

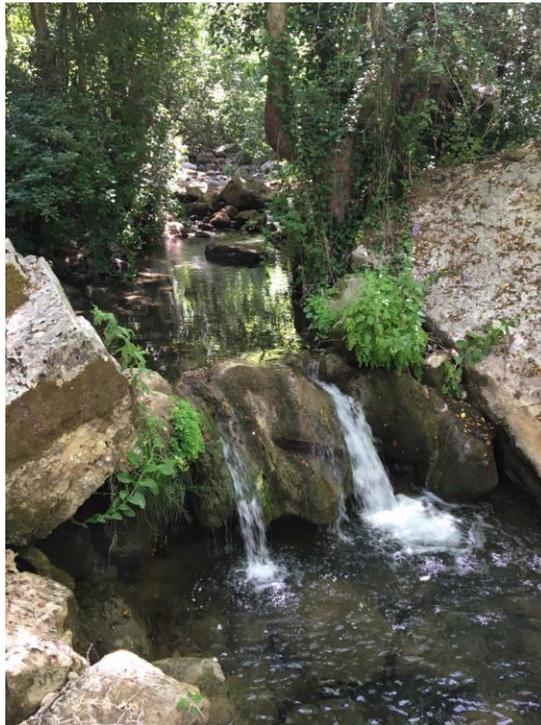


Conducting MINARET Value Chain Mapping & Identifying Project-Specific Stakeholder Capacity Building Needs

Under the Framework of

MENA Region Initiative as a model of NEXUS Approach and Renewable Energy Technologies

(MINARET)



Jdeidet El Shouf, Lebanon

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Prepared by

Al-Shouf Cedar Society with technical support from MORES s.a.r.l.



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List of Acronyms

ACS	Al-Shouf Cedar Society
EBML	Establishment of the water of Beirut and Mount Lebanon
EU	European Union
FAO	Food and Agriculture Organization
FMCS	Federation of Shouf Es-Souayjani Municipalities
GP	Green Plan
IUCN	International Union for Conservation of Nature
LARI	Lebanese Agricultural Research Institute
LRA	Litani River Authority
MENA	Middle East and North Africa
MINARET	MENA Region Initiative as a model of NEXUS Approach and Renewable Energy Technologies
MoA	Ministry of Agriculture
MoE	Ministry of Environment
MoEW	Ministry of Energy and Water
MoPH	Ministry of Public Health
MORES	Management Of Resources and Environmental Solutions
NA	Not Available
NGO	Non-Governmental organization
NWSS	National Water Sector Strategy
USD	US Dollars
WB	World Bank
WWTP	Waste Water Treatment Plant



km	kilometer
km ²	squared kilometer
kW	kilo Watts
\$	US Dollars



1 Introduction

1.1 Background

The MINARET project (MENA Region Initiative as a model of NEXUS Approach and Renewable Energy Technologies) offers a framework of a regional strategy that aims at assisting the local authorities, municipalities, private sectors and civil society in: 1) achieving sustainable development; 2) facing the challenges posed by the fast population growth, scarcity of energy and water resources and regional instability; and 3) combatting poverty, unemployment and the growing demand for energy, water and food. The MINARET addresses sustainable development through the NEXUS approach that consists of creating balance between energy, water and food, and by managing these resources in an integrated way, essential for human wellbeing. It is being implemented in Lebanon, Jordan and Tunisia.

In Lebanon, the town of Jdeidet El Shouf was selected for the implementation of the MINARET project. It is located in the Shouf District, Mount Lebanon Governorate (**Figure 1-1**) and is a member of the Federation of Shouf Es-Souayjani Municipalities (FCSM). Jdeidet El Shouf constitutes a residential, commercial and activity hub for the whole Shouf Caza, as it hosts several businesses, companies and banks, as well as schools, health care centers and apartments for rent and sale. Permanent residents from other areas are attracted to this region for various reasons, including the availability of infrastructure and various services and easements on loans for investments and buying apartments.

As part of the MINARET, assessment studies covering Renewable Energy, Energy Efficiency, Water, Agriculture, Socio-economy, Stakeholder Mapping and Gender were conducted in each of the Project countries. These studies constituted situational baselines that allowed the identification of assets, capacities, potentials and needs related to the aforementioned sectors in the selected areas, and allowed the proposition of Energy-Water-Food Nexus projects that contribute to socio-economic development. The projects for Jdeidet El Shouf were selected using a participatory approach that involved the key stakeholders identified in the stakeholder analysis report; they are described in the following section.

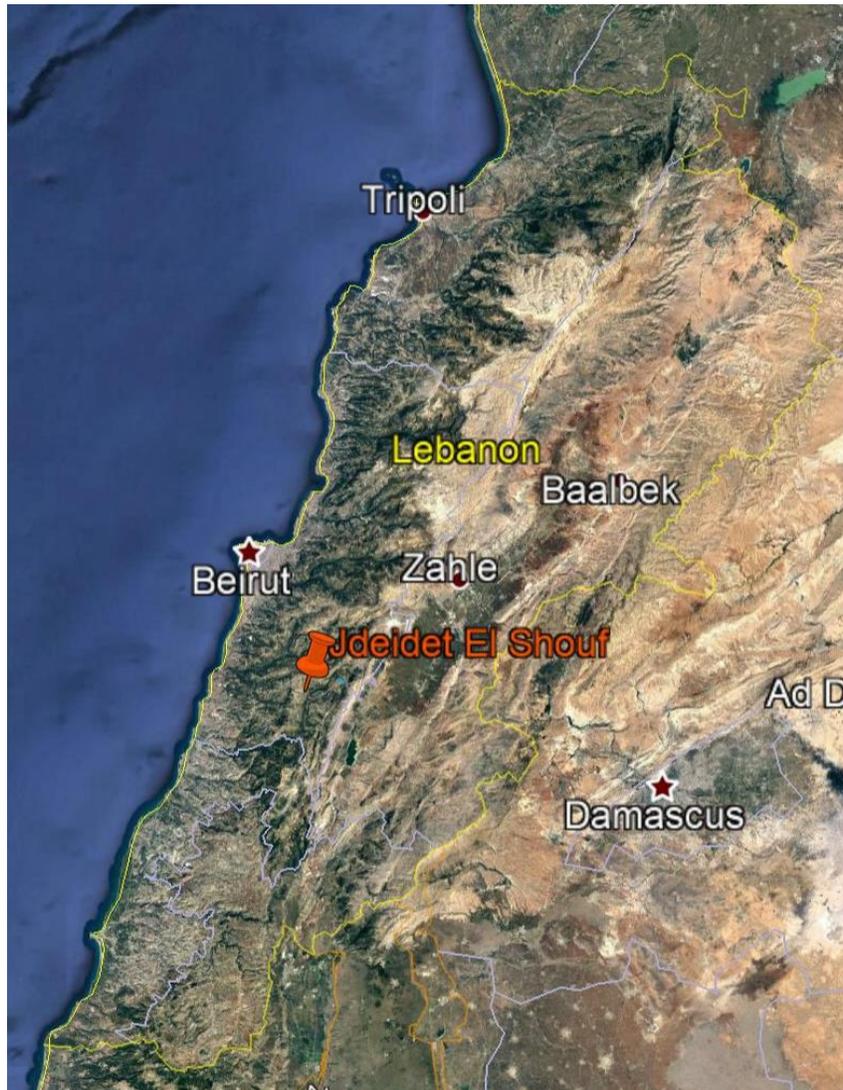


Figure 1-1 Satellite Imagery Showing the Location of Jdeidet El Shouf in Lebanon (Google Earth, 2019)

1.2 Selected Projects in Jdeidet El Shouf

1.2.1 Water Pilot Project

Historically, agriculture in Jdeidet El Shouf constituted a major source of income to the population. However, several factors contributed to the regression of the sector, which has become to most of the farmers and land owners a self-sufficiency practice.

Under the framework of the MINARET, and based on the Energy-Water-Food Nexus approach, a water pilot project was selected with the main objective to provide sustainable water supply for irrigation, using



renewable energies, and to revive agriculture near the Barouk River in Jdeidet El Shouf.

The existence of agricultural infrastructure (such as the old terraces, old dams and irrigation canals along the river) and the willingness of local stakeholders, (municipality, NGOs, land owners and farmers) were main criteria for the selection of the project, which consists of two parts:

1. Upper Area: where the existing channels and micro-dam along the river need rehabilitation, and existing canals need to be interconnected. The dam and canal system would transfer the water by gravity to agricultural areas.
2. Lower Area: an irrigation water storage that includes reservoirs in individual agricultural plots and an irrigation system would be installed to serve individual farms. The project also includes the installation of a photovoltaic (PV)-powered pumping system that transfers river water to the installed reservoirs.

The revival of agriculture in Jdeidet El Shouf, by ensuring sustainable water resources and their supply using energy efficient techniques, would lead to socio-economic development through the provision of a second source of income for the population from the sale of agricultural products, and the potential agri-tourism activities that are expected to develop. The agri-tourism sector is expected to develop in the area due to the village's location near the buffer zone of the Shouf Biosphere Reserve (SBR), as well as the location of its agricultural areas along the riverbank of the Barouk river, neighboring a rich riparian habitat that is considered an added value to ecotourism in the Shouf ~~area~~.

1.2.2 Socio-Economic Project: Solar Farm and Revolving Fund

Jdeidet El Shouf, like most areas in Lebanon, suffers from shortage in power supplied by the national electricity company, Electricité Du Liban, resulting in frequent power cuts that can last more than 6 hours per day. During these cuts, power is supplied by private suppliers, using private diesel generators. The Jdeidet El Shouf-Baqata Women Association, an active women association, is one of the power suppliers; servicing certain districts within the town.

The selected socio-economic project consists of establishing a 40 kW solar farm to be managed by the Jdeidet El Shouf-Baqata Women Association as to supplement the currently used diesel generator that the association operates. This intervention, in addition to being an environment friendly alternative that



reduces CO₂ and pollutant emissions, would reduce the dependency of power supply in the area on imported fossil fuel (diesel), and allow the generation of savings from diesel cost reduction, currently estimated at \$2,000 per month. The power generated by the farm would be sold to subscribers for a fee. The solar farm is expected to provide consistent savings for more than 20 years, after which the efficiency of the solar panels is expected to decrease by at least 20%.

The generated savings would be used as part of a revolving fund for the community, under the management of the Women Organization, to support individuals and entities wishing to invest Water-Energy-Food (WEF) Nexus initiatives. In addition, excess funds could be used to invest in expanding the solar farm with the aim of transitioning the electricity providing services to 100% renewable energy.

1.3 Project Objectives

The “Value Chain Mapping & Identifying Project Specific Stakeholder Capacity Building Needs”, further referred to as “the project”, aims at ensuring that the proposed water pilot project will have a “real and tangible” impact on the local community through its two main components:

1. Value Chain Mapping and product definition for Pilot Projects resulting in Detailed Project Documents, focusing specifically on product(s) definition and development.
2. Stakeholder Engagement & Project-specific Capacity Building Plan: mapping with stakeholders their roles, responsibilities, current capacities and needed capacities to be built through MINARET Project that will enable them to successfully perform their role

1.4 Report Structure

This report presents the results of the “Value Chain Mapping & Identifying Project Specific Stakeholder Capacity Building Needs” project; it consists of the following sections:

- Chapter 1: Introduction, current chapter
- Chapter 2: Approach and Methodology
- Chapter 3: The Project in Jdeidet El Chouf
- Chapter 4: Project Specific Capacity Building Needs
- Chapter 5: Conclusion

2 Approach and Methodology

2.1 Stakeholder Validation

The project team based their work on available studies conducted under the framework of the MINARET project, mainly the Stakeholder Analysis Report which identified and mapped stakeholders involved in the Water-Energy-Food Nexus in Jdeidet El Shouf as well as on a regional and national levels. The list was then amended and developed based on the meetings, interviews and workshops conducted as part of this project and to include potential players in sectors expected to grow as a result of the MINARET project such as the agri-tourism sector. The resulting list is presented in **Table 2-1**.

Table 2-1 List of Stakeholders Involved in the Project

Stakeholder Group	Stakeholders	Level
Local population and Community	Farmers	Local
	Land Owners	Local
	Residents of Jdeidet El Shouf	Local
	Popular committees – Jdeidet El Shouf/Baqaata	Local
NGOs	Jdeidet El Shouf - Baqaata Women Organization	Local
	LANA Youth Organization	Local
	Shouf Biosphere reserve (SBR)//Al-Shouf Cedar Society (ACS)	Regional
	Green Orient	Regional
	Traders Association of Jdeidet El Shouf-Baqaata	Local
	Other Active NGOs	Local/ Regional/ National
Local Authorities	Municipality of Jdeidet El Shouf	Local
	Neighboring Municipalities	Local
	Federation of Shouf –Es-Souaijany Municipalities	Regional
National and Regional Authorities	MoA – LARI Baaqline	Regional
	MoA – Center for Agriculture Guidance (Deir El Kamar)	Regional
	MoA – Forest Center - Beiteddine	Regional
	MoA – Green Plan	National
	MoEW- Establishment of The Water of Beirut and Mount Lebanon (EBML)	Regional
	MoEW – Electricite Du Liban (EDL)	National
	MoEW – Lebanese Center for Energy Conservation (LCEC)	National

Stakeholder Group	Stakeholders	Level
	Investment Development Authority of Lebanon (IDAL)	National
	Ministry of Tourism - Higher Commission for tourismmanagement	National
	Ministry of Finance (MoF)	National
	Ministry of Economy and Trade (MoET)	National
Private Sector	Restaurant Owners	Local
	Guesthouse/Bed and Breakfast Owners	Local
	Tourism Agencies	Local/National/Regional
	Private Renewable Energy Technologies Providers	Local /National/ Regional
	Other Private Service Providers	Local /National/ Regional
	Banks	Local/National/ Regional
Funding Institutions	Economic and Social Fund for Development	National
Academia	Schools, Universities and Other Educational Institutions	Local /National/ Regional
Media	TV stations, newspapers, magazines, websites, social media pages	Local /National/ Regional
International Organizations /International Donors	United Nations Development Program (UNDP)	International
	Food and Agriculture Organization of the UN (FAO)	International
	International Donors	International

2.2 Stakeholder Engagement and Project Design

The project team conducted a baseline assessment of Jdeidet El Shouf’s potentials and assets for agricultural development, with the aim to reduce production cost, increase the potential and opportunities for income generation, reduce environmental footprint and ensure sustainability. The results of the assessment, which included stakeholder consultations, revealed the existence of: (i) a great potential for adopting the concept of agro-ecology (described in the following sections), which can be invigorated through the rehabilitation of agricultural land and infrastructure, capacity building and technical guidance and (ii) potential tourist attraction destinations including historical, traditional and cultural sites in Jdeidet El Shouf. It was concluded that agri-tourism, which is the combination of sustainable agricultural practices using the adopted Energy-Water-Food Nexus model with the tourism component built around it and highlighting potential attraction destinations could be the most suitable “product” for Jdeidet El Shouf that would meet the aforementioned objectives.



During the assessment, development and design phases of this project, the team adopted a participatory approach involving stakeholders in all stages of the project cycle and ensuring common understanding of the NEXUS approach, and of equal opportunities for the various groups (societal, gender, etc.). The team wanted to ensure that educated decisions are being taken and that plans are developed based on common-knowledge of equal opportunities. Accordingly, the team introduced the concepts of sustainable agriculture and tourism to stakeholders in the early stages of the project through workshops and meeting.

Stakeholders, mainly those directly affected by the project, were consulted and involved in decision making including among others the selection of the “product”, including activities, agricultural practices and technologies, and main tourism destinations; in addition to the identification of stakeholders’ potential roles and capacity building needs. The adoption of such an approach is essential to ensure ownership of the project by the local community, and therefore its sustainability.

The team built on their knowledge of Jdeidet El Shouf’s community specificities, such as its composition, needs, tensions, strengths and existing networks between the various stakeholders to ensure everyone felt implicated in the project. During the first stakeholder workshop, an anonymous note was distributed to the participants to assess whether they felt implicated in the discussion and free to express themselves, and their opinion and concerns on discussed subjects were tackled and addressed during the workshop. In addition, the note included a number of questions that aimed at collecting information about participants such as their age, level of education, farming activities, opinion on presented topics, such as agro-ecology and agri-tourism in Jdeidet El Shouf. The note also inquired on whether the respondents thought other stakeholders should be included in the project. The analysis of the data collected through the notes revealed stakeholders’ willingness for participation and commitment and, their understanding of the project objectives as a whole. Moreover, the team made sure to contact stakeholders who could not attend the workshops, to ensure their opinions are voiced and accounted for.

Special care was given to ensure gender mainstreaming during the execution of project tasks, mainly equal involvement of genders in the various stages of the project cycle, reflected in the active involvement of women and men in the workshops and meetings and in decision making.

Stakeholder Engagement was conducted through a series of interviews, one to one meetings, telephone conversations and stakeholder workshops to achieve the following objectives, among others:



1. Inform stakeholders about the MINARET project and the current project;
2. Inform stakeholders about the principles of sustainable agriculture and tourism;
3. Complement available data needed for the development of the project;
4. Identify Jdeidet El Shouf’s potentials and assets in the Water-Energy-Food Nexus and its application in to agricultural development and agro-tourism;
5. Assess the community’s willingness to adopt proposed projects;
6. Identify available capacities and capacity building needs; and
7. Develop a project design.

The work of experts and the fruitful conversations and discussions held during the stakeholder consultations resulted in the selection and elaboration of an agriculture and agri-tourism plan for Jdeidet El Chouf that is presented in the following chapters.

Table 2-2 lists the consultations held as part of the project, and **Table 2-3** summarizes the objectives and results of the stakeholder workshops.

Table 2-2 List of Stakeholder Consultations

Date	Stakeholders Met
March 8	Potential Farmers of Jdeidet El Shouf (list provided by municipality)- one to one meetings
March 9- March 11	Potential Farmers of Jdeidet El Shouf (list provided by municipality)- phone conversations
March 14	MoA – Forest Center in Beiteddine(Civil and Guard center)
March 14	LANA Youth organization Jdeidet El Shouf - Baqaata Women Organization
March 14	Green Orient
March 14	MoA - LARI
March 14	Mayor Hicham Fatyri and municipality members
March 14	Wissam Abou Daher (MoA)



Table 2-3 Summary of Stakeholder Workshops

#	Objectives	Results	Notes
1 st Workshop	<ol style="list-style-type: none"> 1. Introduce stakeholders to each other 2. Brief participants on the MINARET project and the results of the assessments conducted under its framework 3. Introduce stakeholders to the principles of agro-ecology and agri-tourism 4. Discuss Jdeidet El Shouf's potentials in agritourism, 5. Propose activities and projects related to agritourism, 6. Discuss and set criteria for prioritization of projects. 	<p>The criteria agreed on for the selection of projects is the following:</p> <ol style="list-style-type: none"> 1. Land area 2. Private/public sectors (private sectors have more potential) 3. Economic value and benefit 4. Compatibility with environmental standards 5. Harmony with the neighboring area 6. Providing employment 7. Abiding by NEXUS standards 8. Practicability and feasibility 9. Ability to be implemented 10. Usage of local sustainable resources 11. Potential impact 12. Legal, environmental, sustainable, beneficial 	<p>Discussions between participants revealed their interest in adopting eco-friendly and sustainable agricultural practices that do not rely heavily of chemical fertilizers and pesticides, and in developing agri-tourism in the area</p>
2 nd Workshop	<ol style="list-style-type: none"> 1. Introduce the experts to the donors and MINARET PMU 2. Prioritize projects based on selected criteria of the first workshop 3. Introduce stakeholders to project planning, including the project cycle, and elements of project design 	<p>The proposed projects were:</p> <ol style="list-style-type: none"> 1. Building a botanical trail along the river side 2. Manufacturing of agricultural products 3. Organizing Fruit picking festivals 4. Establishing agricultural cooperatives 5. Providing animals (donkeys, mules) for transporting the crops form the field 6. Establishing a pilot farm 	<p>Obstacles that farmers are facing:</p> <ol style="list-style-type: none"> 1. Stealing of crops 2. High cost of implementation of the suggested projects 3. Difficulty in marketing the products 4. Water scarcity 5. Difficulty in land accessibility <p>Suggested solutions:</p> <ol style="list-style-type: none"> 1. Stregthening tourism in Jdeideh



#	Objectives	Results	Notes
	4. Propose projects for implementation in Jdeidet El Shouf	7. Abiding by ago-ecology principles 8. Starting a center for recycling agricultural wastes (composting) 9. Installation water tanks for irrigation	2. Enhancing Souk El Ghalli in the coming years 3. Founding agricultural cooperatives or a farmers' association
3 rd workshop	1. Discussion and development of agriculture rehabilitation project 2. Discussion and development of an agri-tourism plan 3. Identification of stakeholders potential roles 4. Identification of project-specific capacity building needs	1. New agricultural practices were chosen for the development of agricultural land which include the rehabilitation of old stonewall terraces, the use of multi-cropping and agro-ecology, the establishment of a composting unit, the establishment of a unit to manage the project	Discussions held during the meeting revealed an improved awareness among stakeholders of the principles of agro-ecology, agritourism and sustainable development.
4 th workshop	1. Finalization of Project Designs 2. Equitable activity and revenue 3. Finalize detailed project designs including roles and responsibilities of stakeholders for each task 4. Generate a detailed scope of work for each stakeholder to clarify their roles and prevent overlapping of responsibilities 5. Generate organizational charts showing hierarchy in the authorities attributed to each stakeholder	1. The development of an agri-tourism plan for Jdeidet El Shouf based on the available assets, and the proposition of potential future developments that would be part of the project 2. The proposition of a management unit allowing equitable chances to stakeholders 3. Identification of capacity building needs based on the chosen projects 4. establishing a municipal committee which supports the creation of an agricultural cooperative in the village. Its role is management and implementation where ACS here acts as the DMO.	



Photo 2-1 First Stakeholder Workshop



Photo 2-2 Internal Meetings with Experts

Photo 2-3 Third Stakeholder Workshop



Photo 2-4 One to One Meetings and Field Visits



3 The MINARET Project in Jdeidet El Shouf

3.1 Complementarity Between the Water Pilot and Socio-Economic Projects

As mentioned in the previous sections of the report, the main objective of the water pilot project in Jdeidet El Shouf is to revive agriculture through the provision of a sustainable water source for irrigation, using renewable energies and energy independent conveying systems (gravity). However, in addition to the rehabilitation of the existing dam and canals and the installation of pumping, storage, conveyance and irrigation systems, agricultural development in the area requires the restoration of old terraces and the adoption of sustainable agricultural practices that increase the production at low cost, with minimal environmental disturbance. Thus, the water pilot project would contribute to water and food security in Jdeidet El Shouf.

On the other hand, the partial replacement of power generation from fossil fuels by photo-voltaic power to cover power shortages reduces the dependence of the town on imported fossil fuels, and decreases the cost of energy production, thus contributing to energy security in Jdeidet El Shouf.

Moreover, and with the aim to support socio-economic development, the savings from fuel costs would be used to create a revolving fund that would provide relaxed loans to individuals and institutions who want to invest in eco-friendly projects, including agricultural rehabilitation and production, and would therefore present an incentive for the farmers and local population to invest in sustainable technologies such as:

- a) the purchase of solar water heaters, solar panels, energy efficient light bulbs;
- b) the rehabilitation of agricultural land including terrace restoration, implementation of sustainable agriculture and agro-ecology, establishment of composting units, agro-food production and packaging, sustainable farming;
- c) rainwater harvesting technologies;
- d) other related activities, such as agro-tourism (detailed in the following sections).

The provision of these loans would be conditioned on pre-determined standards, specific for each type of investment, to ensure the promotion of sustainability and that the funded projects would fall under and/or contribute to the WEF Nexus and the MINARET project objectives. The projects would therefore



result in:

- a) reduced energy production cost;
- b) reduced water production and transmission cost;
- c) increased access and affordability of renewable energy technologies;
- d) increased access to eco-friendly and sustainable activities;
- e) increased potential for income generation;
- f) reduced environmental footprint; and
- g) sustainability.

Since Jdeidet El Shouf is a growing hub for business in the Shouf (with about 350 businesses in the area), and since women have taken leading roles in power supply, which is being further enhanced by this project, and in the dissemination and promotion of the MINARET project and related activities, it is foreseen that the revolving fund will provide equal opportunities to women and men to start new businesses or expand existing ones. In fact, the establishment of the revolving fund is expected to encourage entrepreneurship and support the community by creating new jobs related to the WEF nexus sectors, including a sustainable agricultural sector, thereby providing new primary and secondary sources of income for the locals. For example, additional income could be generated from the sale of agricultural produce and foodstuffs, and activities that would emerge from the revival of the sector. Moreover, in case the funds were used to purchase renewable energy technologies, the household's or institutional expenditure on energy would be reduced, resulting in savings in the energy bill.

Considering the above, the project would lead the town of Jdeidet El Shouf towards achieving sustainable development goals of the UN that aim at "achieving a better and sustainable future for all". In fact, the MINARET project being based on the WEF Nexus, which is promoting gender equality and mainstreaming, women and youth empowerment and sustainable technologies, and more specifically, the proposed projects for Jdeidet El Shouf, including the water pilot project, solar power station (PV) and the proposed revolving fund would contribute to:

- alleviating poverty by providing new sources of income, reducing unemployment and creating opportunities for economic development;
- empowering women through the inclusion of women in decision making throughout the different stages of the project and the provision of new opportunities in project management (such as the solar power station), and jobs related to food production and packaging, quality control and agro-



tourism);

- making available affordable and clean energy; and
- initiating sustainable economic growth (creation of green, eco-friendly jobs) and sustainable consumption and production (adoption of agro-ecology) among others.

The discussions on revival of agriculture in the valley of Jdeidet El Shouf, next to the existing riparian habitat on the riverbank of the Barouk River with its unique landscape, in addition to the cultural and historical assets in the village, and the fact that the MINARET project is the first of its kind in the area, a direct application of the Energy-Water-Food Nexus where rational water use, renewable energy, and healthy food production are adopted revealed the opportunity for the development of agri-tourism. The location, topography, and ecosystems present in the area are considered an added value to existing ecotourism in the Shouf Biosphere Reserve. Agri-tourism, which would be based on the sustainable practices promoted under this project, if well managed, can become a flagship of sustainable development.

The value chain mapping presented in this chapter helps identify the key activities recognized during the rounds of meetings with the local stakeholders while analyzing the strategic planning of agri-tourism in Jdeidet El Shouf valley, where the project will be implemented, and clarify the benefits of potential projects and their competitive advantage.

3.2 Revival of the Agricultural Sector¹

The project area is characterized by a Mediterranean climate, with hot dry summers, cool to cold wet winters, and recurrent extreme events, such as drought and heat waves. Throughout the millennia, Mediterranean ecosystems and their inhabitants developed adaptation strategies to cope with water scarcity and environmental risks. However, a combination of factors including ecological, socio-economic and cultural modifications has increased the vulnerability of Mediterranean socio-ecosystems, which is the case of Jdeidet El Shouf. In order to mitigate the adverse impact of ecosystem degradation, and improve the resilience of these natural systems and the local communities, a number of activities, including rehabilitation practices and organizational measures ought to be implemented as follows:

1. Restoration of stonewall terraces;

¹ Parts of this section are extracted from the guidelines developed by Al-Shouf Cedar Society and MORES in 2018: "Stonewall Terrace Restoration Guidelines", Al-Shouf Cedar Society & MORES, MoA/FAO, 2018



2. Adaptation of agro-ecology;
3. Provision of a market for the agricultural products;
4. Provision of financing mechanisms;
5. Establishment of auxiliary facilities (such as a central composting unit)
6. Establishment of an organizational/ management structure

The above measures summarized in the following sections are described in more details in **Appendix C**.

3.2.1 Stone Wall Terrace Restoration

The restoration of stonewall terraces and installation of water distribution and irrigation systems would provide the necessary infrastructure for agriculture development. The MINARET project through the “water pilot project in Jdeidet El Shouf is providing agricultural lands with a sustainable water source using renewable energies, as well as a reliable conveying system and storage system. Drip irrigation ought to be installed in individual plots to ensure a water saving and sustainable technology is used in the area.

The restoration of stonewall terraces, and adopting sustainable agricultural practices will create new job opportunities and provide products of high quality, resulting in several socioeconomic benefits to the community.

3.2.2 Agro-ecology

Agroecology is a sustainable agricultural practice that “centers on food production that makes the best use of nature’s goods and services while not damaging these resources” and works in harmony with local ecosystems. It consists of combining multiple varieties of plant production with animal husbandry, allowing the recycling and reuse farm wastes, and minimizing the need for chemical fertilizers and pesticides based on the symbiosis between crops. Diversification of crop production could be done temporarily (crop rotation) and spatially planting different kinds of companion crop and integrating animal production with plant production. The animals will help in reducing the volume of the biomass, feeding on grass and weed, and produce foodstuffs.

The discussions held during the workshops and interviews showed an interest among stakeholders in adopting this farming technology, mainly as it: (i) allows diversification of the products (multiple crops and animal products), therefore reducing seasonal related risks; and (ii) permits the production of healthier foodstuffs.



3.2.3 Marketing of Agricultural Products/ Farmers' Market

To back up agriculture practices and to make agriculture production more profitable, farmers ought to find better markets for their products and to by-pass middle-men who make most of the profit without sharing the risks of farming. One of the potential solutions is the creation of farmers' markets.

Supporting farmers' markets in the villages and small towns, will come with direct benefit to the small holder village farmers. In fact, on one hand these markets allow the direct sale of products from producers to consumers, thus by-passing middle-men, on the other hand, they allow consumers to acquire better quality food and to know their producers. Hence, farmers' markets contribute to socio-economic development by improving the farmers' status and income from agriculture, building a direct relationship between the farmers and consumers, leading to solidarity and the support of small-scale agriculture against large producers. In Jdeidet El Shouf, a farmers' market was established in the summer of 2018, under the name of "Souk El Ghalli", in cooperation with ACS, SIF and the Bakaata Women Organization. The MINARET project could help in the improvement of the market by building the capacity of its management body and training the farmers of marketing, packaging, etc.

Another market where farmers of Jdeideh will get to sell their products directly to the consumer is Barouk local market launched in cooperation with Souk El Tayyeb. On a larger scope than Souk El Ghalli, a farmers market is being established in Damour village which works within the same standards and where farmers can directly benefit from selling their goods to all villagers. It should note that the products of the farmers will be brought on a larger scale than Souk El Ghalli but bearing in mind that this market must stay in the Shouf region.

Marketing of the products could also take place on the agricultural lands and farms, which is more detailed in the agri-tourism section.

3.2.4 Financing Mechanisms

The revolving fund that will be created using savings generated by the solar farm would be the main funding source for agricultural rehabilitation projects, including terrace wall rehabilitation, agro-ecology, the establishment of composting units, small food processing facilities, etc. **Figure 3-1** is a schematic representation of the revolving fund mechanism.

However, the project could also adopt a cost share program, where the farmers contribute half of the

cost, by volunteering their time, and available resources, and portion of the cost. Another system that could be adopted in Jdeidet El Shouf is Community Supported Agriculture (CSA), where local households would pay a yearly premium share ahead of time and get a weekly bunch of what is available from the farm produce. In this way the farmers will secure seed money for a startup and the household will secure good agriculture produce for the rest of the year. The CSA shareholders will have the privilege to visit the farms and volunteer in the works, the CSA shareholders' children will have the opportunity to attend workshops to learn planting and composting.

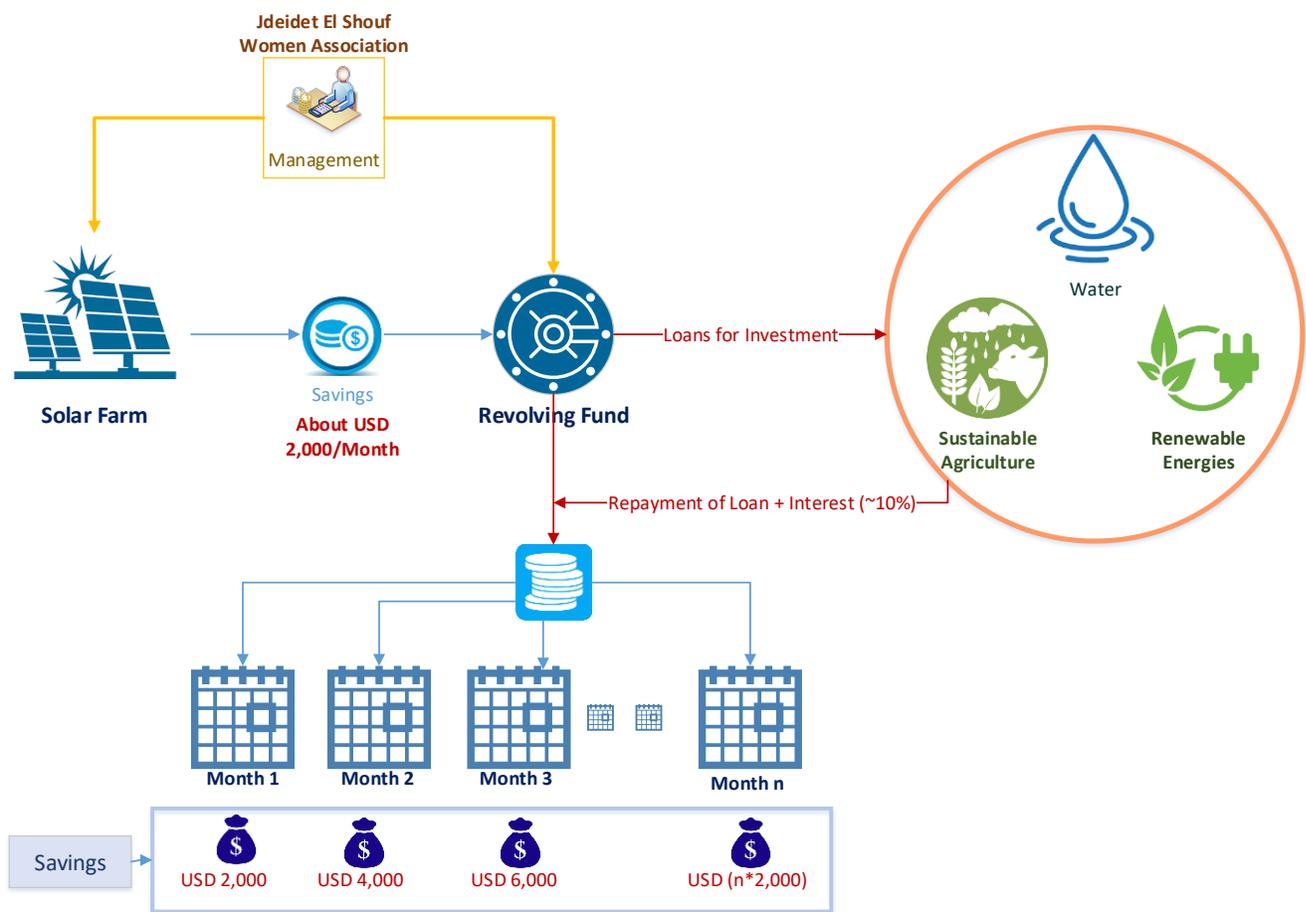


Figure 3-1 Schematic Representation of the Revolving Fund

3.2.5 Central Composting Unit

In support of agro-ecology, composting is recommended to improve soil quality. A common compost unit could be established, with the capacity to receive all the biomass from all stakeholders in the village including “vegetable refuse, fruit tree refuse ‘shredded pruning’, house vegetables wastes, animal



manure for small husbandry and large animal farms, forest biomass, etc.”

The composting unit, equipped with the necessary machinery could be established; it would receive the organic materials from Jdeidet El Shouf and turn them into a high quality fertilizer. The distribution of the biomass to farmers will be managed by a stipulated methodology, such as exchanging biomass for compost, or assign a price/weight for each kind of biomass and price for finished compost. In this way farmers will be incentivized to give their biomass to the compost unit and get back finished compost.

3.2.6 Water Users Association/Agro-Ecology Farmers Cooperative

It was proposed under this project to establish an agro-ecology cooperative in Jdeidet El Shouf. Members of the farmers’ cooperative, will be trained in hands on training program, on methods of agro-ecology, to be able to produce high quality fruits, vegetables and animal products. The cooperative would be responsible for water allocation among its members to ensure equitable distribution and coordination and support of its members, as well as quality control.

3.3 Agri-Tourism Baseline in Jdeidet El Shouf

This section is a summary of the developed agri-tourism baseline that is presented in detail in **Appendix D**. In addition, a tourism charter was drafted for Jdeidet El Shouf, based on discussions and consultations with stakeholders during the workshops. It is enclosed in **Appendix E**.

3.3.1 Tourism Trends in the Shouf Area

Traditionally, the Shouf area is a tourism destination in Lebanon since it nestles many cultural tourism landmarks of the country. In 1996 the Shouf Cedars Nature Reserve was established, enriching the various attractions in the area. Today the protected area is the leading site in the Shouf in terms of attraction and number of visitors.

In the years 2000 ecotourism became very trendy in Lebanon with the Shouf Biosphere Reserve keeping the leadership and pioneering on many levels of the ecotourism approach. And in the Shouf area the demand for tourism witnessed a clear expansion towards nature and villages. Today an estimation of more than 20% of the global tourist arrivals (all types included) to Lebanon have the Shouf in their packages list.

Ecotourism, rural tourism and adventure tourism were developed and services like local hiking, healthy



food, accommodation in guesthouses and village tours have seen the light in addition to traditional tourism in the Shouf. The continuous growth of these types of tourism is accompanied by a greener or more ecological dimension represented by a more mature management of the tourism activities in the park and in its surrounding villages.

It is within this perspective, and based on the foundation that the MINARET project have created, promoting the Nexus approach for the integrated management of Energy, Water and Food as a basis for socio-economic development that “agri-tourism” was proposed as a project tool for sustainable development in Jdeidet El Shouf. This is further underscored by creating a fund to assist the local community in investing in sustainable practices , being shown as a pilot for the tools application and related investment opportunities. ,

3.3.2 Tourism in Jdeidet El Shouf

The results of the meetings and field trips with the local stakeholders in Jdeidet el-Shouf have shown different elements that can feed the potential agri-tourism project which responds to the MINARET needs under the NEXUS approach, summarized in **Figure 3-2** and presented in details in **Appendix D**. However, two aspects have to be clarified:

1. Jdeidet el-Shouf is not yet a tourism destination or even a tourism attraction by itself.
2. When planning for sustainable tourism, Jdeidet EL Shouf has to be linked to other environmental and cultural attractions within its surroundings.

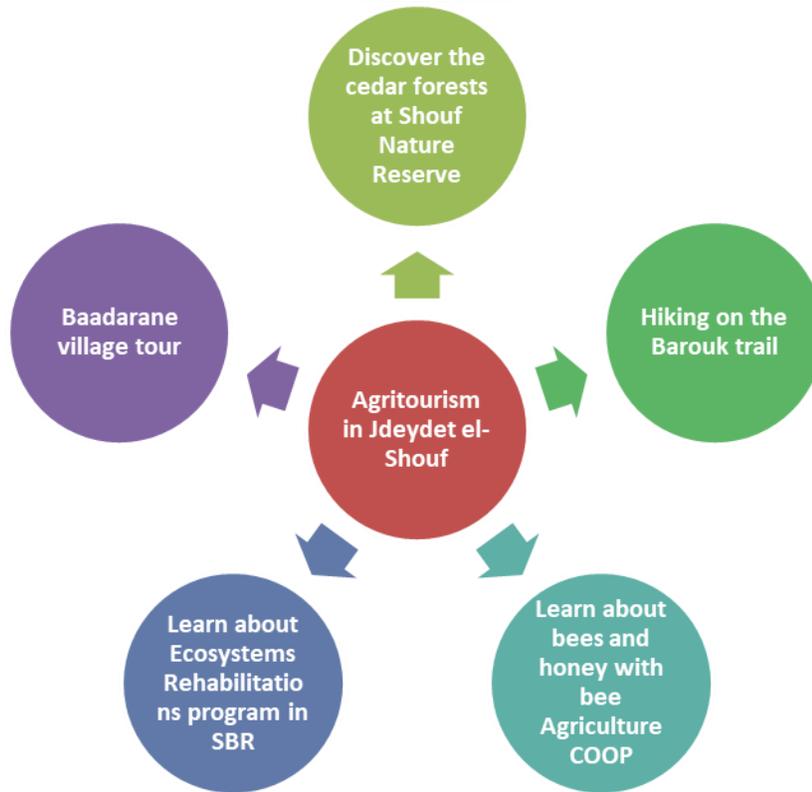


Figure 3-2 Agritourism in Jdeydet el-Shouf Package Extended to its Natural and Cultural Surroundings

3.3.3 Findings Related to Agri-tourism Planning

The first mapping exercise of the project defined two potential agricultures for building agritourism activities in Jdeydet el-Shouf: The oregano crop and the honey. However, discussions held during stakeholders resulted in the selection of agro-ecology, which, as explained in the previous section, is based on multi-cropping, where oregano and honey could be produced among other products.

Table 3-1 Summary of Findings Related to Agri-Tourism Planning

Resources	Description
Human resources	<ul style="list-style-type: none"> ▪ Active and Engaged Head of Municipality ▪ Active and Experienced NGOs and Community Based Organizations ▪ Farmers willing to adopt the proposed projects
Natural resources	<ul style="list-style-type: none"> ▪ Rich landscape and varied topography ▪ Multiple water sources and infrastructures ▪ Nice views of nearby villages
Cultural resources	<ul style="list-style-type: none"> ▪ Old water mills (old factories) ▪ Old bridges ▪ Hiking Trails

Resources	Description
Agriculture	<ul style="list-style-type: none"> ▪ Two existing large agricultural businesses ▪ Small scale agricultural lands ▪ Small Farms ▪ Old Terraces
MINARET Project	<ul style="list-style-type: none"> ▪ Existence of a direct application of the WEF Nexus Approach ▪ Existence of a solar farm for power generation

3.3.4 Proposed Agri-tourism Project in Jdeidet El Shouf

As mentioned above, agri-tourism is spotted and proposed as sustainable tourism activity that responds positively to the demand of the MINARET and Water-Energy-Food NEXUS approach in the case of Jdeidet el-Shouf, with the introduction of agro-ecology principles culture in addition to the existing agriculture activity.

Table 3-2 summarizes the foreseen components of agri-tourism in Jdeidet El Shouf, presented in details in **Appendix D**, and **Table 3-3** presents identified potential agri-tourism activities and roles in Jdeidet El Shouf.

Table 3-2 Description of the Components of Agri-Tourism in Jdeidet El Shouf

Component	Description
Beautiful and Clean Farms (Visit and Accommodation)	Family run farms having agricultural activity and some domestic animals, or in other words representing typical rural culture of Lebanon. The farms would consist of a main house (of the farmer), a barn (for domestic animals and farming equipment and forage stocks), accommodation farm stay part (for the tourists' overnights) and a dining service room (in French it is known as "Table d'hôte") where traditional healthy food is served.
Healthy and traditional food service	Healthy and traditional food service in a beautiful setting normally this room or part of the farm have a wide wooden table to allow visitors prepare together, with their hosts, a traditional meal, or recipe.
Seasonal eco-farming activities (harvesting, picking, etc.)	Organization of eco-farming activities where visitors would participate in harvesting, picking and other educational activities (tree planting). Farmers could sell their products (fruits, vegetables, jams, honey etc.) on their land to visitors directly, creating a new market for local produce.
Honey and Oregano	Beehives visits and honey tasting: learn how the bees do their honey in the beehives and have a honey tasting session. Oregano (Zaatar) small agriculture plots "Zaatar Story" small museum: it is about presenting the complete process of oregano local zaatar
MINARET Water Pilot and Socio-Economic Projects	The implementation sites of the MINARET pilot projects would be attraction sites for tourists to be introduced to the NEXUS approach. Tourists would visit the solar farm to better understand its operation, environmental

Component	Description
	benefits and be informed about the rotational fund and the projects it supported. Upper and lower water projects would then be visited, where traditional and modern technologies are combined to provide water to agricultural land. Visitors would also be introduced to the sustainable agricultural practices that are being adopted under its framework.
Hiking trails	A large network of old trails linking the different parts of Jdeidet el-Shouf to other villages and to the Shouf Nature reserve.
Donkey back riding activities	Farms might have some donkeys that can serve for fun activity. Donkeys can be used for local transport of goods and luggage as well, as an alternative to fuel vehicles, reducing CO ₂ emissions. Donkeys can be used as well for long distance hikes linking the village to remote destinations such as Baadarane, Niha or even Jezzine.
Local Souk El-Ghalli market visits	This newly installed market can be supported by visiting it with tourists and encourage them (or their tour organizers) to buy locally. It is indeed an enriching experience to discover local traditional fresh and transformed products which in turn reinforces and enhances the local economy.
Information Center	Establishing an information center in partnership with Green Orient. This center will be built near the parking lot being more visible to tourists and visitors. It will hold all the necessary information about the MINARET project, agro-ecology, agri-tourism and about the attractions of the village. It will provide visitors with more information on the area's attractions, lodgings, maps, and other items relevant to tourism.
Rehabilitation of touristic Attractions	A plan was developed on rehabilitating three touristic attractions in the village: Shuhada Square, the old mill and the old micro-dams. This could be considered as a touristic package where the tourist can spend a day visiting all these attractions.

Table 3-3 Main Identified Potential Components of Agri-tourism Activity in Jdeidet El-Shouf

Participant	Activity	Role in Potential Agri-tourism Project
Municipality (represented by mayor Hisham el-Fatayri)	Local authority	Law enforcement, activity control and logistic support.
Jdeideh Women Association (represented by Rania el- Fatayri and Jamileh Nassrallah)	Cultural and environmental development	Head of potential municipal committee who is proposed to take the management of agri-tourism activity. This committee is founded by the municipality (municipal committee).
Nahed El-Fatayari	Small farming unit (pepper paste, vegetables fruits)	Local service provider: agro-activity, food, accommodation.
Beekeepers	Small farming unit (bee honey keeper)	Beehives visits, honey tasting activity.
Farmers of Jdeidet El Shouf	Small farming unit	Providing high quality crops

Participant	Activity	Role in Potential Agri-tourism Project
Farmers who implement agro-ecology principles	Large farming unit (white large beans, fruits, potential oregano crops)	Only visits to his lands for seasonal agro-activity, and demonstration for eco-farming methods.
Rashid al-Hassan	Large bio-farming unit (fruits, vegetables, potential oregano crops)	Local service provider: Bio-farming activities, demonstration of organic farming methods, food, accommodation.
Young and active residents	Guiding tourists when hiking on the focal points of the village	Local guide
Young and active residents	Guiding tourists when hiking on the focal points of the village	Local guide
Trained local guide	Collection and transfer of crops from the lands to the market	Local guide and service provider (Donkey back riding)

Tourism is indeed a complex sector since it involves a wide range of different services and activities, which, combined together, offer the right experience by the right host, to the right tourist. How agritourism in Jdeidet el-Shouf would fit into the large spectrum of tourism:

Tourism organizers – Airports – Transport – e-Bookings – Guides – Lodging – Food – Activities – Attractions – Events - e-Reviews – e-Ratings – Banking – Currencies exchange – Insurance – Policies – Standards – Labels – Sustainability

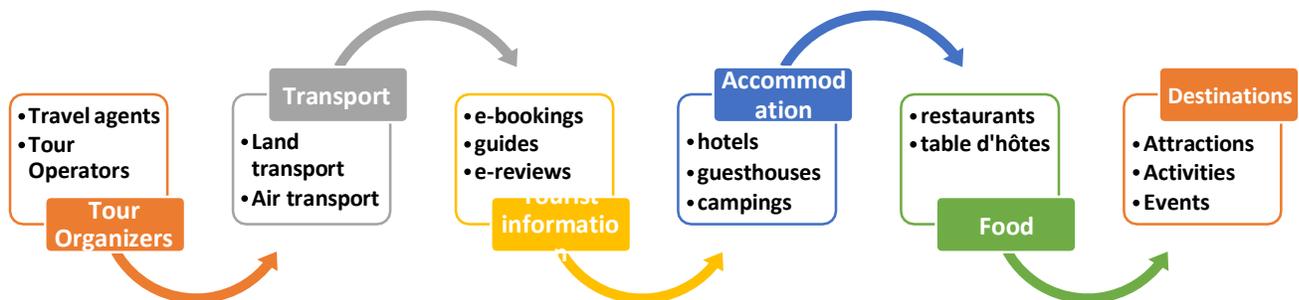


Figure 3-3 Main Components of the Tourism Industry

3.4 Agri-Tourism Value Chain Mapping of Jdeidet El Shouf

3.4.1 Narrative description of the Agri-tourism Value Chain Map of Jdeidet El-Shouf



As mentioned above, this document treats tourism activity in Jdeidet el-Shouf in its geographical, cultural and natural context of the Shouf area. This is justified by the design of the packages that will be developed to promote the town.

If promoted separately, the packages' configurations will be little and reduced to Jdeidet El-Shouf only; which tarnishes the creative and experiential aspects of the tourist's visit.

On the other hand, from the NEXUS perspective, the water element is already a shared element with a number of villages in the area, which makes it better to have a holistic overview instead of focusing only at the macro part. In addition to water, the food element when linked to Souk El-Ghalli fresh and transformed products is treated as well in line with other villages and areas. Moreover, the traditional energy efficient water conveying systems (old dams and canals), and the recently installed renewable energy systems and the solar farm complete the NEXUS approach and provide a good and unique example of the holistic management and integrated management of resources in Jdeidet El Shouf which should be replicated in other areas.

And above all, it is extremely important to incite the key stakeholders of the region to fight together towards the implementation of the "Authentic Shouf" branding project, which brings positive feedback to all the region, on all levels: environmental, cultural, social and economic.

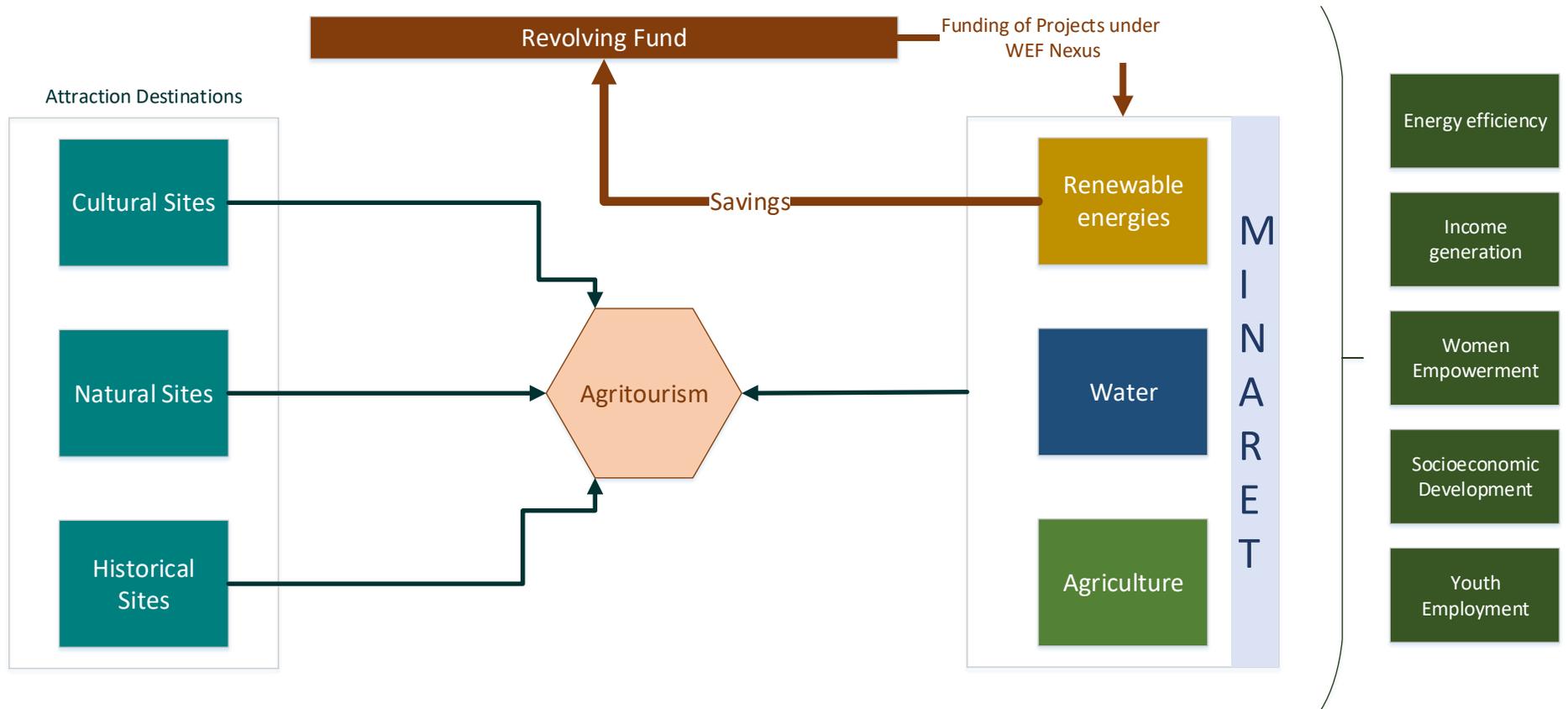


Figure 3-4 Schematic Representation of “the Product” in Jdeidet El Shouf

3.4.2 Elements of the Value Chain

This sections summarizes the elements of the agri-tourism value chain, elaborated in details in **Appendix D**.

3.4.2.1 The Product

The selected product is agri-tourism in Jdeidet El-Shouf; it is the series of packages for individuals or groups, standard or tailor made, that ensues a large list of activities, including food and lodging, hiking, visits to attractions, entertainment and shopping. (**Figure 3-5**)

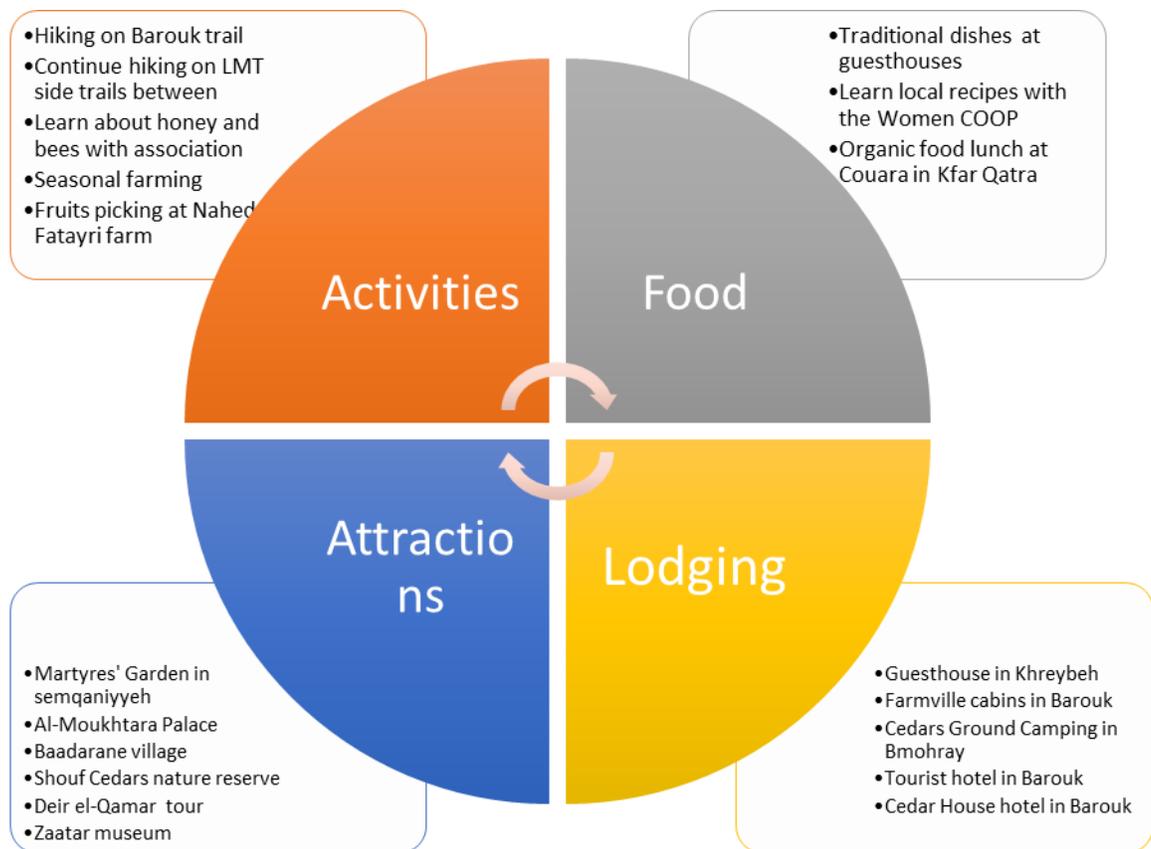


Figure 3-5 Defining the agritourism product in Jdeidet el-Shouf in relation with the Shouf area

3.4.2.2 Product Quality

If the NEXUS / MINARET standards from one side, and the Shouf Biosphere Reserve standards from the other side are respected, the project would be a reference in tourism development. For this to become reality, a set of regulations and quality control tools should be implemented, leading to a quality label. It would create a momentum of healthy competition among the agri-tourism protagonists in Jdeidet El-



Shouf, and would be reflected in high quality product.

While the agriculture cooperative would be responsible for quality control related to agro-ecology and agricultural production, the rotational fund would contribute by setting standards and rules to be followed as conditions to providing loans.

3.4.2.3 Target Tourists

The methodology followed for the identification of target clients is detailed in **Appendix D**. The results of the target market identification is presented in **Table 3-4**

It is advisable to focus, as a start, on one or two categories of the market and develop the activities accordingly. It would be a positive thing to focus of 3 types of domestic tourism markets: school groups, Lebanese family groups, Hiking groups. And in parallel focus on Lebanese diaspora. And then on the long run different other types could be targeted according to the country's situation in terms of security, economic crisis, infrastructure, law enforcement, etc.

It is important to understand that the domestic market, in addition to the Lebanese diaspora are resilient markets, because they can accommodate more easily with critical situations the country is used to (**Table 3-5**).

Table 3-4 General Target Market for Agri-tourism Activity in Jdeidet El Shouf

Agritourism in Jdeidet el-Shouf Target client	
Domestic Market	Youth groups (4 to 12 pax)
	Individual adults (1 to 3 pax)
	Hiking groups (6 to 20 pax)
	School groups (25 to 55 pax)
	Family groups (4 to 16 pax)
	Expatriates living in Lebaon (4 to 16 pax)
Inbound Market	European and western individual adults (1 to 3 pax)
	European and western organized groups (4 to 12 pax)
	European and western family groups (4 to 16pax)
	Lebanese Diaspora (4 to 16 pax)

Table 3-5 Main Target Proposed for Agri-tourism in Jdeidet El Shouf

Type of Market	Season and / timing	Length of stay
Domestic Market		
School groups	Spring, fall, summer (summer camp) / week days	1 day

Lebanese family groups	Spring, Summer, fall / Weekends and holidays	1 day + 2 days / 1 night
Hiking groups	All year; less in summer / weekends and holidays	1 day + 1 day / 1 night
Inbound Markets		
Lebanese Diaspora	Easter, Christmas, holidays, Summer holidays / all days	1 day + 2 days / 1 night

3.4.2.4 The Price

The calculation of prices is detailed in Appendix D and the results are summarized in **Table 3-6**.

Table 3-6 Main price range by typology of agritourism services in Jdeidet el-Shouf

Categories	Services	Price (including mark-ups)
Lodging	1 night stay in hotel (H/B)	75 USD
	1 night stay Guesthouse	50 USD
	1 night stay Camping	35 USD
	1 night for school groups	25 to 35 USD (hotel)
Food	1 lunch meal at hotel	15 to 25 USD
	1 lunch meal guesthouse	10 to 15 USD
	1 lunch meal camping	10 to 15 USD
	1 lunch for school groups	08 to 10 USD
Activities	1 guide for 1 day Hiking	65 USD
	1 guide for cultural ½ day	35 USD
	Activity school with Association	2 USD per student
	Farming activity adults	5 USD per person
	Farming activity students	2 USD per person

3.4.2.5 Transport and Logistics

This part of the analysis consists on defining how the target tourists will reach the destination, or in other words, how will these people be brought to the product (in the destination, which in this case is Jdeidet el-Shouf and its surrounding area). **Table 3-7** summarizes transport and logistics.

Table 3-7 Transport and Logistics

Element	Description
Transportation	Land transport would be individual cars or small buses and vans. The municipality planned a parking lot for the village where vehicles would park and where from the tourists would be transferred in ecological means of transport, such as electric shuttle cabs, or bicycles, or donkey backs, or simply on foot. The municipality also thought of delineating safe walk paths for visitors or bicycle lanes or donkeys. There has been a debate about building sidewalks for athletes and bikers and safe paths for the donkeys to pass from the lands to the markets. This

Element	Description
Distribution Channel	<p>would encourage other farmers to use donkeys as transporters and service providers</p> <p>As for the distribution channels, the visitors may reach the destination either by themselves, by e-search and/or e-booking or via an intermediary, such as a tour operator, a travel agent, or a local association or NGO.</p> <p>It is the task of the local businesses who are part of the tourism destination, to identify hosts. But it is crucial to have an information center that helps the independent visitor and show him about all the services available.</p>
Destination Management	<p>It is advisable that the management of the tourism activity in Jdeidet El-Shouf, be the responsibility of a committee composed of members from the municipality, Jdeidet El Shouf - Baqaata Women Organization, farmers' cooperative and key persons. This committee would not play the role of a destination Management organization (DMO). Based on the municipal decisions and on the discussions made during the workshop, a committee was formed to support the establishment of an agricultural cooperative in Jdeidet El Shouf, provide guidance on the needed skills and to manage water and energy supply and other needs of the village. This committee includes: a municipality member, a representative of ACS, a representative of Green Orient, an Agricultural Engineer from the school of agriculture, 2 representatives of Jdeidet El Shouf - Baqaata Women Organization, a representative from LANA Youth Organization and 4 potential farmers from Jdeidet El Shouf. Appendix E includes a copy of the municipal decision to establish the committee. A preliminary agreement says that Jdeidet El Shouf - Baqaata Women Organization will manage this committee since they have shown concrete and successful results when managing other projects. This association is willing to put in all of its efforts for the sake of the needs of the committee.</p> <p>It is preferable to rather have a bigger organism that plays the role of a DMO in the Shouf, such as Authentic Shouf brand, under which the local committee of Jdeidet el-Shouf coordinates the tourism activities in its village, similarly to other potential committees in other villages.</p> <p>The figure below Error! Reference source not found. suggests the configuration of tourism management of the Shouf region and Jdeidet el- Shouf area under its canopy, as a tourism destination under the Authentic Shouf Brand, and the ACS; and it shows as well a wider vision for managing responsible tourism in all parts of Lebanon, where other organisms would play the same role as ACS in their regions. It is clearly a pioneering model that is starting in the Shouf Casa and would be very beneficial to be duplicated in other regions of Lebanon</p> <p>In the Shouf casa the Shouf Biosphere Reserve is by far the most efficient, partner the government can rely on to manage natural and cultural resources.</p>
Promotion (Table 3-8)	<p>The modern tourist is an on-line oriented client, looking for his tourism activities and needs on the internet using applications and reviews and updates. A website, or blog and newsletter with online booking are a minimum. In parallel, a short video or a longer documentary would do a positive effect on the market, once the destination is ready to demonstrate its natural and cultural beauty in a well-managed way with quality.</p> <p>Another way to promote efficiently is the traditional one to one meeting, during which one would go into details with his counterpart and explain once for all about</p>

Element	Description
	<p>the complete service possibilities and discuss the prices, etc.</p> <p>Media would write about the project and activities, so it is a positive thing to organize educ-tours for journalists, and in parallel one can invite the tourism industry to get them acquainted with the product and the destination, to facilitate their part of the marketing.</p> <p>Participation to fairs in Lebanon, targeting the domestic market is an excellent thing as well; for example, the Garden Show, or HORECA.</p>



Figure 3-6 Suggestion for Responsible Tourism Management in Lebanon and the Shouf area

Table 3-8 Promotional Material Corresponding to Main Markets and Groups

Target Market	Promotional method and booking
Youth	Online reviews, bookings, ratings, web communities
Families	Online reviews, bookings, ratings, websites, personal contact by telephone
School groups	One to one meetings, emails, telephone
Journalists	Online, educ-tours, travel fairs, PR articles
Tour operators	Online, educ-tours, travel fairs

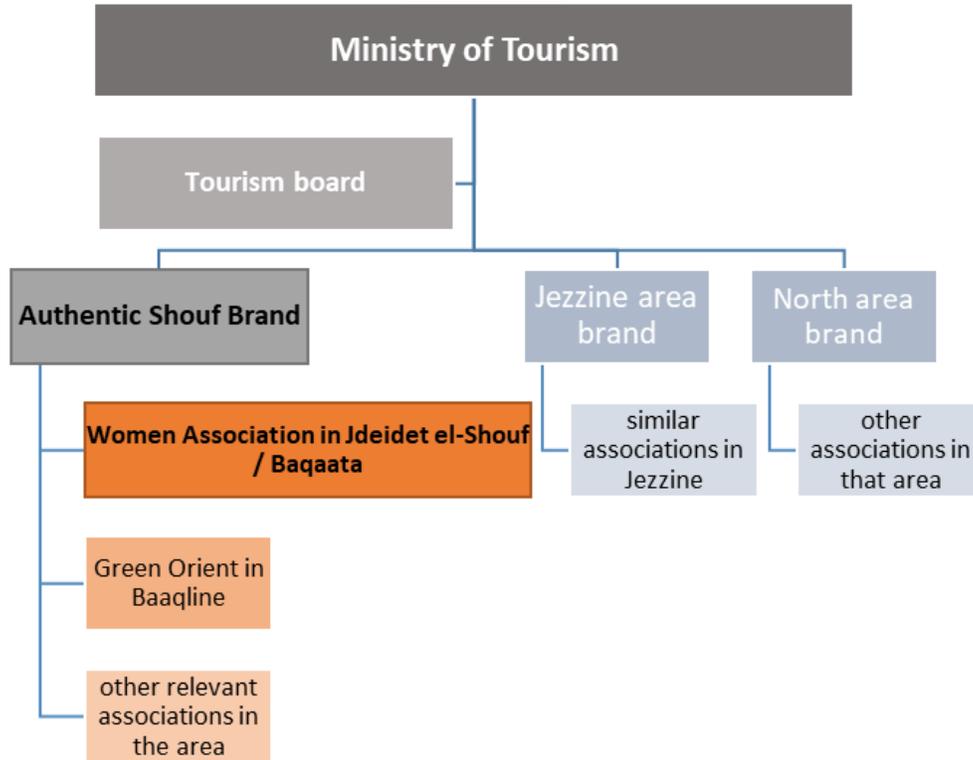


Figure 3-7 Sustainable Tourism Value Chain Framework for Lebanon =

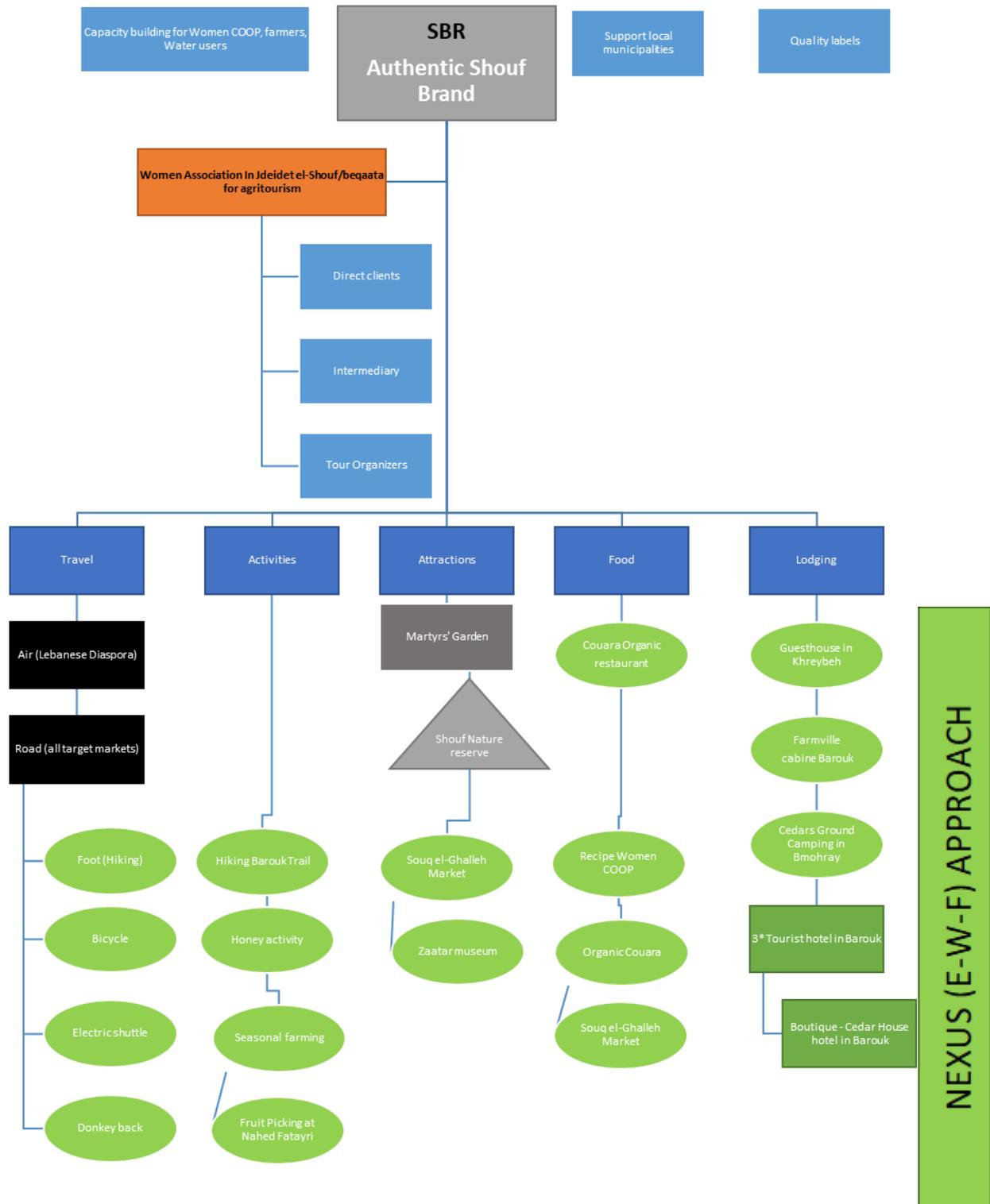


Figure 3-8 Jdeidet el-Shouf Agritourism Value Chain Framework

4 Project Specific Capacity Building Needs

4.1 Mapping of Stakeholder Roles and Responsibilities

The roles of stakeholders outlined in the previous sections and discussed and assigned during stakeholder consultations are summarized in the following

Table 4-1 Summary of Stakeholder Roles

Stakeholder	Activity	Role in potential project
Municipality (represented by mayor Hisham el- Fatayri)	Local authority	<ul style="list-style-type: none"> ▪ Law enforcement ▪ Activity control ▪ Logistic support ▪ Financial support
Municipal Committee	Management of the Agriculture Development and Agri- tourism Project	<ul style="list-style-type: none"> ▪ Project Management ▪ Establishment of an agriculture cooperative ▪ Support for farmers and business owners ▪ Quality control ▪ Organization of Trainings ▪ Marketing of products ▪ Coordination with farmers, business owners, regional stakeholders, tourism agencies, etc. ▪ Coordination with other stakeholders ▪ Management of potential “Zaatar Museum”
Jdeidet El Shouf - Baqaata Women Organization	Cultural and environmental development	<ul style="list-style-type: none"> ▪ Head of potential municipal committee who is proposed to take the management of agritourism activity. This committee is founded by the municipality (municipal committee). ▪ Manufacturing and marketing of agro-products ▪ Management of rotational funds (from the profits made by selling electrical power) ▪ Support in the management of Souk El Ghalli
LANA Youth Organization	Cultural and environmental development	<ul style="list-style-type: none"> ▪ Members of the municipal committee for the management of the project ▪ Support in implementation of the project and related events
Agro-Ecology Agriculture Cooperative of Jdeidet El Shouf (to be established)	Agriculture Cooperative	<ul style="list-style-type: none"> ▪ Technical and logistic support to farmers ▪ Provision of Equipment ▪ Organizing Agricultural Production ▪ Managing of the composting unit
Farmers of Jdeidet El Shouf	Small farming unit	<ul style="list-style-type: none"> ▪ Providing high quality crops ▪ Providing a pilot example to be visited by groups interested in agro-ecology to demonstrate sustainable agricultural practices

Stakeholder	Activity	Role in potential project
Farming unit owners	Small farming unit	<ul style="list-style-type: none"> Provision of a pilot project to promote sustainable agricultural practices Local service provider: agro-activity, Food (traditional dishes made from local produce) Accommodation.
Guesthouse owners	Small Business	<ul style="list-style-type: none"> Provision of accommodation Provision of food
Beekeepers	Small farming unit (bee honey keeper)	<ul style="list-style-type: none"> Promotion of sustainable beekeeping practices Provision of high quality honey Beehives visits Honey tasting activities.
Young and active residents	Guiding tourists when hiking on the focal points of the village	<ul style="list-style-type: none"> Local guide participate in rehabilitation and crop harvesting activities
Trained local guide	Collection and transfer of crops from the lands to the market	<ul style="list-style-type: none"> Local guide and service provider (Donkey back riding)
Al-Shouf Cedar Society	Management of the Shouf Biosphere Reserve	<ul style="list-style-type: none"> DMO Provision of technical support to the project in the fields of agro-ecology, agritourism, management of Souk El Ghalli, establishment of trails, etc. Training of stakeholders on issues related to: agro-ecology, agri-tourism and responsible rural tourism, management, etc.
Green Orient	Cultural and environmental development	<ul style="list-style-type: none"> Provision of tourist center Assist in plantation and rehabilitation of agricultural land Training of farmers on sustainable agricultural practice, establishment of trails, etc.
Traders Association of Jdeidet El Shouf-Baqata	Trading Association	<ul style="list-style-type: none"> Support in the marketing of local products
Other Active NGOs	Cultural and environmental development	<ul style="list-style-type: none"> Support in organization of events Support in awareness sessions
MoA (LARI and Center for Agriculture Guidance, Forest Center and Green Plan)	National/Regional Authority	<ul style="list-style-type: none"> Provision of technical guidance for the project Provision of Financial Support

Stakeholder	Activity	Role in potential project
Ministry of Tourism - Higher Commission for tourism management	National Authority	<ul style="list-style-type: none"> Support in promoting Jdeidet El Chouf as a tourism destination Technical Support
Restaurant Owners	Businesses	<ul style="list-style-type: none"> Local service provider Food
Tourism Agencies	Businesses	<ul style="list-style-type: none"> Assist in publicizing the project and attracting tourists
Academic institutions	Education	<ul style="list-style-type: none"> Education and raising awareness Technical Support Research
Funding Agencies	Funding	<ul style="list-style-type: none"> Provision of funds and loans for development
International Organizations /International Donors		<ul style="list-style-type: none"> Provision of Funds Support in project implementation

4.2 Project-Specific Stakeholder Capacity Building Needs

The suggested agro-ecology and agri-tourism projects and activities in Jdeidet El Shouf necessitate the training and capacity building of stakeholders to ensure proper and successful implementation of the projects, their sustainability and the generation of good product quality. T

The conducted stakeholder consultations under the MINARET project introduced the participants to the principles of agro-ecology and agri-tourism. However, further training ought to take place to increase and spread awareness, especially in the fields of agro and rural tourism, and the opportunities they present to the area and its population. Roles and responsibilities for stakeholders were proposed and presented in the previous sections. **Table 4-2** summarizes the capacity building needs for each of these stakeholders to ensure project success.

Table 4-2 Capacity Building Needs

Stakeholder	Capacity Building Needs
Municipality (represented by mayor Hisham el-Fatayri)	<ul style="list-style-type: none"> Training on planning for organization of project logistics, including transportation, parking areas, etc.

Stakeholder	Capacity Building Needs
Municipal Committee	<ul style="list-style-type: none"> ▪ Training on Project Management ▪ Training on Quality Inspection and Control (for agricultural and agro-food products, guesthouses and other service providers) ▪ Training on Marketing of Products ▪ Training on Sustainable Tourism Principles ▪ Training on Event Planning and Organization ▪ Training on agro-ecology and sustainable agriculture ▪ Training on responsible tourism and agri-tourism ▪ Training on the management of the “zaatar” museum ▪ Training on the management of the information center (or training of employee at the center)
Jdeidet El Shouf - Baqaata Women Organization	<ul style="list-style-type: none"> ▪ Training on accounting, financial auditing the management of rotational funds, provision of micro-loans, etc. ▪ Training on product marketing ▪ Training on event planning ▪ Training on efficient energy generation and water supply ▪ Training on agro-food production ▪ Training on food safety and hygiene, storage and packaging of products ▪ Training on the organization of the farmers’ market (Souk El Ghalli)
LANA Youth Organization	<ul style="list-style-type: none"> ▪ Training on event planning ▪ Training on Sustainable Tourism Principles ▪ Training on Event Planning and Organization
Agro-Ecology Agriculture Cooperative of Jdeidet El Shouf (to be established)	<ul style="list-style-type: none"> ▪ Training on Agro-ecology principles ▪ Training on the management of water resources and water allocation ▪ Training on sustainable and water-saving irrigation techniques ▪ Training on Composting and Management of Composting Unit ▪ Training on Monitoring and Evaluation of Agro-ecology projects, including soil quality
Farmers of Jdeidet El Shouf	<ul style="list-style-type: none"> ▪ Training on agro-ecology principles and sustainable animal and crop production ▪ Training on water-saving agricultural technologies ▪ Training on packaging of products ▪ Training on production of agro-products (zaatar, jam, vinegar, dairy products) ▪ Training on the presentation of the project (to explain the used practices to visitors)
Farming unit owners	<ul style="list-style-type: none"> ▪ Training on sustainable farming and animal production practices ▪ Training on management of farm units
Guesthouse owners	<ul style="list-style-type: none"> ▪ Training on the management of guesthouses
Beekeepers	<ul style="list-style-type: none"> ▪ Trainings on sustainable beekeeping and honey production principles
Trained local guide	<ul style="list-style-type: none"> ▪ Training of the cultural, historical and natural heritage sites in Jdeidet El Shouf ▪ Training on leading tours including guiding hikes, trails, the village attractions, the oregano museum, etc ▪ Training on how to communicate effectively with visitors on the NEXUS approach, the MINARET project, and agro-ecology practices ▪ Training on communication with tourists, etc.



Stakeholder	Capacity Building Needs
Active NGOs	<ul style="list-style-type: none">Should be informed of the project and the information center and should learn about the importance of agro-ecology, agri-tourism and the participation in the food chain production even if for self-sufficiency
General Population	<ul style="list-style-type: none">Raising awareness on issues related to sustainable agriculture, responsible tourism, the NEXUS approach, etc.
Young and active residents	<ul style="list-style-type: none">Raising awareness on responsible tourism, sustainable agriculture, the NEXUS approach, etc.
Restaurant Owners	<ul style="list-style-type: none">Training on food safety and hygiene
Tourism Agencies	<ul style="list-style-type: none">Training on organizing responsible tourism tours



5 Conclusion

Jdeidet El Shouf presents a high potential for agricultural and agri-tourism development. Stakeholder consultations revealed an increased awareness among stakeholders on issues related to sustainable agriculture and the adoption of the Water-Food-Energy NEXUS in planning for their area. Additionally, there is a will among farmers and the community to revive agriculture using sustainable, eco-friendly practices that do not rely on pesticides and chemical fertilizers, reflected in the great interest shown in agro-ecology and the lengthy discussions held related it.

The agricultural development and agri-tourism plan developed in collaboration with the stakeholders built on Jdeidet El Shouf's assets and its strategic location within the Shouf and at neighboring the Shouf Biosphere Reserve. Roles and responsibilities were proposed and assigned based on the capacities of local stakeholders and their experiences, and their needs were identified.

The project is expected to contribute to local development, women and youth empowerment, create green job opportunities and increase community resilience to climate change and build capacities of local communities in sustainable development.



Appendix A - List of attendees to workshops

List of Attendance

Second Stakeholder Workshop - MINARET - March 25, 2019

Name	Organization	Email	Signature
مينا ع	مجلس التعاون الخليجي		
مينا ع	مجلس التعاون الخليجي		
Nabil Sarieddine	Green Oriat	nabilnrc@hotmail.com	
Rima Senhad	Farmer	rimasenhad@gmail.com	
Abir Harb	المركز الريفي والتعاوني	abirharb22@gmail.com	
Khaled Stem	مجلس التعاون الخليجي	khaled.stem@netip.com.lb	
Lina Sarkis	مجلس التعاون الخليجي	lina@shoutledar.org	
Mina Hani	مجلس التعاون الخليجي	mizana@shoutledar.org	
RASHI MASRI	MOPRES	rashimarsi@mopres.com.lb	

Farmer
Grain



List of Attendance

Second Stakeholder Workshop - MINARET - March 25, 2019

Name	Organization	Email	Signature
Lara Kansar	SBR	lara@shayreda.org	
Salam Nassas	MOPRES	salam.nassas@morejism.ma	
ياسمين الياحي	موريس		
Nabed Fatayri			
Ramzi Fatayri	موريس		
Rafic Fatayri	موريس	RaficFatayri@gmail.com	
Hayzen Fatayhi	موريس		
ياسمين الياحي	موريس	03 493 583	
ياسمين الياحي	موريس	701807106	



List of Attendance

Second Stakeholder Workshop - MINARET - March 25, 2019

Name	Organization	Email	Signature
Hagar Chami	UNICEF	Hagachami@gmail.com	Hagar Chami
Samer Zebian	Shoqy Color Research	Samer@ShoqyColor.org	[Signature]
Chada AZZAM	شركة الأزياء المغربية	[Signature]	Chada AZZAM
Rania Fatayou	شركة الأزياء المغربية	[Signature]	[Signature]
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[Handwritten signature]



List of Attendance

SIDA visit to Jdeidet El Shouf- April 10, 2019

Name	Organization	Email	Phone Number	Signature
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Sara Fatayji	member in Jdeideh Bakata women's organization	fatayji.sara@btmail.com	70822472	ARA S
Rania Fatayji	President of Jdeideh women organization	al.fatayji@btmail.com	71/160038	
Mamila Nesreddin	V. President of the women organization		76/426525	
Younana Hl Gyzal	in the organization (consultant in finance)		71-382411	
Chada Azzam	member in Jdeideh Bakata women organization		71-285906	
Lara Kanso	SBR	lara@shoufceder.org	76 606081	



List of Attendance

Stakeholder Workshop

Name	Organization	Email	Phone Number	Signature
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Sahar Harb about Karroum	Subj. Dim. L'Etat		71/340306	
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Rania fatayji	Subj. Dim. L'Etat		71 410038	



List of Attendance

Stakeholder Workshop

Name	Organization	Email	Phone Number	Signature
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Nizar Hasson	Member of municipalities of Ideidah		03/887124	
زياد ديف	مجلس بلديات		21/398744	
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List of Attendance

Stakeholder Workshop

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Hajida Fatayri	مجلس ارباب صيد		70-197337	
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List of Attendance

SIDA visit to Jdeidet El Shouf- April 10, 2019

Name	Organization	Email	Phone Number	Signature
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Peter Lunell	Swedish Emb Anna	peter.lunell@gov.se		
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MINARET - Value Chain Mapping & Identifying Project Specific Stakeholder Capacity Building Needs

List of Attendees لائحة الحضور

Name الاسم	Organization المؤسسة / الجهة	Title / Position الوظيفة / الصفة	Phone Number رقم الهاتف	Email البريد الالكتروني	Signature التوقيع
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عادنة عزاز	جمعية سيدات الكبدية بقفاتا	رئيسة منزل	71285906		
وسيم فارس كروم الدين		محل صر	03/389713		
طارق عثمان الطويل	/	موظف دولة	03/135907		

Name الاسم	Organization المؤسسة / الجهة	Title / Position الوظيفة / الصفة	Phone Number رقم الهاتف	Email البريد الالكتروني	Signature التوقيع
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ناهد الفطاري	جمعية سيدات المجديرة (بقفانا)	مزارعة	70407060		
ماهر قاسم	رئاسة الزراعة مركز الفرس بين الدين	رئيس مركز الفرس بين الدين	71/300 455	M_Karso@gmail.com	
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بهاء الزحير	محمية لنا الطبيعية	مدير	03-755125	Bahaa zghayar@gmail	

Name الاسم	Organization المؤسسة / الجهة	Title / Position الوظيفة / الصفة	Phone Number رقم الهاتف	Email البريد الالكتروني	Signature التوقيع
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Aoun Abu Aoun	Event Guru	sustainable tourism Development, Marketing Production	70 209 407	aoun.abiaoun@ eventguru.me	
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Pascal Abdallah	Responsible Mobilities	Ecotourism consultant	03-218068	pascal@responsiblemobilities.com	
Mina Shaaban	Federation of Chouf Souqjani	Director of Local Development office	03-789 108	mina.shaabant@ gmail.com	

Name الاسم	Organization المؤسسة / الجهة	Title / Position الوظيفة / الصفة	Phone Number رقم الهاتف	Email البريد الالكتروني	Signature التوقيع
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لارا قانسو	AES	Research + Monitoring	76 6060 81	lara@shoufcedat.org	
خالد سليم	MORES AES	Researcher	03-311772	Khaled.s leem @nature.khalede com.lb	
راجي ماضي RAJI MAZSI	MORES	Scientist/GM	03 756464	raji.maazi@ mores.com.lb	
Salam Nassar سلام نصار	MORES	Chemical Engineer/ Management	70 280669	salam.nassar @ mores.com.lb.	



Appendix B - Summary of the Workshops (Minutes of meetings)

A) Minutes of Meeting Thursday, February 14, 2019

Attendees:

Baqata Women Organization (Nahid Fatyri, Dunia Fatyri, Ghada Azzam, Jamili Nasrallah, Nawal Fatyri), mayor of Jdeideh (Hisham Fatyri), farmers (Firas Fatyri, Tarek Fatyri, Wassim Seriddeine), Green Orient association (Nabil Serieddine), MOA (Maher Kanso), The Good Earth (Rachid Hasan), LANA youth organization (Mazen Narsh, Bahaa Zoughayyar), Aoun Abi Aoun (sustainable tourism development), Pascal Abdallah (ecotourism consultant), Federation of Shouf Sweijani (Mirna Shaaban), Khaled Sleem (Agricultural Engineer), Evelyn Kanso (student), Raji Maasri and Salam Nassar (MORES), ACS manager (Nizar Hani) and staff (Lara Kanso, Sarah Nasrallah, Omar Abi Ali).

Objective:

This meeting was intended to:

- Introduce stakeholders
- Brief participants on the MINARET project and the results of the assessments conducted under its framework, including proposed projects
- Introduce the principles of agritourism to stakeholders
- Discuss Jdeidet El Shouf's potentials in agritourism
- Propose activities and projects related to agritourism
- Discuss and set criteria for prioritization of projects
- Prioritize projects based on selected criteria

Workshop Agenda:

- Welcome Note & Introduction of Stakeholders
- General Introduction & Background on the MINARET project and what has been done
- Introduction to Agro-Ecology
- Introduction to Agri-tourism
- Discuss potentials of Jdeidet El Chouf
- Group Work- Exercise 1: Identification of potential projects related to agri-tourism & Discussion
- Group Work- Exercise 2: Selection and weighing of Project selection criteria & Discussion
- Filling of "Anonymous Notes"

The project team met prior to the workshop to distribute the tasks and discuss the proposed exercises, namely: proposition of projects related to agritourism in Jdeidet El Chouf and identification and



prioritization of the criteria to be used for the selection of projects for implementation.

Actions taken and announcements:

Nizar Hani, manager of ACS, welcomed the attendees, the stakeholders and the experts and introduced the agenda of the meeting. Mr. Hisham Fatyri discussed the situation of the agricultural sector in Shouf and its improvement in the past years and shared some initiatives that aim to value agriculture and give it the same importance as the historical and tourism sectors.

Raji Maasri summarized the main objectives of the MINARET project and the NEXUS approach and what has been previously done for the sake of sustainable management of resources.

Khaled Sleem presented the main aspects of Agroecology and the effective methods of its implementation in Shouf. Pascal Abdallah explained all branches of Agritourism: its history, definition, principles, value chain and target markets.

After which, an open discussion was held among the attendees where they shared the work that was implemented in Jdeideh 3 to 4 months ago, and identified potential projects related to agritourism such as Souk El Ghalli. They also focused on building capacity on Agroecology for there is a potential of transforming the whole area into an agro-ecological zone, exchanging knowledge between farmers and locals and raising awareness on organic farming and the need of pesticide free sanctuary lands. Rachid Hasan, a certified organic farmer, shared his experience in organic farming with the attendees and invited the experts to visit his land where he only plants using eco-friendly techniques.

The stakeholders suggested having environmental guidance for investors in order to build away from agricultural lands and to leave at least 20-meter distance between the buildings. The stakeholders also came up with the idea of having well designed Bungalows in their lands with proper management, where people could stay after their hike near Moukhtara-Jdeideh river. This trail is rich in biodiversity and old archeological sites which attract tourists and hikers. They also recommended having local festivals and apple picking activities for example to help increase the number of visitors. Modelling a farm design was proposed by Pascal Abdallah who considers that a farm is one of the best aspects of agritourism implementation.

The criteria agreed on for the selection of projects is the following:



1. Land area
2. Private/public sectors (private sectors have more potential)
3. Economic value and benefit
4. Compatibility with environmental standards
5. Harmony with the neighboring area
6. Providing employment
7. Abiding by NEXUS standards
8. Practicability and feasibility
9. Ability to be implemented
10. Usage of local sustainable resources
11. Potential impact
12. Legal, environmental, sustainable, beneficial

At the end of the meeting, all attendees filled a questionnaire without writing their names on. This form allows them to express their opinion freely and to take their suggestions and ideas in further pilot projects.

B) Minutes of Meeting Second Stakeholder Workshop, Monday March 25, 2019

Attendees:

Rami Elakhras (Horizons), Ahmad (HGD), Ali (IUCN), mayor of Jdeideh (Hisham Fatyri), some members of the municipality, farmers of Jdeideh, Green Orient association (Nabil Seriddine), Baakaata Women Organization, LANA organization, Tourism expert (Pascal Abdallah), Agro-ecology expert (Khaled Sleem), MORES (Raji Maasri and Salam Nassar), ACS (Nizar Hani, Lina Sarkis, Lara Kanso, Omar Abi Ali).

Objective of the Meeting:

This meeting was intended to:

- Prioritize projects based on selected criteria.
- Introduce stakeholders to project planning, including the project cycle, and elements of project design
- Develop detailed designs for project activities including: deliverables, outputs, outcomes, impacts, indicators of success and means of verification
- Train stakeholders on the presentation of the projects

Workshop agenda:

- Reviewing the outputs of the first stakeholder workshop
- Sharing the outputs of the one to one meetings with farmers and NGOs.
- Case studies on agro-tourism and agro-ecology businesses



- Prioritization of projects and selecting one according to the criteria of selection previously agreed on.
- Group exercise: Selection and weighing of Project selection criteria & Developing detailed design of project activities: deliverables, outcomes, impacts, indicators of success, etc...
- Assessment of capacity building needs for successful project implementation
- Distribution of roles and responsibilities

Actions taken and announcements:

After the small introductions each participant shared about themselves and their organizations, an introduction to MINARET and NEXUS approach was given by Raji who also explained the importance of looking at projects from those three perspectives together.

The work implemented in Jdeideh for the past two years was described by the mayor of Jdeideh. Nizar discussed the workshop agenda. Rami from Horizons insisted on the importance of studies that were conducted and explained the certain delays in the project. Ali from IUCN thinks that what we are doing is a great job!

The expert Pascal Abdallah shared some case studies where agri-tourism businesses were implemented in rural areas and gave examples about Balou' Blaa' and Menorca. Khaled Sleem further explained the principles of agro-ecology and sustainable agriculture and how they help in increasing the production and income.

The outputs of the first stakeholder workshop and those of the one to one meetings with the farmers and the NGOs were demonstrated to the attendees. The proposed projects were: establishment of a biological trail near the river of Jdeideh, building bungalows and kiosks where people can get to stay at and purchase the farmers products, organizing festivals and apple/ crop picking activities, "Bed and Breakfast" project, etc...

A group exercise was performed where each participant shared ideas and suggestions about new projects, capacity building needs, possible solutions. The workshop resulted in the following propositions:

Proposed projects

- Building a botanical trail along the river side
- Manufacturing of agricultural products
- Organizing Fruit picking festivals



- Establishing agricultural cooperatives
- Providing animals for transporting the crops from the field
- Modelling an ideal farm
- Abiding by agro-ecology principles
- Starting a center for recycling agricultural wastes
- Constructing water tanks for irrigation

Obstacles the project might face:

- Stealing of crops
- High cost of implementation of the suggested projects
- Difficulty in marketing the products
- Water scarcity
- Difficulty in reaching the lands (tough roads, transport issues)

Suggested solutions:

- Encouraging tourism in Jdeideh
- Enhancing Souk El Ghalli in the coming years
- Founding agricultural cooperatives
- Establishing farmers association

Capacity building needs:

- Trainings on revolving funds techniques and implementation
- Training and follow-up on agro-ecology and agri-tourism principles
- Trainings on creating a soil map for the area
- Trainings on compost units
- Trainings on animal products and production
- Trainings on manufacturing of several food products (jam, vinegar, labneh...)

C) Minutes of Meeting Third Stakeholder Workshop Thursday June 6, 2019

Attendees:

Green Orient (Nabil Sariddine), Jdeideh Women Organization (Nahed Fatayri, Sahar Aboukarroum, Dima Fatyri, Rania Fatyri, Dunia Fatyri), Ecotourism expert (Pascal Abdallah), Agro-ecology expert (Khaled Sleem), Farmers (Ousama Chdeed, Kareem Fatyri, Firas Fatyri, Ghazi Jaber, Mazen Fatyri, Bassam Ghazal,



Ramzi Fatyri), Al Jabal Marathon Organization (Hazar Chami), LANA Youth Organization (Bahaa Zghayyar, Laura Boudiab), Mayor of Jdeidet El Shouf (Hicham Fatyri), municipality members (Ziad Ghaith, Nizar Hassoun, Farid Fatyri, Majida Fatyri), MORES (Raji Maasri, Salam Nassar), ACS (Nizar Hani, Lara Kanso, Samer Zebian).

Objective of the workshop:

Stakeholder Mapping and Development of Capacity Building Plans

- Identify stakeholder capacities related to project activities
- Identify stakeholder needs related to project activities
- Allocate roles and responsibilities of stakeholders for the proposed activities during implementation, monitoring and evaluation periods
- Identify capacity building needs for the successful implementation of the project

Actions taken and announcements:

The meeting started with an introduction about the workshop's agenda and a summary about all issues tackled during the second workshop. The mayor of Jdeidet El Shouf introduced the attendees and asked for their involvement in all sectors of the project.

The agro-ecology expert (Khaled) summarized what was discussed in the previous two workshops about agro-ecology principles and shared some case studies with the attendees, stressing on the necessity to abide by these principles. He suggested the establishment of a large compost unit which can hold up to 20-30 tons per week of organic matter. Farmers can benefit from this manure as a natural fertilizer for their lands. The compost will be sold and distributed equally among the farmers. He also offered the idea of receiving a free truck of compost for every two trucks of shredded material given to the municipality. Khaled also recommended the adoption of multicropping to ensure equitable profit and to comply with the concept of agro-ecology. He shared an example of a case study in Batloun Village where volunteers share in the rehabilitation of farmers lands. Volunteers help by transferring the compost produced in the central unit to the farmers lands.

The proposed project during this workshop was establishing a center for recycling agricultural wastes (composting). New agricultural practices were chosen for the development of agricultural land which include the rehabilitation of old stonewall terraces, the use of multi-cropping and agro-ecology, the establishment of a composting unit, etc...



During the third stakeholder workshop, capacity building needs were discussed and the potential roles of the stakeholders were distributed. Capacity building needs: Training and follow-up on agro-ecology and agritourism principles, Trainings on revolving funds techniques and implementation, Trainings on creating a soil map for the area, Trainings on compost units implementation, Trainings on animal products and production, Trainings on manufacturing of several food products (jam, vinegar, labneh...), trainings for local guides, financial trainings on microloans to farmers, trainings on marketing of the products and trainings on managing guesthouses.

Some Roles were distributed among stakeholders as follows:

- The municipality: Law enforcement, Activity control, Logistic support, Financial support
- The municipal committee: Project Management, Establishment of an agriculture cooperative, Support for farmers and business owners, Quality control, Organization of Trainings, Marketing of products, Coordination with farmers, business owners, regional stakeholders, tourism agencies, Coordination with other stakeholders, management of Zaatara museum.
- Jdeidet El Shouf - Baqaata Women Organization: Head of potential municipal committee who is proposed to take the management of agritourism activity, Manufacturing and marketing of agro-products, Management of rotational funds (from the profits made by selling electrical power), Support in the management of Souk El Ghalli
- LANA Youth Organization: Members of the municipal committee for the management of the project, Support in implementation of the project and related events
- Green Orient: Provision of tourist center, Assist in plantation and rehabilitation of agricultural land, Training of farmers on sustainable agricultural practice, establishment of trails, etc.
- MoA (LARI and Center for Agriculture Guidance, Forest Center and Green Plan): Provision of technical guidance for the project, Provision of Financial Support
- Al-Shouf Cedar Society: DMO, Provision of technical support to the project in the fields of agro-ecology, agritourism, management of Souk El Ghalli, establishment of trails, Training of stakeholders on issues related to: agro-ecology, agri-tourism and responsible rural tourism, management, etc.
- Tourism agencies: Assist in publicizing the project and attracting tourists
- Academic institutions: Education and raising awareness, Technical Support, Research



D) Minutes of Meeting Fourth Stakeholder Workshop Thursday June 6, 2019

Attendees:

Green Orient (Nabil Sariddine), Jdeideh Women Organization (Nahed Fatayri, Sahar Aboukarroum, Dima Fatyri, Rania Fatyri, Dunia Fatyri), Ecotourism expert (Pascal Abdallah), Agro-ecology expert (Khaled Sleem), Farmers (Ousama Chdeed, Kareem Fatyri, Firas Fatyri, Ghazi Jaber, Mazen Fatyri, Bassam Ghazal, Ramzi Fatyri), Al Jabal Marathon Organization (Hazar Chami), LANA Youth Organization (Bahaa Zghayyar, Laura Boudiab), Mayor of Jdeidet El Shouf (Hicham Fatyri), municipality members (Ziad Ghaith, Nizar Hassoun, Farid Fatyri, Majida Fatyri), MORES (Raji Maasri, Salam Nassar), ACS (Nizar Hani, Lara Kanso, Samer Zebian).

Objective of the workshop:

Finalization of Project Designs

- Equitable activity and revenue
- Finalize detailed project designs including roles and responsibilities of stakeholders for each task
- Generate a detailed scope of work for each stakeholder to clarify their roles and prevent overlapping of responsibilities
- Generate organizational charts showing hierarchy in the authorities attributed to each stakeholder
- Develop detailed capacity building plans

Actions and announcements:

ACS launched the workshop by a welcoming note to the attendees and a summary about all the subjects tackled during the workshops and during the field visits conducted by the experts and the team. The experts further elaborated the results of the field visits. Pascal Abdallah, the agro-tourism expert demonstrated a presentation about his results of the meetings and visits and discussed with the attendees the value chain mapping based on the value chain mapping report.

Discussions held during the meeting revealed an improved awareness among stakeholders of the principles of agro-ecology, agritourism and sustainable development.

During the meeting, a group activity was done to identify the attractions and assets of Jdeidet El Shouf. A long list was made which included the geologic attractions, the river, old mill, water sources, authentic



houses, old graves for religious people, handicrafts, Shuhada square, etc... an agri-tourism action plan was developed during the workshop for Jdeidet El Shouf based on the available assets, and potential future developments that would be part of the project were proposed.

Another important aspect tackled during the workshop was the need of founding a management unit or a committee allowing equitable chances to stakeholders and offering guidance on the capacity building needs based on the chosen projects. This municipal committee will also coordinate and manage the tourism activities in its village, similarly to other potential committees in other villages and issues related to water supply and efficient energy generation.

Based on the municipal decisions and on the discussions made during the workshop, a committee was formed to support the establishment of an agricultural cooperative in Jdedet El Shouf, provide guidance on the needed skills and to manage water and energy supply and other needs of the village. This committee includes: a municipality member, a representative of ACS, a representative of Green Orient, an Agricultural Engineer from the school of agriculture, 2 representatives of Jdeidet El Shouf - Baqaata Women Organization, a representative from LANA Youth Organization and 4 potential farmers from Jdeidet El Shouf. A preliminary agreement says that Jdeidet El Shouf - Baqaata Women Organization will manage this municipal committee since they have shown concrete and successful results when managing other projects. This association is willing to put in all of its efforts for the sake of the needs of the committee.



Appendix C – Agriculture Rehabilitation

A) Restoration of Stonewall Terraces

Old abandoned terraces are the remnants of traditional agriculture practices adopted to use scarce water resources during the long Mediterranean dry summers. These terraces help percolate rain water into groundwater reservoirs instead of eroding precious soil with storm runoff to rivers and sea. By restoring old stone wall terraces, several socioeconomic benefits will be returned to landowners who will utilize their terraces to produce healthy agricultural products, for their own consumption and/or for the market. Villagers in need will find job opportunities working these abandoned lands.

The restoration of stonewall terraces and installation of water distribution and irrigation systems would provide the necessary infrastructure for agriculture development. The MINARET project through the “water pilot project in Jdeidet El Shouf is providing agricultural lands with a sustainable water source using renewable energies, as well as a reliable conveying system and storage system. Drip irrigation ought to be installed in individual plots to ensure a water saving and sustainable technology is used in the area.

Utilizing these abandoned terraces is possible if some kind of sustainable farming is followed, agro-ecology, which is a method of

B) Agro-ecology

“Agroecology shares much in common with other approaches to sustainable farming. Agroecology is farming that “centers on food production that makes the best use of nature’s goods and services while not damaging these resources.” Farming thrives when it works with local ecosystems, for example, improving soil and plant quality by converting available biomass of the farm refuse and other native flora into valuable compost and return it to the soil, rather than battling nature with chemical inputs.

Agroecological farmers seeks to improve food yields for balanced nutrition, strengthen fair markets for their produce, enhance healthy ecosystems, and build on ancestral knowledge and customs.”

In support of agro-ecology, composting of left over organic matter should be practiced at all levels, so that organic wastes don’t find their way to landfills, these material are rich in necessary plant minerals and must return to agriculture lands. Composting of sorted at source organic materials, shredded forest leaves



and twigs, shredded agriculture biomass, all mixed with animal manure, to form a good balance of Carbon/Nitrogen ratio of 25/1, which is the best combination for an organic biomass to convert into good compost.

C) Marketing of Agricultural Products / Farmers' Market

To back up all the agriculture practices and to make agriculture production more profitable, farmers ought to find better markets for their products, and eventually better prices, the answer to this is farmers' markets. Supporting farmers' markets in the villages and small towns, will come with direct benefit to the small holder village farmers. First because they will be selling directly to the consumers and securing good and healthy food for the villagers. Farmer's market would be the secured market for the farmer's produce, it will play the win-win situation where the consumers seek better quality food free of pesticides and the farmers seek secured premium prices by excluding the middleman. In Jdeidet El Shouf, a farmers' market was established in the summer of 2018, under the name of "Souk El Ghali", in cooperation with ACS, SIF and the Bakaata Women Organization.

Local producers got to market all of their products and farmers were given the chance to sell their produce to the consumers directly This market will again be implemented in 2019 and the coming years. This project could help in the improvement of the market by building the capacity of its management body and training the farmers of marketing, packaging, etc. Marketing of the products will also take place in the farmers own land. That is, while enjoying the stay in the bungalows on the riverside or hiking on the trail, the tourist will pass through agricultural lands. There, landowners will be harvesting their produce and planting others. Tourists will participate in the harvesting process where they will help and share in crop picking. This way, they will get to purchase fresh fruits and vegetables directly from the farmers' lands with no middle men. The farmer will also display the products made from the land, like jams, pickles, molasses, vegetable juices, etc... Local women can also sell their products in their own houses, where tourists will visit their homes, get to see the processing techniques of these products and directly purchase his fresh food from the producer. The sale of products on farms or in farmers' markets would build a direct relationship between the farmer and consumer, leading to solidarity and the support of small-scale agriculture against large producers and the influence of middle-men that make most of the profit in the agricultural sector in Lebanon. Another market where farmers of Jdeideh will get to sell their products directly to the consumer is Barouk local market launched in cooperation with Souk El Tayyeb. On a larger scope than Souk El Ghalli, a farmers market is being established in Damour village which works within the



same standards and where farmers can directly benefit from selling their goods to all villagers. We should note that the products of the farmers will be brought on a larger scale than Souk El Ghalli but bearing in mind that this market must stay in the Shouf region.

D) Financing Mechanisms

The revolving fund that will be created using savings generated by the solar farm will be the main funding source for agricultural rehabilitation projects, including terrace wall rehabilitation, agro-ecology, the establishment of composting units, etc. However, the project could also adopt a cost share program, where the farmers contribute half of the cost, by volunteering their time, and available resources, and portion of the cost. Another system that could be adopted in Jdeidet El Shouf is Community Supported Agriculture (CSA), where local households would pay a yearly premium share ahead of time and get a weekly bunch of what is available from the farm produce. In this way the farmers will secure seed money for a startup and the household will secure good agriculture produce for the rest of the year. The CSA shareholders will have the privilege to visit the farms and volunteer in the works, the CSA shareholders' children will have the opportunity to attend workshops to learn planting and composting.

E) Central Composting Unit

A common compost unit could be established, with the capacity to receive all the biomass from all stakeholders in the village including “vegetable refuse, fruit tree refuse ‘shredded pruning’, house vegetables wastes, animal manure for small husbandry and large animal farms, forest biomass, etc.”

The composting unit, equipped with the necessary heavy machinery will shred, mix and compost the received biomass in a continuous process all year round and send the finished compost back to farms to be mixed with native soil.

The distribution of the biomass to farmers will be managed by a stipulated methodology, such as exchanging biomass for compost, or assign a price/weight for each kind of biomass and price for finished compost. In this way farmers will be incentivized to give their biomass to the compost unit and get back finished compost.

F) Water Users Association/ Agro-Ecology Farmers Cooperative



It was proposed under this project to establish an agriculture cooperative in Jdeidet El Shouf. Members of the farmers' cooperative, will be trained in hands on training program, on methods of agro-ecology, to be able to produce high quality fruits, vegetables and animal products. The production process will follow agro-ecological techniques, first and foremost, enriching the soil with plenty of organic compost 10 tons per 1000 m². Second, diversification of crop production ought to be the norm, by temporarily and spatially planting different kinds of companion crop and integrating animal production with plant production. The animals will help in reducing the volume of the biomass and provide the farm with nitrogen rich biomass through their manure.



Appendix D – Agri-tourism in Jdeidet El Shouf

A) Tourism Trends in the Shouf Area

Traditionally, the Shouf area is a tourism destination in Lebanon since it nestles many cultural tourism landmarks of the country: the Beiteddine Palace, Deir el-Qamar national heritage village, Al –Moukhtara Palace, the Qasr Moussa museum, the restaurants hubs on Nabaa el-Barouk and Nabaa es-Safa springs. In 1996 the Shouf Cedars Nature Reserve was established, and another gem has, since then, been shaped enriching the various attractions in the area. Today the protected area is the leading site in the Shouf in terms of attraction and number of visitors with 87,000 in 2016, exceeding the historical Beiteddine Palace which received less than 73 000 visitors in the same year.

In the years 2000 ecotourism became very trendy in Lebanon (even though its concept, principles, purpose and implementation are still controversial topics), with the Shouf Biosphere Reserve keeping the leadership and pioneering on many levels of the ecotourism approach. And in the Shouf area the demand for tourism witnessed a clear expansion towards nature and villages. This is due to the strong bonds the park has built with the villages all around the protected area and beyond its administrative boundaries. Today an estimation of more than 20% of the global tourist arrivals (all types included) to Lebanon have the Shouf in their packages list.

Ecotourism, rural tourism and adventure tourism were developed and services like local hiking, healthy food, accommodation in guesthouses and village tours have seen the light in addition to traditional tourism in the Shouf. The continuous growth of these types of tourism is accompanied by a greener or more ecological dimension represented by a more mature management of the tourism activities in the park and in its surrounding villages. It is within this perspective that the agritourism project was proposed as a tool for sustainable development in Jdeidet el-Shouf.

B) Tourism in Jdeidet El Shouf

The results of the meetings and field trips with the local stakeholders in Jdeidet el-Shouf have shown different elements that can feed the potential agritourism project which responds to the MINARET needs under the NEXUS approach.

But before listing those findings, two aspects have to be clarified:



1. Jdeidet el-Shouf is not yet a tourism destination or even a tourism attraction by itself. The only curiosity that can be found in the town today is the “Martyre’s Garden ” known in Arabic as “Jounaynat al-Shouhada”” located near the municipality. It is a very beautiful philosophical garden designed with a holistic view over all aspects of life on earth and beyond. Founded by the master Kamal Joumblat in 1958, on a peaceful remote hill, as a memorial for the martyrs of the 1958 revolution, it is today surrounded by busy buildings, but once inside it perpetuates peace and serenity as wanted by its creator. Besides this garden, the old part of Jdeidet el-Shouf and its valley that reaches the Barouk river bank is a potential asset for agritourism projects, especially that the local community is keen about it.
2. Jdeidet EL Shouf has to be linked to its environmental and cultural surrounding attractions when planning for sustainable tourism. For example, an agritourism package in Jdeidet el-Shouf could be extended with the visit of the Shouf Biosphere Reserve or another village such as Baadarane, depending on the type of package and the needs and wants of the visitor.

c) Findings Related to Agri-tourism Planning

The first mapping exercise of the project defined two potential agricultures for building agritourism activities in Jdeidet el-Shouf: The oregano crop and the honey. However, discussions held during stakeholders resulted in the selection of agro-ecology, which as explained in the previous section is based on multi-cropping, where oregano and honey could be produced among other products.

- a. Human resources: Firstly, the strong mayor, Mr. Hisham al-Fatayri, leading the ship with clear determination to introduce sustainability in his area is an asset. He succeeded in using the energy oriented development projects efficiently for the good of his community. Secondly, the Jdeidet El Shouf - Baqaata Women Organization has a successful record in local development as they demonstrated efficient solutions for electric power generation covering the gaps of the government for many years now. Thirdly, many farmers have expressed their interest in participating to the agritourism project; some have modest size lands such as Mrs. Nahed al-Fatayri who owns a piece of land near the river down the valley. She is keen to participate as an agritourism farmer, offering activities related to eco-farming, healthy food and accommodation in her wooden cabin. Other



farmers have large size agricultural lands and are ready to cooperate on future activities and packages of agritourism. For example, to show eco-farming methods or to participate in seasonal harvesting or fruit and vegetables picking.

- b. Natural resources: A luxuriant green valley lays below the village and reaches the banks of the Barouk river, with a series of small size agriculture terraces. It overlooks the villages of Moukhtara, Aain Qeny and Ammatour located on the southern bank of the Barouk river. Obviously, in this valley the water element is present. It is found in the form of small water sources, old reservoirs and the river water, supported by old water dams and canal for irrigation that needs rehabilitation.
- c. Cultural resources: Water element has supported the development of water mills. Those traditional renewable energy “old factories” related to the local agriculture and local traditional crops. In parallel, old bridges linking the villages on both sides of the river are still used by wanderers. Those wanderers are sometimes hikers walking the old walking trails part of the Barouk trail, delineated lately by the Shouf Biosphere Reserve from the very beginning of the Barouk water spring to the very end of the river at the level of the Mediterranean Sea where it is called Nahr el Awwaly river crossing the Bisri valley, stretching over 50 km of distance from source to sea.
- d. Existing agriculture activity in Jdeidet el-Shouf: There are two large size agriculture businesses, one specialized mainly in large white beans crops in parallel to some seasonal fruits (peach, apple, pear), and the other one is specialized in organic agriculture and producing vegetables (tomatoes, cucumbers, lettuce, cabbage, cauliflower) and seasonal fruits (apples), in addition to the agriculture he has some cows and sheep. Both farmers are ready to cooperate to a better eco-farming practices and to introduce oregano cultures). About 5 other small farmers exist as well; they produce garden style vegetables and fruits for their own consumption, and sell their surplus production in the market. They produce all types of seasonal vegetables and some seasonal fruits. Some have small numbers of domestic animals (sheep, goats, cows), and might be ready to have some donkeys for the purpose of local donkey back riding activities. Discussions with farmers and landowners throughout the project revealed their openness to adopt agro-ecology in the rehabilitation of their lands to ensure the production of healthy, high quality products.

D) Proposed Agritourism Project in Jdeidet El Shouf



As mentioned above, agritourism is spotted and proposed as sustainable tourism activity that responds positively to the demand of the MINARET and Water-Energy-Food NEXUS approach in the case of Jdeidet el-Shouf, with the introduction of agro-ecology principles culture in addition to the existing agriculture activity.

The main components of the agritourism setting are:

- a) Beautiful and clean farms: Family run farms having agricultural activity and some domestic animals, or in other words representing typical rural culture of Lebanon. Farms that can be visited by the tourist where he can do some farming activities or eat local dishes and /or sleep over. Farms with plenty of flowers and trees and clean areas. Normally such farms are composed of a main house (of the farmer), a barn (for domestic animals and farming equipment and forage stocks), accommodation farm stay part (for the tourists overnights) and a dining service room (in French it is known as “Table d’hôte”) where traditional healthy food is served. In addition to the above a farm should absolutely have an open area such a beautiful garden where some chairs and table are organized to sit and enjoy a scenery or a landscape or the orchards of the farm, in a silent and peaceful atmosphere (not close to a busy road or a noise source)
- b) Healthy and traditional food service, in a beautiful setting (see a) above): normally this room or part of the farm have a wide wooden table to allow visitors prepare together, with their hosts, a traditional meal, or recipe.
- c) Seasonal eco-farming activities (harvesting, picking, etc...): visitors would love to pick their own fruits or vegetables or do an easy task such as feed the animals or stock some wood logs etc... other types of activities can have more educational aspects; for example learn how to plant trees or how to grafting or learn about agro-ecology implementation.
- d) Beehives visits and honey tasting: learn how the bees do their honey in the beehives and have a honey tasting session.
- e) Oregano (Zaatar) small agriculture plots
- f) “Zaatar Story” small museum: it is about presenting the complete process of oregano local zaatar, from the planting activity to the flowers and leaves harvesting, drying methods and



- zaatar mixed powder production, then cooking a traditional recipe or prepare the famous 'man'ouchet zaatar'. The visitor can find posters and real plants of different types of Thyme and have a tasting session and visit the herbarium. This experience could be related as well to outdoor activities.
- g) Hiking trails: a large network of old trails linking the different parts of Jdeidet el-Shouf to other villages and to the Shouf Nature reserve.
 - h) Donkey back riding activities: farms might have some donkeys that can serve for such fun activity. Donkeys can be used for local transport of goods and luggage as well, as an alternative to fuel vehicles, reducing CO2 emissions. Donkeys can be used as well for long distance hikes linking the village to remote destinations such as Baadarane, Niha or even Jezzine.
 - i) Accommodation in farm stays (see a) above) or guesthouses
 - j) Local Souk El-Ghalli market visits: This newly installed market can be supported by visiting it with tourists and encourage them (or their tour organizers) to buy locally. It is indeed an enriching experience to discover local traditional fresh and transformed products which in turn reinforces and enhances the local economy.
 - k) Establishing an information center in partnership with Green Orient. This center will be built near the parking lot being more visible to tourists and visitors. It will hold all the necessary information about agro-ecology, agri-tourism and about the attractions of the village. It will provide visitors with more information on the area's attractions, lodgings, maps, and other items relevant to tourism.
 - l) A plan was developed on rehabilitating three touristic attractions in the village: Shuhada Square, the old mill and the old micro-dams. This could be considered as a touristic package where the tourist can spend a day visiting all these attractions.

Tourism is indeed a complex sector since it involves a wide range of different services and activities, which, combined together, offer the right experience by the right host, to the right tourist. How agritourism in Jdeidet el-Shouf would fit into the large spectrum of tourism:



Tourism organizers – Airports – Transport – e-Bookings – Guides – Lodging – Food – Activities – Attractions – Events - e-Reviews – e-Ratings – Banking – Currencies exchange – Insurance – Policies – Standards – Labels – Sustainability

E) Agritourism Value Chain Mapping of Jdeidet el-Shouf

Narrative description of the Agritourism Value Chain Map of Jdeidet el-Shouf

As mentioned above, this document treats tourism activity in Jdeidet el-Shouf in its geographical, cultural and natural context of the Shouf area. This is justified by the design of the packages that will be developed to promote the town.

If promoted separately, the packages' configurations will be little and reduced to Jdeidet El-Shouf only; which tarnishes the creative and experiential aspects of the tourist's visit.

On the other hand, from the NEXUS perspective, the water element is already a shared element with a number of villages in the area, which makes it better to have a holistic overview instead of focusing only at the macro part. In addition to water, the food element when linked to Souk El-Ghalli fresh and transformed products is treated as well in line with other villages and areas. Moreover, the traditional energy efficient water conveying systems (old dams and canals), and the recently installed renewable energy systems complete the NEXUS approach and provides a good and unique example of the holistic management and integrated management of resources in Jdeidet El Shouf which should be replicated in other areas.

And above all, it is extremely important to incite the key stakeholders of the region to fight together towards the implementation of the "Authentic Shouf" branding project, which brings positive feedback to all the region, on all levels: environmental, cultural, social and economic.

The Product

The product is agritourism in Jdeidet el-Shouf; it is the series of packages for individuals or groups, standard or tailor made, that ensues a large list of activities, including food and lodging, hiking, visits to attractions, entertainment and shopping.

Product Quality

If the NEXUS / MINARET standards from one side, and the Shouf Biosphere Reserve standards from the other side are respected, the project would be a reference in tourism development. For this to become



reality, a set of regulations and quality control tools should be implemented, leading to a quality label. It would create a momentum of healthy competition among the agritourism protagonists in Jdeidet el-Shouf, and would be reflected in high quality product.

Target Tourist

There are multiple steps ahead to define the target client.

- a) Starting with the needs of the domestic market². It is wide and varied, from schools, to families, youth groups, expatriates living in Lebanon. Each category has a different need.
- b) Looking closely to the agritourism product and services proposed in Jdeidet el-Shouf, a large variety of clients would be attracted and would like to try the activities. In this case too, it is varied, and targets not only the domestic market, but as well the inbound market, under which category we find individual adults and organized groups and green/responsible tourism travelers.
- c) Try the typology of tourists.
 - a. I have a product for adventure travelers? Not exactly, but it could work for hikers, discovery and cultural groups.
 - b. Is my product adequate for Arab Golf countries visitors? Not at all, because they have other destinations on their list of visits in Lebanon, such as Jeita Grotto or Beiteddine Palace. It is excellent for schools, but there is no adequate lodging facility for schools in Jdeidet el-Shouf, so they would use Maasser esh-Shouf's St Michel Youth Hostel. But for families it could work perfectly because small size family groups would fit in guesthouses.
- d) The price range is very determinant element, because, for example this is not a luxury oriented product, neither a mass tourism product. So automatically there is a part of the market that would be excluded. Which is very normal.

To end-up this brief analysis of the target market, it is advisable to focus, as a start, on one or two categories of the market and develop the activities accordingly. It would be a positive thing to focus of 3 types of domestic tourism markets: school groups, Lebanese family groups, Hiking groups. And in parallel focus on Lebanese diaspora. And then on the long run different other types could be targeted according

² Domestic market means all people living in Lebanon, Lebanese citizens and expatriates living in Lebanon.



to the country's situation in terms of security, economic crisis, infrastructure, law enforcement, etc...

It is important to understand that the domestic market, described above, in addition to the Lebanese diaspora (the only category chosen from the inbound market) are resilient markets, because they can accommodate more easily with critical situations the country is used to.

The Price

The calculation of prices refers to benchmarking, and it is based on the costs to which is added an average of 15% mark-up for the host, and an addition of 15% in the case of a tour organizer. And the final prices should be in line with the market range. For example, the price of a one night stay at a guesthouse on a half-board basis (including breakfast and dinner) is 75,000 LBP (50 USD). The average cost of a local guide for hiking activity on hiking trails is 100,000 LBP (65 USD), and a half day local guide for a cultural tour in a village is 50,000 LBP (35 USD). The cost of a school eco-activity at an association like Green Orient per student is 3,000 LBP (2 USD). The cost of a lunch meal for individual groups is 20,000 LBP (13 USD) and for school groups is 15,000 LBP (10 USD).

The range of prices listed above corresponds to what is being dealt with between tour operators and host communities, for domestic and in-bound markets.

Transport and Logistics

This part of the analysis consists on defining how the target tourists will reach the destination, or in other words, how will these people be brought to the product (in the destination, which in this case is Jdeidet el-Shouf and its surrounding area). So it is about the transportations and logistics and the distribution channels.

Getting back to the target market defined above, the land transport would be individual cars or small buses (up to 29 seats) and vans (up to 14 seats). In the case of the inbound diaspora market, they would reach the Lebanese soil by airplanes, and then by taxis to their families in their home regions, before using the same means of transports (cars or vans/buses; rent a car or including the driver). The municipality planned a parking lot for the village where all vehicles, especially buses and vans, would park and where from the tourists would be transferred in ecological means of transport, such as electric shuttle cabs, or bicycles, or donkey backs, or simply on foot. Two places were suggested for the establishment of the lot:



in the center of the village near Shuhada square, which is a more crowded place and is closer to the main road, and in a place at the end of the village near the river. It has been agreed on the implementation of the lot in the center of the village where the lot is more obvious to the visitors and closer to the village attractions. The municipality also thought of delineating safe walk paths for visitors or bicycle lanes or donkeys. There has been a debate about building sidewalks for athletes and bikers and safe paths for the donkeys to pass from the lands to the markets. This would encourage other farmers to use donkeys as transporters and service providers.

Distribution channels

As for the distribution channels, the visitors may reach the destination either by themselves, by e-search and/or e-booking or via an intermediary, such as a tour operator, a travel agent, or a local association or NGO.

Who will host these different groups? It is the task of the local businesses who are part of the tourism destination, of course. But it is crucial to have an information center that helps the independent visitor and show him about all the services available.

Destination Management

It is advisable that the management of the tourism activity in Jdeidet el-Shouf, be the responsibility of a committee composed of members from the municipality, Jdeidet El Shouf - Baqaata Women Organization, farmers' cooperative and key persons. This committee would **not** play the role of a destination Management organization (DMO). There is no objection neither for the women association to manage it if they consider this task feasible for them, as a local coordination municipal committee, **not as a DMO**. ACS will play the role of the DMO under the brand of "Authentic Shouf". This committee will be responsible of management and implementation.

Based on the municipal decisions and on the discussions made during the workshop, a committee was formed to support the establishment of an agricultural cooperative in Jdedet El Shouf, provide guidance on the needed skills and to manage water and energy supply and other needs of the village. This committee includes: a municipality member, a representative of ACS, a representative of Green Orient, an Agricultural Engineer from the school of agriculture, 2 representatives of Jdeidet El Shouf - Baqaata Women Organization, a representative from LANA Youth Organization and 4 potential farmers from



Jdeidet El Shouf. Appendix D includes a copy of the municipal decision to establish the committee. A preliminary agreement says that Jdeidet El Shouf - Baqaata Women Organization will manage this committee since they have shown concrete and successful results when managing other projects. This association is willing to put in all of its efforts for the sake of the needs of the committee.

It is preferable to rather have a bigger organism that plays the role of a DMO in the Shouf, such as Authentic Shouf brand, under which the local committee of Jdeidet el-Shouf coordinates the tourism activities in its village, similarly to other potential committees in other villages.

The figure below suggests the configuration of tourism management of the Shouf region and Jdeidet el-Shouf area under its canopy, as a tourism destination under the **Authentic Shouf Brand**, and the ACS; and it shows as well a wider vision for managing responsible tourism in all parts of Lebanon, where other organisms would play the same role as ACS in their regions. It is clearly a pioneering model that is starting in the Shouf Casa and would be very beneficial to be duplicated in other regions of Lebanon.

Today in Lebanon, it crucial to have a clear vision at the level of the different regions of the country, to be able to manage tourism development and activities in an efficient way. It means that the standards of sustainable tourism should be implemented locally. Natural reserves are the only sectors which can play this role, having been appointed by the law.

In the Shouf casa the Shouf Biosphere Reserve is by far the most efficient, partner the government can rely on to manage natural and cultural resources.

Promotion

The modern tourist is an on-line oriented client, looking for his tourism activities and needs on the internet using applications and reviews and updates. So today it is irreversibly the right way to promote tourism services and activities. A website, or blog and newsletter with online booking are a minimum. In parallel, a short video or a longer documentary would do a positive effect on the market, once the destination is ready to demonstrate its natural and cultural beauty in a well-managed way with quality.

No need to print any hard copy materiel (leaflets, booklets, brochures), just print some posters to install on site or at the tourist information center, and it would be enough.

Another way to promote efficiently is the traditional one to one meeting, during which one would go into details with his counterpart and explain once for all about the complete service possibilities and discuss



the prices, etc... This would work for school groups who would have continuous programs to be organized, and for different levels. So the relation would be established once in the beginning and then the remaining details would be dealt by e-mail.

Media would write about the project and activities, so it is a positive thing to organize educ-tours for journalists, and in parallel one can invite the tourism industry to get them acquainted with the product and the destination, to facilitate their part of the marketing.

Participation to fairs in Lebanon, targeting the domestic market is an excellent thing as well; for example, the Garden Show, or HORECA.



Appendix E - Tourism Charter

Responsible Tourism Charter for Jdeidet El-Shouf

To the Public Local Authority (Municipality):

- Formulate regulatory and monitoring mechanisms* at the local level, to accompany the objectives of the NEXUS approach in Jdeidet el-Shouf.
- Develop the local municipal capacity to implement growth management tools such as zoning, land use planning.
- Use and implement internationally approved guidelines to develop certification schemes, eco-labels and other voluntary initiatives geared towards sustainable tourism, in close coordination and guidance of the Shouf Biosphere Reserve.
- Encourage the creation of regional networks and sustainable tourism development.
- Incorporate sustainable transportation principles in the planning and design of access and transportation systems, and encourage tour operators and the traveling public to make soft mobility choices.
- Stimulate sustainable farming and livestock practices that support mutual economic advantage by encouraging creative links between ecotourism and other forms of innovative land use, such as sustainable agriculture and agroforestry.
- Encourage innovative product development and fair trade through strengthening links with the arts, handicrafts, and local indigenous heritage.
- Promote sustainable partnerships between private and public sectors to address the role of tourism as a development tool**.
- Develop strategies to engage and empower local communities in planning, decision making and enterprise ownership for the sustainable management of tourism through stronger cross-sectoral partnerships.
- Support the protected area authorities (SBR) in developing and managing ecotourism in the district of Shouf.

All forms of tourism development that are conducive to saving rare and precious resource, in particular water and energy, should be given priority and encouraged by national, regional and local public authorities***.

*Regulatory mechanisms related to urban planning, zoning, construction code, infrastructure standardization, waste water management, shifting to greener energy solutions, etc...

**For example the support of the local tourism committee that is intended to be created in Jdeidet el-Shouf, and the support and promotion of Souq el-Ghalleh

***The NEXUS approach



To the Private Sector:

- Implement tourism activities that are environmentally friendly.
- Ensure that the design, planning, development and operation of tourism activities and facilities incorporate to the sustainability principles.
- Adopt reliable certification scheme or voluntary regulation, such as eco-labels, in close coordination with the SBR.
- Cooperate with governmental and non-governmental organizations in charge of protected areas to ensure that ecotourism operations are practiced in compliance to the law and according to the management plans and other regulations.
- Increase the use and the purchase of local products, as well as the human resource input.
- Work actively with local communities to ensure that local culture and communities are well respected.
- Promote among their clients an ethical and environmentally conscious behavior vis-à-vis the ecotourism destinations visited.
- Diversify their offer and extend their operations to different destinations in order to spread potential benefits of ecotourism and responsible tourism.
- Provide tourists with honest information on the village attractions and on the conditions of travel, hospitality and stays...
- Ensure equitable distribution of financial benefits from ecotourism and responsible tourism revenues (in line with the objectives of the local tourism committee proposed).
- Salaried and self-employed workers in the tourism industry and related activities have the right and the duty to acquire appropriate initial and continuous training; they should be given adequate social protection.

To NGOs and Academic & Research institutions:

- Provide technical, financial, educational, capacity building and other support to ecotourism destinations, host community organizations, small businesses and the corresponding local authorities in order to ensure that appropriate policies are set.
- Develop and manage guidelines, and monitoring mechanisms.
- Conduct research on the actual impacts of ecotourism activities upon ecosystems, biodiversity in mountains and coastal areas, land indigenous cultures and the socio-economic fabric of the ecotourism destinations.
- Tourism activities should respect the equality of men and women; they should promote human rights and more particularly, the individual rights of the most vulnerable groups, notably children, the elderly, the handicapped, ethnic minorities.

To the Local Communities :

- The host communities, on the one hand, and local professionals on the other, should acquaint themselves with and respect the tourist who visit them and find out about their lifestyles, tastes and expectations.
- Local populations who are potentially associated with tourism activities should share equitably the economic, social and cultural benefits they generate, and particularly in job opportunities.



To the Tourist:

- Tourists and visitors have the responsibility to acquaint themselves, even before their departure, with the features of the countries they are preparing to visit.
- Tourists should be aware of the cultural specificities of the visited destination or community.
- They should ask for permission before taking photos.
- It is preferable to use the local food and accommodation facilities rather than the classical hotel (mass tourism service) for direct support to the local economy.
- Encourage the tourist to purchase local products
- Tourists should not leave any trace behind and should not take archeological or sacred materials as souvenirs.



Appendix F – Agritourism Packages in Jdeidet El Shouf

Agritourism packages in Jdeited el-Shouf

Package A:	1 Day
Destination:	Jdeidet el-Shouf
Theme:	Natural resources advisedly used
Type of visitors:	School groups
Number of participants:	30 students + 4 adults

Arrival to Jdeidet el-Shouf

Activity 1: Walk on the trail and discover the **riparian ecosystem** of the Barouk river and the typical cultural landscape of the valley, and understand the irrigation system functioning by gravity.

Activity 2: Understand the use of **water as a renewable energy** in the old typical **water mills**

Lunch: traditional meal at the a local typical farmhouse

Activity 3: Learn the basics of **bio-farming**.

Activity 4: Visit the **Man'ousheh Museum**, and discover the process of the oregano from terraces to table.

Back to school



Package B:	2 Days / 1 night in Shouf
Destination:	Jdeidet el-Shouf + Maasser esh-Shouf + Baadarane + Batloun
Theme:	Natural resources advisedly used
Type of visitors:	School groups
Number of participants:	30 students + 4 adults

Day1: Similar to Package A

Dinner at a local guesthouse in Maasser esh-Shouf

Overnight at Auberge St Michel in Maasser esh-Shouf

Day 2:Arrival to Baadarane

Activity 1: Discover the old typical grapes **molasses press house**, and learn about the process of producing molasses with human muscles power and bio-mass fire providing from grapes pruning and gardens clearing.

Activity 2: Discover the old typical **weaving loom**, and learn how it works with human muscles power (without the use of electric power)

Lunch: Typical meal at a local guesthouse in Baadarane

Activity 3: Play and Discover the **bio-mass production** at Batloun sustainable management forest site. Back to school.



- Package C:** 3 Days / 2 nights
- Destination:** Al-Shouf Cedars Nature Reserve + Barouk + Jdeidet el-Shouf + Maasser esh-Shouf + Bisri + Eshmoun + Awwali
- Theme:** Water cycle from snow to sea
- Type of visitors:** School groups
- Number of participants:** 30 students + 4 adults

Day1:

Arrival to Al-Shouf Cedars **Nature Reserve** at Aain Zhalta entrance

Activity 1: Discover the snow on **Barouk mountain slopes**.

Activity 2: Discover **Nabaa Jeiti** and learn how the underground water gushes out of the soil.

Activity 3: Walk in the **cedar forest** and learn the importance of the trees to water infiltration into the soil

Lunch at Farmville

Activity 4: Discover **Nabaa el-Barouk spring**

Activity 5: Discover the **small water dams built** (human intervention) by the SBR on the seasonal streams to feed underground water

Dinner and overnight at Auberge St. Michel in Maasser esh-Shouf



Day 2: Arrival to Jdeidet el-Shouf

Activity 1: Walk on the trail and discover the **riparian ecosystem** of the Barouk river and the typical cultural landscape of the valley, and understand the irrigation system functioning by gravity.

Activity 2: Understand the use of **water as a renewable energy** in the old typical **water mills**

Lunch: traditional meal at the local typical farmhouse Activity

3: Learn the basics of **bio-farming**.

Activity 4: Visit the **Man'ousheh Museum**, and discover the process of the oregano from terraces to table.

Day 3: Activity 1: Walk on the **Barouk – Bisri trail**

Lunch sandwiches prepared by the Women Association

Activity 2: Discover **Eshmoun archeological site** located near the Awwali river, and understand the healing importance of water to the Phoenicians with their healing God, Eshmoun.

Activity 3: Discover the **Awwali river** and its mouth on the Mediterranean Sea.

Back to school

Package D: 1 Day

Destination: Jdeidet el-Shouf

Theme: Traditional food



Type of visitors: Families – Hikers – Youth groups – Lebanese Diaspora

Number of participants: 16

Arrival to Jdeidet el-Shouf

Activity 1: Visit the **Man'ousheh Museum**, and discover the process of the oregano from terraces to table; and have breakfast on site.

Activity 2: Discover a **Lebanese typical farm**. And learn about the **Lebanese backyard garden** (al ba'dounseh plots + seasonal vegetables squares + pomegranate tree + fig tree)

Activity 3: **Vegetables and herbs picking**

Activity 4: **Prepare your own meal** with a traditional recipe at a local guesthouse

Lunch

Activity 5: Learn about the **electric renewable energy power plant** of the municipality

Activity 6: Visit the **Martyrs' garden** in Semqaniyyeh

Back to Beirut



Appendix G – Municipal decision of the committee.



قرار رئاسي

رقم 53

ان رئيس بلدية الجديدة – قضاء الشوف
بناء على قانون البلديات

يقرر:

اولاً : تشكيل لجنة من المالكين و المزارعين و الجمعيات المعنية بتطوير قطاع الزراعة و السياحة الزراعية من خراج منطقة الجديدة العقارية – محلة الوادي و الجزيرة .

- الاستاذ ايمن شرف الدين عن بلدية الجديدة .
- الاستاذة لارا قانصو عن محمية ارز الشوف .
- الشيخ نبيل سري الدين عن جمعية غرين اورينت .
- المهندس رائد زيدان عن المدرسة الزراعية .
- السيدة ناهد الفطائري و السيدة منى خطار عن جمعية سيدات الجديدة- بقعاتا .
- الاستاذ بهاء الزغير عن جمعية لنا .
- عن المزارعين و المالكين :
 1. الاستاذ اسامة شديد .
 2. الانسة ريما سرحال .
 3. السيد فراس الفطائري .
 4. الاستاذ زهير طليع .

ثانياً : يرفع هذا القرار للاطلاع

الجديدة في : 2019//6/7

رئيس البلدية

هشام الفطائري



بلدية الجديدة

الرقم: ٩٨٧
التاريخ: ٢٠١٩ - ٦ - ٧