Strategic Plan 2016-2020

Ministry of Tourism

Project Number: ENPI/2014/349-155

Ministry of Tourism
Technical Assistance to the Strengthening of Strategic Planning Capacities
in Selected Ministries in Lebanon
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Introduction

This Strategic Plan 2016-2020 has been prepared by the Ministry of Tourism within the framework of the project "Technical Assistance to Strengthening Strategic Planning Capacities" (Strategic Planning or SP), carried out under the patronage of the Office of the Minister of State for Administrative Reforms (OMSAR).

Beneficiaries of the project are OMSAR and the Ministries of Industry, Public Health, Social Affairs and Tourism. The project is funded by the EU and carried out by the German consultancy GFA Consulting Group GmbH.

The Strategic Planning Team (SPT) in the MOT comprises of 8 permanent staff members of different departments across the MOT. The coordination of the team work is carried out by the Head of the Research & Studies Department.

The MOT General Director has permanently monitored the progress of the SPT work. Furthermore a dedicated OMSAR staff accompanied the MOT-project team

The SPT received intensive training regarding the strategic planning process, based on the methodology and documents developed by GFA and approved by OMSAR.

After each training session a GFA-expert supported the SPT during five visits of two weeks each in order to transform the received training into concrete results.

Between the support missions of the GFA-expert, the SPT carried out the defined steps in the process of developing a strategic 5-years-plan for the MOT and finally an operational 1-year-plan for the period 2016/2017.

During the course of the entire process, the SPT conducted an intensive data collection, interviews with key personnel within the MOT, as well as internal and external stakeholders.

A SWOT and PESTEL analysis has been conducted, a vision and mission statement has been developed and general values for the MOT defined.

Two strategic goals were finally articulated for this plan period, with their corresponding specific objectives and the courses of actions.

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List of Abbreviations

EU	European Union
FDI	Foreign Direct Investment
GDP	Gross Domestic Product
IDAL	Investment Development Authority Lebanon
ITB	Internationale Turismus Börse - Berlin
MOET	Ministry of Economy and Trade
MOPH	Ministry of Public Health
MOT	Ministry of Tourism
OMSAR	Office of the Minister of State for Administrative Reform
SME	Small and Medium Enterprises
SP	Strategic Plan, strategic planning
SPT	Strategic Planning Team
SWOT	Strengths, Weaknesses, Opportunities and Threats
WTM	World Travel Market

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The Lebanese Tourism Sector

Contribution to GDP and employment

Tourism is an important and significant factor of the Lebanese economy and the country possesses excellent possibilities for further development of the tourism sector:
- wide plains and sandy beaches
- vast cultural heritage, with world famous sites such as the temples of Baalbek, Crusader Castles, Arab and Ottoman palaces, historical oriental city centers, and modern tourist resorts
- solid tradition of oriental hospitality, refined oriental cuisine and openness to the world
- climatic conditions which allow various kinds of tourism throughout the year.

Given these assets there seems no reason why Lebanon could not become a world class tourism destination

However the last 10 years (2005-2015) are characterized by a steady decline of the sector's contribution to the GDP and employment.

Tourism direct and total contribution to GDP came down from 11% resp. 29% in 2010 to 7.6% resp. 21.1% in 2014.

The negative sector development – which happened with increasing speed during the last few years - is mainly caused by the war in neighboring Syria and the ongoing instability in Iraq as well as in the entire region.

There are no recent reliable data on destinations of tourists, nor on their spending patterns, on their satisfaction or perception of the country and its tourist's products and services.
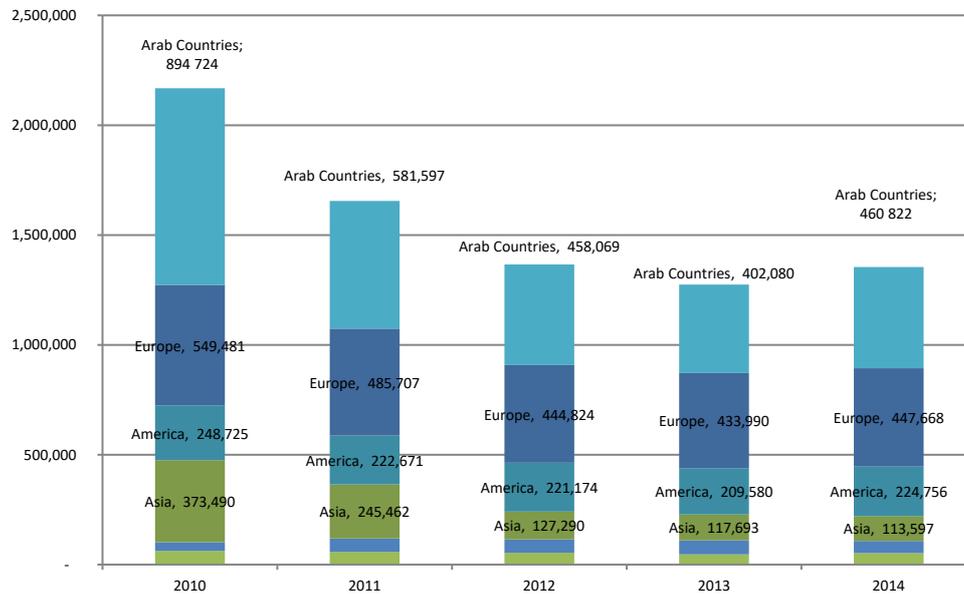
The share of leisure tourists in the total of tourism coming to Lebanon from non-Arab countries is fairly limited and business travel from all countries looks like being reduced to the necessary volume.

In the absence of reliable data, it seems that only visitors from Arab countries, primarily from the Gulf area, are coming also for leisure motives and/or a business.

Lebanese tourism has been lately additionally negatively affected by travel warnings from several Arab and non-Arab countries (i.e. Saudi Arabia, England, others countries).

Even the arrival numbers of members of the Lebanese "Diaspora" are declining.

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Visitors to Lebanon 2010 – 2014

The share of leisure tourists from non-Arab countries is fairly limited and business travel from all countries looks like being reduced to the necessary volume.

Lebanon could not compensate the cut of visitors from the Arab countries by nearly 50%.

Whereby the USD exchange rates remained stable, the Euro has dramatically lost ground against the Lebanese Pound. While visitors' numbers from Europe remained relatively stable, it may be assumed that those visitors are most probably business travelers and not tourists.

Furthermore, Lebanon is perceived as an expensive country, particular with regard to daily expenses for food and beverages.
An indicator might be the official "per diem"-rates of diplomatic personnel, being based in Lebanon and which are among the highest in the world.

The direct and total contribution of Travel & Tourism to employment declined as well from 9.2% resp. 23.3% in 2010 to 7.4% resp. 20.3 % in 2014.

Qualified Lebanese sector employees are more and more emigrating, while they are replaced by unqualified and/or less qualified employees.
This development is further enforced by a crowding out effect through the presence of refugees, willing to work for less than the official minimum salary.

There are no specific incentives for tourism related FDIs in place.

Furthermore, the process of establishing a tourism enterprise is perceived as complex, time consuming and often as overly bureaucratic.

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The Ministry of Tourism

The Role of the Ministry of Tourism

The Ministry of Tourism, as the official tourism body for Lebanon, is entrusted with the following tasks:

1. Promotion & Marketing :
2. Regulating, coordinating, and monitoring tourism professions:
3. Regulating, coordinating, and monitoring private companies and associations working in the tourism sector:
4. Promoting and executing tourism investment projects; facilitating and simplifying rules and requirements related to these projects; and applying laws and regulations related to tourism and tourism enterprises:
5. Developing archaeological and historical sites and museums for tourism purposes

With regard to the fulfillment of these tasks the following may be observed:

Tourism promotion:

> The marketing & communication strategy has been revised and re-oriented, focusing on major source markets, i.e. Middle East, Lebanon Diaspora and domestic tourism.
> Furthermore, the sub-strategy "Rural Tourism" has been successfully launched in 2015, with the aim to strengthen micro participants and SMEs in the sector, as well as creating sustainable income and employment in those geographical fragile areas.
>
> Significant financial means are made available and concentrated on target group dedicated marketing campaigns, i.e. TV (MBC, CNN, EuroSport), billboard (UAE), key trade fair exhibitions (ITB, WTM, etc.) as well as revision and reprint of collateral material in cooperation with international renowned communication & advertizing agencies and media houses such as Saatchi and the Gulf-based MBC
>
> Festivals & events are evenly & substantially sponsored as they are indispensable elements of Lebanon's international image of a cultural rich and diverse destination.

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Regulating, coordinating, and monitoring tourism professions:

This task is not carried out through organizing formation sessions for the tour guides and life guards. As for the cooperation with educational and training bodies, it is limited.

Regulating, coordinating, and monitoring private companies and associations working in the tourism sector:

This task is carried out well, and by doing so the Ministry ensures a certain standard quality of tourism establishments. However the task requires a large part of the energy and manpower of the Ministry. Tourism establishments are being controlled by three government bodies (MOT, MOPH, and MOET) and there is little coordination between them. A joint approach must be set to define the requirements the establishments have to meet.

Promoting and executing tourism investment projects:

Facilitating and simplifying rules and requirements related to these projects; and applying laws and regulations related to tourism and tourism enterprises: the task is being carried out, but there is room for improvement in the implementation of this task. The Ministry has effectively launched a project called Rural Tourism.

Developing archaeological and historical sites and museums for tourism purposes:

This task has hardly been carried out. The department concerned within the MOT is a one person Department and the employee concerned is bound by regulations from the Ministry of Culture.

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Financial management:

Due to presence of Generality Accounting Law issued from 1963 which defines the assets of the state budget preparation, implementation and the management of public funds deposited in the treasury, MOT lacks transparent, coherent and well organized budget. This makes restriction to allocate funds to projects, studies and services which affects negatively performance.
As all other Government agencies, MOT works on the basis of the 2005 budget, which is "written on" year by year.
Departmental allocations are unclear however budget is distributed among the different activities.

In general, the budget is around LBP 29.9 billion resp. USD 19.9 million, whereby 74% are invested into promotional activities, including the operational cost of the Paris based Lebanon Tourism Office. The remaining 25% are running operational cost such as salaries, etc.

Human capital and work force:

Recruitment of staff is governed by the Central Service Board and is beyond real control of the Ministry. The recruitment processes are felt to be burdensome, both by the employers and employees. The outcome of recruitment procedures and the period they take are not always predictable.
Although the employees are qualified, they are lacking sufficient professional sector experience, IT- and language skills. There is ample room for extensive focused training programs in all these areas. The Ministry carries out training programs but these programs should be extended and intensified.

Technology:

While the entire private part of the sector is highly computerized and working at a high level of contemporary Information and Communication Technology, the public sector is largely limping behind and development seems slow.
Since some months the existing paper based documentary is currently under digitalization. This is a first step to create a common intra-ministerial database and transition towards a new and contemporary level of workflow.
The working environment of the employees of the MOT leaves much to be desired, especially with regard to equipment, from furniture to IT. Many of the employees are not accustomed to working in a computerized environment. There is however willingness to follow training programs and these are increasingly offered.

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CONCLUSION:

The analysis of the current situation of the Ministry of Tourism leads to two Strategic Goals:

1. The technological situation has to be improved, already installed technology has to be finally implemented and put to use (i.e. physical intranet).
Existing hardware, software and data management should be assessed and modernized and MOT staff should be trained wherever necessary.

2. The role and tasks of the Ministry of Tourism should be re-evaluated.
Out of the five core tasks, the promotional activities have to be considered as a strong and dedicated point, whereby other tasks, i.e. the regulatory tasks receive abundant attention, which leaves ample room for improvement.

   Particular in the light of declining numbers of tourists and an aging tourism infrastructure on the one side, i.e. hotels, attractions, etc. and new market participants resp. fast growing market sectors on the other side, i.e. cruise lines, low cost airlines, a new initiative to attract foreign direct investments (FDI) should be launched.
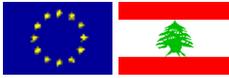
The long-term focus should be on a reorganization of the MOT with the aim to reconsider the core tasks that really belong to a Tourism Ministry and tasks that may be ended or shifted to other public or even private organizations.

There currently two more OMSAR/EU-projects independently ongoing within the MOT:
- Simplification of workflows and processes
- Human Resources

Both projects are to be considered as a 100% supplement to the "Strategic Planning"-project.

Within the scope of these projects, there will be data collection and analysis, which can and should be directly used for accomplishing the two defined Strategic Goals. Particularly, the "Workflow Simplification"-project will deliver valuable information, in order to define the future IT-system infrastructure, the data base management and other procedures and processes.

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MISSION STATEMENT

The Ministry of Tourism works for the development of the tourism sector and promotes Lebanon as a world class destination

VISION STATEMENT

Having an advanced and sustainable tourism sector, with the capacity for further development and increasing its contribution to the Lebanese economy

VALUE STATEMENT

The Ministry adopts the following values for its organization:

1- **Spirit of development and initiative**
   The ministry welcomes and encourages initiatives of her employees and her stakeholders in realizing its vision

2- **Transparency and accountability**
   Governmental activities and expenditure are public. The Ministry publishes the results so that the public may ascertain their efficiency and effectivity.

3- **Quality of performance**
   The Ministry applies objective criteria as given by the applicable laws and regulations. It aspires to carry out its work swiftly and correctly when dealing with the tourist sector and its stakeholders

4- **Service orientation**
   The Ministry considers itself an agency delivering services to the tourist sector and the citizens

5- **Respect and participation**
   We will respect the opinion of our stakeholders their rights and wishes and take them into account in designing our policies

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In order to realize these organizational values we will adopt the following

Values for our Individual Behavior

6- **Team work**

We will work as a team and stimulate group responsibility; we will exchange information and support each other in the implementation of our tasks

7- **Credibility, transparency, and accountability**

We will apply honesty and openness in our work with citizens, accepting individual and collective responsibility for all activities and publish their results in a transparent manner

8- **Respect**

We will respect our colleagues, their values and their beliefs and take them into account in our behavior

9- **Equality**

We will treat everyone in the same way and on the basis of the same principles and criteria

10- **Performance of employees**

We will strive for a good performance of our employees in terms of accuracy and speed in handling work procedures, and not divulge private matters, **including respecting being ONTIME.**

11- **Permanent development of employees**

We will continually improve skills and professional knowledge of our employees

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Proposal of 2 Strategic Goals in order of priority and achievability:

1. **MOT uses ICT in a professional way in its work processes and in its data management**

   - The MOT is currently modernizing its data base management in selected departments.
   - Based on that running project, the MOT should up-grade its entire ICT-infrastructure, including software, hardware and network installations (if not already in place), as well as its standards and procedures
   - Existing infrastructure should be put in use, i.e. making the physical existing intranet operational, analyzing work flows and processes, adapting them to contemporary needs, shifting step-by-step from paper based procedures to "e-procedures", in order to increase transparency and simplify work flows.
   - This process should go hand-in-hand with qualification of MOT-staff, wherever needed.
   - The modernization of the ICT-structure within the MOT will go "hand-in-hand" with the running projects "Simplification of work flows and work processes" and "HR".
   - Furthermore, the to be developed ITC-Strategy will greatly profit of the findings, analysis and results of the other two projects, i.e. inventories of existing instruments, network, hardware and software as well as evaluations of MOT-staff to use existing and future installations.
   - The defined "Specific objectives" and their related "Courses of Actions", including the broken down single actions are iterative and scalable. They are designed in a logical and chronological order. Priorities may shift in the course of project progress.
   - Given the limited capacity available, MOT should get the support by OMSAR in the implementation of this strategic goal.

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(Proposal of 2 Strategic Goals in order of priority and achievability: continuation)

2.   MOT has a Foreign Direct Investment (FDI)-Strategy defined and in place

- In as much as the role of destination promotion is very well covered, the communication and promotion strategy should also focus on revitalization the tasks of investment promotions
- Lebanon is potentially a world class destination with all necessary "ingredients", i.e. all year around climate, divers landscapes, rich culture, tourism tradition
- Since the glorified "golden years" of tourism, the tourism infrastructure has remained on the same level and is aging and vanishing constantly
- In order to remain competitive with regard to other countries, i.e. Turkey and the UAE, Lebanon is in need of foreign direct investments.
- New opportunities are existing, i.e. cruise line sector expansion, low cost airlines, and should be capitalized, through providing an investor's friendly climate
- Internet based market participants with new business models, i.e. Airbnb, are threatening the existing hotel infrastructure. Particularly the private and unofficial sector will profit of these structures and opportunities.
- The MOT should study best practices in other countries and develop a FDI-master plan
- Despite many internal obstacles establishing such a strategy, including the corresponding structures, i.e. administrational complexity, there seems to be no other mid- to long-term alternative
- IDAL provides facilitation of FDI in Lebanon. In order to facilitate the cooperation between MOT and IDAL, a dedicated FDI unit within MOT should be established.
- In addition to the large-scale projects supported by IDAL, more attention may be given to the possibilities of middle- and small-scale investments in the tourism sector.

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Strategic Goal 1:

Strategic Goals	Specific Objectives	Courses of Actions	==> This may comprise but not be limited to the following Actions
Strategic Goal 1: MOT uses ICT in a professional way in its work processes and in its data management			
	1.1	**Securing the assistance of OMSAR in the improvement of the IT practice of MOT**	
		1.1	- Requesting the assistance of OMSAR in improving the IT function in MOT
		1.2	- Reaching an agreement with OMSAR about the goals of the assistance, its size and scheduling
	1.2	**Establishment of a qualified ICT Unit**	
		1.2.1	Getting approval for the establishment of a qualified ICT unit in MOT
			· definition of the mandate/tasks of the ICT Unit
			· defining the positioning of the ICT Unit in the MOT organization
			· drafting job descriptions for key staff
			· consultations with CSB, etc
			· getting approval for the unit
		1.2.2	Putting the ICT unit in place
			· Recruitment of qualified staff for the unit
			· securing the budget for the ICT unit
		1.2.3	Addressing hardware, network & software needs
			· inventory of needed hardware, network technology & specialized software for MOT
			· securing the budgets
			· carry out the procurement procedures
			· training the staff in the use of the software
	1.3	**Qualification of MOT staff improved**	
		1.3.1	Organizing basic qualification of MOT staff
			· inventory of MoT staff IT qualifications
			· organizing courses of MOT staff where needed (including budget, trainers, etc.
	1.4	**Adoption of ICT procedures and standards**	
		1.4.1	Definition of SOP and guidelines regarding ICT
			· inventory of current ICT procedures and standards (hard ware, software, use)
			· evaluation of existing systems in other Ministries, i.e. Ministry of Industry
			· drafting of SOP (Standard Operating Procedures) and guidelines with regard to personal usage, social media,
		1.4.2	Introduction and monitoring of adherence of SOP and guidelines w,r,t ICT
			· After approval of the SOP, organize introduction meetings on SOP for MOT staff
			· Check on adherence of MOT staff to the SOP periodically
			· identification of work processes
			· analysising current current work processes
			· designing simplified work processes
			· introduction of approved simplified work processes
	1.5	**Adoption of an encompassing MOT data structure**	
		1.5.1	Inventory of needs and potentials
			· inventory of current data and data needs
			· inventory of possibilities of gathering data through MOT working procedures (permits, etc)
			· establish SOP for data gathering, management and analysis (also involvement of external agencies such as
			· define the needs for specific data management software (data bases)
			· inventoried current staff potential for data management, otherwise draft job descriptions for hiring externally
			· if necessary, drafting job descriptions for data management staff
			· evaluation of workflow processes and eventually adoption to IT-SOP
		1.5.2	Introduction of data management
			· consultations with the CSB for approval
			· securing the necessary budget
			· recruiting the staff
			· procurement of the software (TOR, tender procedure, installation, training of users etc.)

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Strategic Goal 2:

Strategic Goals	Specific Objectives	Courses of Actions	==> This may comprise but not be limited to the following Actions
Strategic Goal 2: MOT has a Foreign Direct Investment (FDI)-Strategy defined and in place			
	2.1	**FDI promotion team has been established**	
		2.1.1	Getting approval for the establishment of a FDI-Unit in MOT
			· definition of the mandate/tasks of the FDI Unit
			· defining the positioning of the FDI Unit in the MOT organization
			· drafting job descriptions for key staff, i.e. composition of economists, legal experts, architects, etc.
			· consultations with CSB, etc.
			· getting approval for the FDI Unit / establishment of an independant FDI Promotion Agency
		2.1.2	Putting the FDI Unit in place
			· eventually recruitment of qualified staff and/or internal repositioning
		2.1.3	Addressing FDI Unit special material needs, i.e. hardware, specialized software, i.e. AutoCad, Project Management, etc.
			· securing the FDI Unit budget, i.e. for promotional material, external studies, business trips, etc.
			· list of special material, etc.
	2.2	**Actual FDI situation has been analyzed**	
		2.2.1	Necessary data collection to be conducted
			· data collection with relevant governmental agencies
			· data collection with sector associations, i.e. hotels
			· best practice benchmarking & studies
			· analysis of current legal framework, i.e. investment legal procedures
			· analysis of sector related investment incentives
			· analysis of sector related actual legal entity establishment processes, i.e. process complexity, timing, etc.
	2.3	**FDI promotion preconditions have been defined**	
		2.3.1	Definition of necessary legal framework to stimulate FDI
			· proposal of variation of existing investment related laws, i.e. acceleration & simplification of legal entity establishment
			· proposal of necessary tax & custom duty adoptions
			· proposal of profit repatriation, etc.
		2.3.2	Definition of economical/financial FDI incentives
			· proposal of tax reductions, special financing instruments, i.e. low interest rates, governmental securities,
			· governmental support with regard to human capital, i.e. subventions of social security charges, training cost support,
		2.3.3.	Definition of special FDI areas
			· developing an urban planning and indicating preferred areas with special FDI incentives
		2.3.4	Getting approval
	2.4	**FDI Strategy definition**	
		2.4.1	Definition of target countries & groups, i.e. Middle East, industries, i.e. hotels, airlines, cruise lines, attractions, etc.
			·
		2.4.2	Definition of launch campaign
			· defining the content and timeline of a communication campaign, i.e. TV, print, social media, road shows, etc.
			· establishment of a (MoT) one-stop-shop for FDIs / eventually establishment of an independent agency
			· securing the necessary budget

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Strategic Goal 1 ➔ with Key Performance Indicators (KPI)

Strategic Goals	Specific Objectives	Courses of Actions	==> This may comprise but not be limited to the following Actions	Key Performance Indicators (KPI)		
				Baseline value: 0 no professional ICT use & data management	Target: 1 data management in place professional ICT-use	Source of verification:
Strategic Goal 1: MOT uses ICT in a professional way in its work processes and in its data management						
	1.1		Securing the assistance of OMSAR in the improvement of the IT practice of MOT	0 = no	2	documentation
		1.1	- Requesting the assistance of OMSAR in improving the IT function in MOT		official request & ToR	documentation
		1.2	- Reaching an agreement with OMSAR about the goals of the assistance, its size and scheduling		ToRs signed	documentation
	1.2		Establishment of a qualified ICT Unit	0 =none	11	documentation
		1.2.1	Getting approval for the establishment of a qualified ICT unit in MOT	0 = none	5	documentation
			· definition of the mandate/tasks of the ICT Unit		defined and implemented	documentation
			· defining the positioning of the ICT Unit in the MOT organization		orga chart adopted	documentation
			· drafting job descriptions for key staff		job descriptions approved	documentation
			· consultations with CSB, etc		CSB consultations done	documentation
			· getting approval for the unit		official approval received	documentation
		1.2.2	Putting the ICT unit in place	0 = no	2	documentation
			· Recruitment of qualified staff for the unit	no ICT staff	ICT staff recruited	documentation
			· securing the budget for the ICT unit	no budget	budget in place	documentation
		1.2.3	Addressing hardware, network & software needs	0 = no	4	documentation
			· inventory of needed hardware, network technology & specialized software for MOT		inventory carried out	documentation
			· securing the budgets		budget defined & approved	documentation
			· carry out the procurement procedures		procurements done	documentation
			· training the staff in the use of the software		training courses completed	documentation
	1.3		Qualification of MOT staff improved	0 = no	2	documentation
		1.3.1	Organizing basic qualification of MOT staff	0 = no	2	documentation
			· inventory of MoT staff IT qualifications		all MoT staff assessed	documentation
			· organizing courses of MOT staff where needed (including budget, trainers, etc.		courses completed	documentation
	1.4		Adoption of ICT procedures and standards	0 = no	5	documentation
		1.4.1	Definition of SOP and guidelines regarding ICT	0 = no	3	documentation
			· inventory of current ICT procedures and standards (hard ware, software, use)		documentation done	documentation
			· evaluation of existing systems in other Ministries, i.e. Ministry of Industry		benchmark done	documentation
			· drafting of SOP (Standard Operating Procedures) and guidelines with regard to personal usage, social media,		SOPs written & completed	documentation
		1.4.2	Introduction and monitoring of adherence of SOP and guidelines w,r,t ICT	0 = no	6	documentation
			· After approval of the SOP, organize introduction meetings on SOP for MOT staff		intro meetings done	documentation
			· Check on adherence of MOT staff to the SOP periodically		regular checks conducted	documentation
			· identification of work processes		all work processes analysed	documentation
			· analysising current current work processes		all work processes analysed	documentation
			· designing simplified work processes		simplified	documentation
			· introduction of approved simplified work processes			documentation
	1.5		Adoption of an encompassing MOT data structure	0 = no	11	documentation
		1.5.1	Inventory of needs and potentials	0 = no	7	documentation
			· inventory of current data and data needs		conducted	documentation
			· inventory of possibilities of gathering data through MOT working procedures (permits, etc)		analysed	documentation
			· establish SOP for data gathering, management and analysis (also involvement of external agencies such as		SOPs written & completed	documentation
			· define the needs for specific data management software (data bases)		ToRs in place	documentation
			· inventoried current staff potential for data management, otherwise draft job descriptions for hiring externally		staff capabilities inventoried	documentation
			· if necessary, drafting job descriptions for data management staff		drafted	documentation
			· evaluation of workflow processes and eventually adoption to IT-SOP		evaluated	documentation
		1.5.2	Introduction of data management	0 = no	4	documentation
			· consultations with the CSB for approval		CSB consultations completed	documentation
			· securing the necessary budget		budget has been defined & approved	documentation
			· recruiting the staff		completed	documentation
			· procurement of the software (TOR, tender procedure, installation, training of users etc.)		orders launched	documentation

Strategic Goal 2 ➔ with Key Performance Indicators (KPI)

Strategic Goals	Specific Objectives	Courses of Actions	==> This may comprise but not be limited to the following Actions		Key Performance Indicators (KPI)	
				Baseline value:	Target:	Source of verification:
Strategic Goal 2: MOT has a Foreign Direct Investment (FDI)-Strategy defined and in place				1 = no FDI Strategy	1 – strategy in place	documentation
				0 = no	8	documentation
	2.1		FDI promotion team has been established			
		2.1.1	Getting approval for the establishment of a FDI-Unit in MOT	0 = no	5	documentation
			definition of the mandate/tasks of the FDI Unit		mandate/tasks defined	documentation
			defining the positioning of the FDI Unit in the MOT organization		orga chart adapted	documentation
			drafting job descriptions for key staff, i.e. composition of economists, legal experts, architects, etc.		job descriptions drafted	documentation
			consultations with CSB, etc.		CSB consultations conducted	documentation
			getting approval for the FDI Unit / establishment of an independant FDI Promotion Agency		approval received	documentation
		2.1.2	Putting the FDI Unit in place	0 = no	1	documentation
			eventually recruitment of qualified staff and/or internal repositioning		recruitment done	documentation
						documentation
		2.1.3	Addressing FDI Unit special material needs, i.e. hardware, specialized software, i.e. AutoCad, Project Management, etc.	0 = no	2	documentation
			securing the FDI Unit budget, i.e. for promotional material, external studies, business trips, etc.		budget defined & approved	documentation
			list of special material, etc.		promotional instruments defined	documentation
	2.2		Actual FDI situation has been analyzed	0 = no	6	documentation
		2.2.1	Necessary data collection to be conducted	0 = no	6	documentation
			data collection with relevant governmental agencies		cross departmental data collection in place	documentation
			data collection with sector associations, i.e. hotels		data collection structured and ongoing	documentation
			best practice benchmarking & studies		5 benchmark studies conducted	documentation
			analysis of current legal framework, i.e. investment legal procedures		related laws benchmarked	documentation
			analysis of sector related investment incentives		related incentives benchmarked	documentation
			analysis of sector related actual legal entity establishment processes, i.e. process complexity, timing, etc.		study conducted	documentation
						documentation
	2.3		FDI promotion preconditions have been defined	0 = no	7	documentation
		2.3.1	Definition of necessary legal framework to stimulate FDI	0 = no	3	documentation
			proposal of variation of existing investment related laws, i.e. acceleration & simplification of legal entity establishment		new law initiatives formulated	documentation
			proposal of necessary tax & custom duty adoptions		new regulations proposed	documentation
			proposal of profit repatriation, etc.		if necessary, proposal formulated	documentation
		2.3.2	Definition of economical/financial FDI incentives	0 = no	2	documentation
			proposal of tax reductions, special financing instruments, i.e. low interest rates, governmental securities,		if necessary, proposal formulated	documentation
			governmental support with regard to human capital, i.e. subventions of social security charges, training cost support,		if necessary, proposal formulated	documentation
		2.3.3.	Definition of special FDI areas	0 = no	1	documentation
			developing an urban planning and indicating preferred areas with special FDI incentives		urban planning 1. draft conducted	documentation
		2.3.4	Getting approval	0 = no	1	documentation
	2.4		FDI Strategy definition	0 = no	4	documentation
		2.4.1	Definition of target countries & groups, i.e. Middle East, industries, i.e. hotels, airlines, cruise lines, attractions, etc.	0 = no	1	documentation
					target countries identified	documentation
		2.4.2	Definition of launch campaign	0 = no	3	documentation
			defining the content and timeline of a communication campaign, i.e. TV, print, social media, road shows, etc.		communication strategy approved	documentation
			establishment of a (MoT) one-stop-shop for FDIs / eventually establishment of an independent agency		one-stop-shop established	documentation
			securing the necessary budget		budget approved	documentation
						documentation

The cost of the Strategic Plan

Strategic Goal 1

- The "Specific Goals" and the related "Courses of Actions" can be achieved internally and will require in-house manpower.
- There might be specialized studies to be carried out, which are beyond the scope of in-house available know-how, i.e. network, hardware and software related studies. This especially applies as long as the dedicated ICT unit is not in place. In that case external service providers have to be contracted, either through funding by donors, i.e. EU, etc., or directly on the Lebanese market. Related cost cannot be estimated at that stage.
- The cost for to be purchased hardware and software has to be defined and specified and cannot be estimated at this stage of the project.
- The same applies for eventually to be recruited staff, in case of intra ministerial re-positioning is not possible
- Training cost can be minimized by train-the-trainer concepts. Details to be defined at a later stage of the project's progress.

Strategic Goal 2

- There will be no cost beside internal manpower during the first phases of the project.
- The project of this strategic goal can be started with a small research & study in-house team, in order to evaluate the feasibility of the entire project.
- Milestones should be defined at the early phases of the project, i.e. evaluation of the total timing, internal & external complexity to overcome, etc.
- Cost will only occur after all approvals have been received, the unit has been established and staff has been recruited.
- The cost of such a unit and the operational budget needed cannot be estimated right now. Research should be carried out in the possibility of financing of such a unit by the Ministry and the private sector together

Ministry of Tourism

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Full Report – 1st Draft

SWOT ANALYSIS – Ministry of Tourism

Strength:

Institutional structure	• The ministry's location in Hamra area and the presence of queries offices in the regions (Office 11) • Strong and active marketing & communication department
Work Procedures	• Revised marketing & communication strategy through focusing on major source markets, i.e. Middle East, Lebanon Diaspora, domestic tourism • Concentration of substantial financial investments on target group dedicated marketing campaigns, i.e. TV, billboard, key trade fair exhibitions as well as revision and reprint of collateral material • Ongoing support and sponsorship of major cultural events on all levels Successful launch of "Rural Tourism"-strategy in order to strengthen sector micro participants and SMEs, creating sustainable income and employment • Integration & Participation & Follow-up on activities of international organizations (World Tourism Organization-Arab Ministerial Council)
Human Resources	• Staff qualification
Technology	• Modernization of paper based documentations through digitalization. First step to create a common intra-ministerial database.
Legislative framework	• Extensive legal framework related to tourism

(SWOT ANALYSIS – Ministry of Tourism –continued)

Weaknesses:

Institutional structure	- Existing positions on the organizational chart have to be trained - Organizational chart and workflow has to be adapted to new roles and new tasks - Insufficient budget - Lack of computerized and centralized data storage systems and procedures (currently under construction through digitalization) - External interventions and by-passing of set procedures and structures - MOT related revenues are 100% absorbed by the MoF and no re-distribution to MOT
Work Procedures	- Advanced files for licenses or control are incomplete, delaying its completion - The absence of modern statistical programs - Workflow as well as internal and external communication paper-based rather than electronic - No systematic & structured inter-departmental communication
Human Resources	Shortage of staff in some/few departments
Technology	- Lagging behind of IT qualifications of staff - Lagging behind of software and equipment, - Lack of standards and procedures - Lack of continuity in the ministry's website due to the change of governments - Unavailability of customers transactions in electronic form (for licenses)
Legislative framework	- Laws, regulations, decisions to give license and control over tourism enterprises need to be updated - Ambiguous & unclear laws and legal procedures

(SWOT ANALYSIS – Ministry of Tourism –continued)

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Opportunities:

Institutional structure	
Work Procedures	- Cooperation with the tourist syndicates is a fundamental step for cooperation with the private sector - Cooperation with the Ministry of State for Administrative Reform to simplify the procedures for transactions - Strategic planning under way
Human Resources	- Take advantage of international experts (UNWTO-EU…) - Take advantage of all the proposed courses from outside the ministry

(SWOT ANALYSIS – Ministry of Tourism –continued)

Threats:

Work Procedures	- Lack of planning processes - Lack of budget controlling - Entanglement in authority with third parties in the public sectors - Threats affecting the inspectors by the defendants
Human Resources	- Lack of professional training & professional sector experience: - Languages - IT - Sector experience
Technology	Incomplete use and institutionalisation of IT (standards, software, organisation and qualifications of staff)

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PESTEL - Analysis

The column +/-   gives the assessment whether the issue or development is an opportunity (+) or a threat (-) or neutral (=)

The column I   gives the degree of importance for the organization is given (1 is less important, 2 medium importance, 3 very important

I	-/+	**Political Environment**
3	-	Political instability characterized by frequent changes of governments
3	-	Instable overall regional security situation combined with travel warnings of foreign state ministries affects negatively Lebanon's external image and thus tourists' arrivals
2	-	The lack of a comprehensive strategic plan for successive governments leads the sector to draw their own plan
2	-	Financial and economic policies (austerity), budget freeze on governmental bodies
2	-	Permanent delay of projects' implementation due to lacking budget based funding and necessary (additional) workforce
2	-	Tax policy affects festivals and tourism activities

I	-/+	**Economic Environment**
2	+	Provision of domestic low interest rates loans leads to support & promotion of tourism projects
2	+	Advertising and promotional campaigns
3	+	The importance of the banking sector and banking secrecy attracting FDIs in all sectors, incl. tourism
3	+	Currency stability (and economic growth) despite the unstable conditions
2	-	Ongoing price increases for goods & services going hand in hand with declining purchasing power lead to declining (domestic & international) tourists' spending patterns
3	-	Low salaries and compensation leading to decreased staff productivity
2	-	Relatively restricted market access for new competitor in

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		the airline sector leads to artificially high demand and high consumer prices on air transportation
2	-	Limited airport capacity
2	-	Very high BEY-airport tax increases air transportation prices

I	**-/+**	**Social/Cultural Environment**
2	+	Multiethnic society with different religions, cultures and languages
2	+	Lebanese cuisine and the hospitality spirit
3	+	High potential for short nature breaks in combination with business trips, particularly for clients/visitors from the Gulf countries
2	-	Refugees' presence rises the unemployment rate and increases the pressure on the society as well as the political sector

I	**-/+**	**Technology environment**
2	+	Electronic booking options via internet portals facilitating and attracting a greater number of tourists
1	-	Lack of touristic technical field equipment in touristic sites
2	-	Lack of modern and organized public transport results in less touristic attractiveness
2	-	Quality & cost of mobile communication

I	**-/+**	**Legal Environment**
2	+	Presence of mandatory insurances for some tourist enterprises (ski centers, swimming pools...)
1	+	Tourism agreement are based on international laws
3	-	Lack of modern laws to encourage domestic investments and FDIs
2	-	Presence of obstacles to investors in completing their legal documents
3	-	Presence of outdated laws that do not take into account modern progress and the delay in the adoption of law

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		(public accounting law, the existence of innovative institutions without decrees ....)
2	-	Lack of electronic visa applications and delivery

I	**-/+**	**Natural Environment**
3	+	Positive & mild all year climate conditions and broad diversity of landscape
3	+	Presence of touristic natural elements encourage different patterns of tourism
2	=	Law on the Prevention of smoking and its impact (negative or positive) on tourism organizations
2	-	Climate change factors (deforestation)
3	-	Existence of large areas of environmental pollution