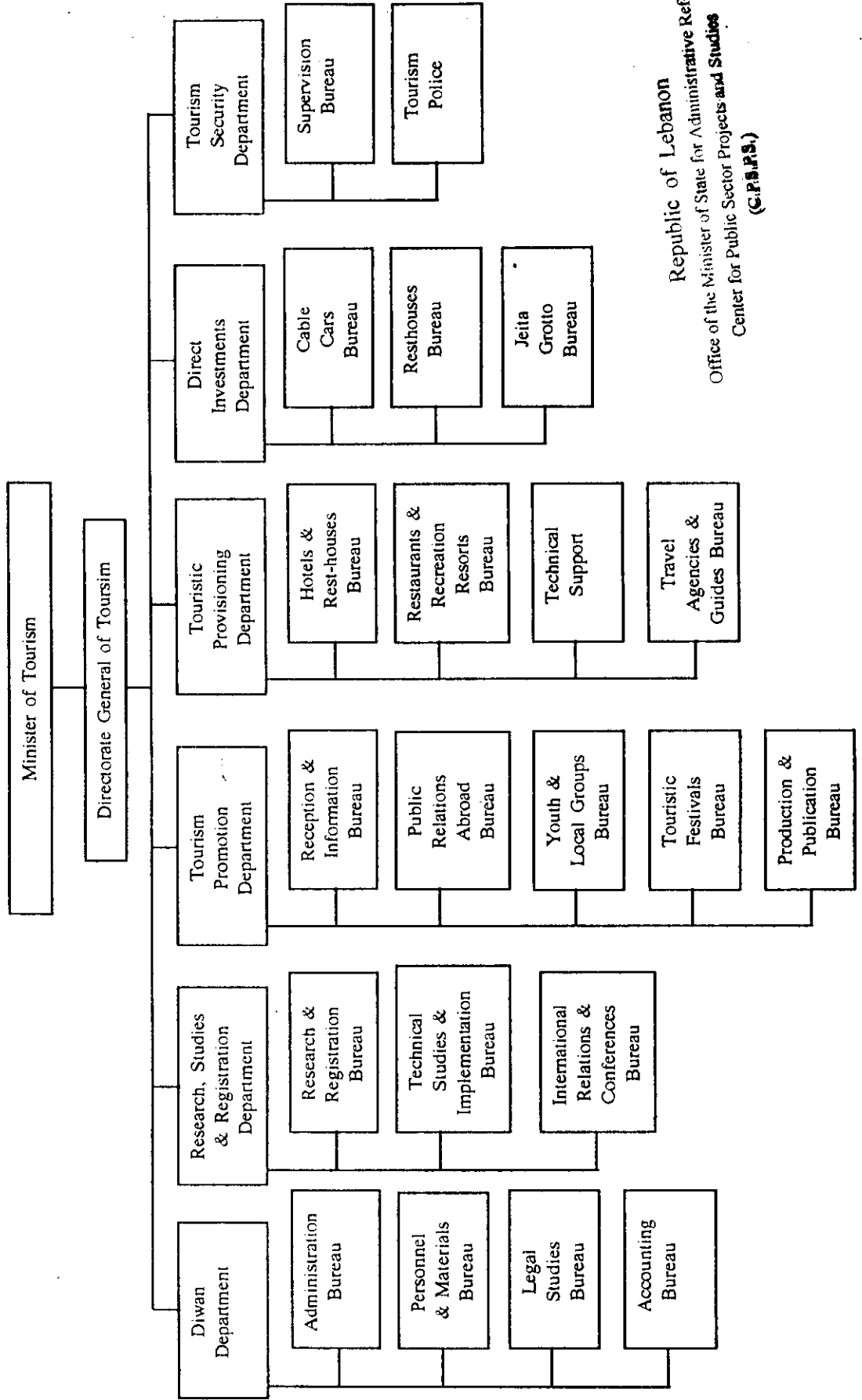
A budget for a study fund of USD 200,000 is recommended for developing promotional materials such as photographs, films, video tapes, and pamphlets, which are not accounted for in the NARP budget.

Summary of Needs for Project MOT-4

International Advisor (1 Advisor, 3WM)	48,000
International Training	27,000
Special Equipment	9,500
Total Cost USD	84,500

Year 1	Year 2	Year 3
84,500		

MINISTRY OF TOURISM



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 (C.P.S.P.S.)

TABLE 1
IMMEDIATE NEEDS FOR PERSONNEL

MINISTRY : TOURISM

GRADE	ESTABLISHED POSITIONS	TOTAL OCCUPIED	VACANT POSITIONS END 1994	THREE YEAR DISTRIBUTION		
				YEAR 1 1995	YEAR 2 1996	YEAR 3 1997
Grade I	1	1	0			
Grade II	6	3	3			
Grade III	28	7	21	10	6	5
Grade IV	114	28	86	43	23	20
Grade V	16	2	14	7	4	3
TOTAL (Cadre)	165	41	124	63	33	28
Contractuals						
Daily Workers						

**TABLE 3
TRAINING NEEDS FOR EXISTING EMPLOYEES**

MINISTRY: TOURISM

GRADE	NO. OF TRAINEES	(1) WEEKS OF TRAINING	TRAINEE WEEKS	PLACE OF TRAINING	TRAINING TOPICS	TOTAL TRAINING COST \$			THREE YEAR DISTRIBUTION		
						LOCAL TRAINING	REGIONAL TRAINING	INT'L TRAINING	YEAR 1 1995	YEAR 2 1996	YEAR 3 1997
Grades I&II	8	1	8	NIAD	Administrative Training Public Administration Refresher Course	3,600			3,600		
Grade III	29	1	29	NIAD	Public Administration Refresher Course	13,050			5,400	7,650	
Grades I & II	8	2	16	Local	Management Training Executive Management Course	7,200			7,200		
Grade III	29	2	58	Local	Modern Management Techniques	26,100			18,000	8,100	
Grades III & IV	40	2	80	Local	Computer Training Computer Operation, including Word Processing, Spreadsheets & Databases	36,000			36,000		
Grades II & III	3	2	6	Int'l	Professional Training Tourism Policy Formulation & Planning			27,000	27,000		
Grade III	3	2	6	Int'l	Tourism Marketing Techniques			27,000	27,000		
TOTAL	120					85,950	0	54,000	124,200	15,750	0
GRAND TOTAL								139,950			139,950

(1) Net training time 5 days per week, could be scheduled in accordance with numbers of trainees away from their jobs and workloads.

