

CULTURAL HERITAGE MANAGEMENT AND THE IMPACT OF TOURISM:
THE CASE OF TRIPOLI

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ABSTRACT

CULTURAL HERITAGE MANAGEMENT AND THE IMPACT OF TOURISM: THE CASE OF TRIPOLI

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Recently tourism sector has been gaining more importance as an essential part of the local economic development due to the global economic reformation, and many cities have achieved tourism based on local economic development. The concept of CHM has increasingly become an important subtitle for tourism sector with planning perspectives as a significant planning tool. The concept consists of combining the cultural, social, economic, and touristic sectors for an enhanced wider plan.

This thesis aims to investigate CHM on the case of Tripoli which has witnessed CHM development at its old city centre. It tries to analyze the local impact on Tripoli city and introduce a newly rehabilitated historical city centre for better tourism activities and an improved local development. Using Tripoli study case as a research method, this research focuses on Abou Ali district in Tripoli city. This district, in particular, has examined local tourism and economic development based on a CHM project prepared at the city level base to improve its local economy depending on cultural management related to its tourism activities. The local government, assisted by national and international supports, has introduced CHM to help the old neglected historical city centre re-emerge

into the local economy which is the focal point this thesis aims to study.

Keywords: Tourism, CHM, local economy, Tripoli.

ÖZ

TURİZM VE YEREL KALKINMADA BİR PLANLAMA ARACI OLARAK
KÜLTÜREL MİRAS YÖNETİMİ
TRABLUS ORNEGI

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Son zamanlarda turizm sektörü, kürese yeniden yapılanmadan dolayı, yerel ekonomik kalkınmanın önemli bir parçası olarak önem kazanmakta önem kazanmakta ve pek çok kent de turizme dayalı kalkınma gerçekleştirmektedir. KMY kavramı, planlama yaklaşımı ile turizm sektörü için önemi artan bir altbaşlık olmaktadır. Kavram, kültürel, soyal, ekonomik ve turistik sektörleri, daha kapsamlı bir plan ile bir arada içermektedir.

Bu tezin amacı KYM’ni tarihi kent merkezinde KYM ile kalkınma sağlayan Tripoli örneği ile incelemektir. Tez, Trablus kentindeki yerel etkiyi analiz etmeye ve yerel kalkınma ve turizm aktiviteleri için yeni rehabilte edilmiş olan tarihi kent merkezini tanıtmaktır. Araştırma yöntemi olarak Trablus örneğini kullanarak, bu araştırma Abou Ali mahallesine yoğunlaşır. Özellikle bu mahallede, kent düzeyinde hazırlanan kültrel miras yönetimine ve KMYe dayalı yerel turizm ve ekonomik kalkınma gözlemlenmiştir. Bu çalışmanın ana amacı, ulusal ve uluslararası destekler ile desteklenen yerel yönetim KMYnin ihmal edilen tarihi kent merkezinin canlandırılmasında ve yerel ekonomide bir merkez olarak faaliyete geçirilmesindeki rolüdür.

Anahtar sözcükler: Turizm, KMY, yerel ekonomi, Trablus

To My Family

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LIST OF ABRIVIATIONS

AFD	Agence Française de Développement
CDR	Council of Development and Reconstructions
CHA	The Cultural Heritage Act
CHUD	Cultural and Urban Heritage development
CMP	Conservation Management Plan
CRI	Consultation and Research Institute
DCH	The Directorate for Cultural Heritage
DEC	Department of Environment and Conservation (DEC)
DGA	General Directory of Antiquities
ICCROM	International Centre for the Study of Preservation and Restoration of Cultural Property
ICIP	The Interpretation and Presentation of Cultural Heritage Sites
ICOM	The international council of museums
ICOMOS	The International Council On Monuments And Sites
MOSA	Ministry of Social Affairs
MOIM	Ministry of Interior Municipalities
UNESCO	The United Nations Educational, Scientific and Cultural Organization
UNWTO	Unite Nations World Tourism Organization
WTO	World Tourism Organization
WTTC	World Travel and Tourism Council

CHAPTER 1

INTRODUCTION

Cultural Heritage Management

Over the last two decades, remarkable progress has taken place in the implementations and impacts of different tourism tools and sub-titles. One of the newly presented sub-titles for tourism planning is Cultural Heritage Management (CHM), which is denoted as an increasingly important planning tool from planning perspectives. Then, the weight of combining it with planning emerged from the fact that it is a significant category of tourism, an important tool in culture, and a main key for planning projects through regional bases. CHM can improve the life quality of the locals and citizens, and it can form a turning point for better economic benefits for the tourism sector of the country.

CHM is related to restoration, conservation, archaeology, history, architecture, etc; and it is sometimes considered a branch of cultural resources management. Moreover, CHM works on the classification, analysis, maintenance, and protection of significant cultural sites and physical heritage quality. Some examples of cultural sites are monuments, archeological site, museums, architectural places, historical sites, railway stations, ancient factories and harbors.

For the past twenty years, there has been an international flow of popular interest in social history, cultural heritage, and heritage management. The tourism industry was directly affected by this interest in cultural heritage and

heritage management, and it started to witness a remarkable flourish on both national and international levels (Ken Taylor, 2004).

The globalization trend in the field of cultural heritage and cultural tourism has resulted in powerful practices of international organization such as UNESCO, ICOMOS, ICOM, and ICCROM. They started to generate international standards for cultural heritage practices. Nevertheless, these standards generated for the entire cultural heritage worldwide may create standardization and no differentiation among the cultures (Logan, *Globalizing Heritage*). Therefore, the role of the local professionals and planners in the cultural heritage management projects is very sensitive, and has to incorporate the global trend in a locally suitable framework through a comprehensive estimation and a thorough understanding of their own cultural heritage.

Only when cultural heritage and tourism become strongly integrated at managing the cultural heritage can a successfully managed heritage site present a valuable touristic place where the past can be felt at all levels, and where it can be re-represented in the present. Therefore, the cultural heritage sites need a careful management and planning which takes into consideration tourism planning as well as cultural conservations aspect. As a result, the combination between tourism needs and heritage sites will introduce a successful long term management (Graham Brooks, 1993).

The planning and management level of the cultural heritage sites has to pay attention to future estimation of tourists' number, especially after the implementation of the CHM project of the site to avoid unsatisfactory results which could be very difficult to repair or deal with (Graham Brooks, 1993).

Cultural heritage resources are significant attraction creators when considering tourism sectors. Coply Robenson (1996) considers these resources as

distinctive elements representing the history of any cultural sites such as historical and ethnic sites, and promising national touristic treasures.

The cultural heritage resources, however, have a critical side represented in the similarity among the different cultural sites such as the historic buildings. Judd (1995, cited in Caffyn & Lutz, 1999) sees this similarity as an energy absorbing factor for the tourist and stimulation for fewer places. This obstacle can be dealt with through a successful management of the site, and proper planning which focuses on and enhances the different characteristics of each cultural site.

The tourism planning concerning cultural heritage has to hold a detailed site's analysis to highlight each tiny characteristic of the site to be able to come out with a comprehensive analysis. Thus, a clear potential evaluation will be obtained to facilitate a more effective management of the site (Graham Brooks, 1993).

The Australia International Council on Monuments and Sites (ICOMOS) defined guidelines that consist of methods relating cultural values to their suitable management. This management has to create a sense of clear connection between the existing history and the present through combining the physical and cultural characteristics of the site. The ICOMOS guidelines define the cultural value as:

"... a concept which helps in estimating the value of places. The places that are likely to be of significance are those which help an understanding of the past or enrich the present, and which will be of value to future generations."

This thesis aims to examine the cultural heritage management in Tripoli old historical centre which has attained and is still achieving economic

improvement based on CHM in the tourism sector. This study attempts to investigate CHM impacts on the old city centre of Tripoli, as a tourism planning tool, and presents an empirical review of CHM.

Tripoli has a wide rich historic heritage which goes back to Phoenicians about 1500BC, and ends with the Ottomans. This coastal city is classified among the richest eastern shore cities in terms of the monumental heritage that represents the different historical periods, and is considered the second after Cairo due to its Mameluke monuments heritage. Therefore, CHM is a necessity to enrich the tourism sector, to enlarge the tourism activities, and to develop positive impacts that would accompany the local economy of the city.

The local government, as a natural response to the city heritage, decided to take actions to improve the city's economy through investing in its rich historical presence. With the help and assistance of international institutions and organizations, a CHM project has been initiated and the early cultivation of the very first parts has begun. With the early completion of few phases, a tiny but promising increase in tourists' number, in job opportunities, and economic activities has been noticed.

The thesis focuses on CHM as a tourism planning tool and its impact on the development of the local economy. The concepts of tourism planning and CHM are used as a theoretical framework for the empirical review of CHM. Hence, the study case is used to examine the impact of CHM tourism planning on the local economy.

The study relies on a study case method and qualitative research. Two major sources of data were used to complete this study: qualitative and quantitative. Interviews were done with professionals and concerned persons and institutions involved with the CHM and related projects. The majority of the interviews were made with the Council of Development and Reconstructions

(CDR), the Ministry of Interior Municipalities (MOIM), Cultural and Urban Heritage development (CUHD) members, social, political and academic personalities, residents, visitors, and businessmen of the old city centre of Tripoli.

The interviews concerned the CHM of the old city center of Tripoli and were based on the theoretical framework and related qualitative evaluation. The questions' aim was to help draw a realistic image which reflects the cultural heritage within the old center.

The qualitative data were combined with the quantitative data to form a reliable platform for the study. The quantitative data were collected from the Central Administration of Statistics, the Consultation and Research Institute (CRI), Artisan of Lebanon, the Ministry of Social Affairs (MOSA), MOIM, CDR, CHUD, and the Municipality of Tripoli.

This study consists of five chapters. The second chapter comprises five parts the first of which gives an introduction to globalization, tourism and the concept of tourism in a global framework. The second introduces cultural tourism, and globalization impact on it. The third presents CH and cultural tourism, and CHM and tourism. The fourth part outlines CHM in a global framework. The last introduce the economic impact of tourism and CHM.

The third chapter sheds light on the local characteristics and potential of Tripoli city. It gives an overview of Tripoli's historical and geographical background, its economic aspects based on economic activity and structure, the socio-economic profile of the city. It also sketches Tripoli's culture and tourism, the architectural heritage, the competitiveness of the city, and the SWOT assessment and its implications.

Chapter four concentrates on the role of the CHM project in Tripoli city. First, it presents the research methodology used in the study. Second, it reviews the CHM objectives in the old city center of Tripoli. Third, it provides a definition of CHM strategy of intervention in the old center. Fourth, it identifies the elements of CHM projects of the old city center of Tripoli through the urban operations, rehabilitation of public spaces within the old center, in addition to the economic and social measures taken. Fifth, it presents an evaluation of the economic impact of the CHM project on the present and future evolution in the number of tourists in Lebanon and Tripoli. An evolution that would be attained as a result of an alliance between a proper management of future demand, creation of jobs derived from the project, and complimentary initiatives from private sectors. Finally, an evaluative conclusion wraps the chapter.

Chapter five concludes the whole thesis. It presents an overview of the study through concluding the focal point, the problems, and the methodology of the study.

CHAPTER 2

CULTURAL HERITAGE MANAGEMENT DEVELOPEMENT

This chapter is composed of four parts. The first part gives an introduction to globalization, tourism in a global framework, and the concept of tourism. The second introduces cultural tourism, and globalization impact on it. The third presents CH and cultural tourism, and CHM and tourism. The last outlines CHM in a global framework. The last deals with tourism and economic development, the economic characteristics of the tourism, and the economic benefits of tourism.

In this chapter, the globalization has been discussed due to its important role in the emergence of a wider range of tourists with different age groups, cultures as well as backgrounds which requires to meet the new tastes and varying interests and aims behind tourism. Globalization has brought about changes to tourism in general and cultural tourism in particular. Major cultural and social variations go hand in hand with globalizing this sector. Cultural tourism is no longer trapped within the traditional confinement of the word. As it becomes globalized, cultural tourism becomes the target of international competition which enables it to gain new territories as there emerged new and more interactive types of cultural heritage, popular culture and living cultural experiences that satisfy the modern taste (Richards, 2001).

2.1. Globalization and Tourism

2.1.1. Globalization

Globalization is an internationally recognized word in today's modern world. It has become a major component of all sectors of societies. A nation's culture, commerce, money transactions, services, politics, transportation means as well as other features of life are now open to those of other nations (Urry 2000). Boundaries no longer serve as indicators of the geographical limitations of a certain territory. Globalization has challenged all physical boundaries and permeated them as 'geographies seem to be shrinking even disappearing' (Amin and Thrift 1997: 147). This phenomenon of globalization was not born without its traces in the past. It is the offspring of the marriage between substantial financial and physical mobility held across nations for the past two centuries and even earlier. However, Dicken sets globalization as different from all other types of internationalization for it encompasses both 'qualitative' and 'quantitative' changes (Dicken et al. 1997).

In the aftermath of World War II, the world witnessed a quantum leap in the way people, whether individually or collectively, communicated. In this era, traveling has become within the reach of almost everybody. Even those who stay in one place have instantaneous access to worldwide events via satellites and the Internet. Those two means of communication have brought the culturally diversified societies of the world together by offering them a broader understanding of other nations. (The globalization reader, By Frank J. Lechner, John Boli, 2004)

It was only in the 1960s that the term 'globalization' was coined by McLuhan. He was one of the post-Second World War critics who drew heavily on how significantly communication technology was affecting the way people interacted with each other. 'The world has become compressed and electrically

contracted, so that the globe is no more than one village' (McLuhan, 1964, p.4). He later asserted that the spread of electric technology has enabled human central nervous system to challenge both space and time (1964, p.3).

A couple of decades later more critics came to recognize globalization as "a contested term relating to the transformation of spatial relations that involves a change in the relationship between space, economy, and society." (Daniels et al. 2001, appendix)

"Information, capital, and innovation flow all over the world at top speed. Enabled by technology and fuelled by consumers' desires for access to the best and least expensive products."
(Ohmae, 1995, in Dicken, 1998, p.4)

Although technologically and economically induced, the globalization of some cultural features of certain nations is a clear indication of their political prosperity. Due to the gigantic advancement in the speed of transport and communication which Thomas Hylland Eriksen sees as still progressing (Thomas Hylland Eriksen, 2007), Businesspeople, benefiting from global free trade, are enabled to cross continents within a few hours, close deals and tap into the wealth of cultures located at the other extreme of the globe (Martin Khor, 1996).

Bradley, Hausman and Nolan (1993a:33) find that technology is as crucial an ingredient in determining modern economic progress as globalization is. Also, Metakides argues that due to the current importance of global information, entrepreneurs must take into consideration global factors even when embarking on projects that only concern their own areas.

Not only has advancement in technology rendered travelling faster and cheaper, it has also increased the number of travelers and tourists worldwide (Westlake and Buhalis, 1998).

2.1.2. Globalization Impact on Tourism

Along with other determiners such as income and leisure time, innovative enterprises proved to have always steered the flow of tourism (Stephen Page, 2006). Buhalis and Costa foreshadow prosperity for tourism. They see that the increase in the life expectancy of people, higher levels of education, longer leisure and a demanding young generation will all contribute to the betterment of tourism in the future (Dimitrios Buhalis, Carlos Costa, 2006).

Thus tourism will be a major national income by virtue of the emergence of a wider range of tourists with different age groups, cultures as well as backgrounds. This is a fact which compells the tourism authorities to constantly renovate their section and more professionally administer this touristic field to cater for all the new tastes and varying interests and aims behind tourism (Dimitrios Buhalis, Carlos Costa, 2006).

2.1.3. Tourism Concept

Christine Pluss reports that since the 1950s tourism has hugely contributed to reinforcing the economy of developing countries. The Madrid-based World Tourism Organisation recorded that within a period of almost 45 years, the figures of tourists has gigantically escalated from 25 million to 617 million in 1997 (Christine Pluss, UN, 1998). Even more, the World Tourism Organisation has foreseen a further skyrocketting of that number. It prophecies it will reach 1.6 billion tourist worldwide by the year 2020 (Annette Groth, 1997).

It has been established that the world is collectively benefitting from the revenues of tourism. However, individuals do also have a non insignificant share of its benefit. Besides recognizing tourism as a 'key 21st century economic and employment driver', WTTC states that the tourism industry offers a job out of nine of those offered internationally. It is further expected to go up to 360 million jobs in the coming ten years. The Asia- Pacific region will have 70% of that number (Paul Gonsalves, 1999). According to WTTC, tourism has so far proven to be the least, of all other industries, to be influenced by the world's financial decline. Nevertheless, The WTTC urges governments in Asia to give special attention to tourism to inhibit its being dangerously affected by the economic crisis of the region (WTTC, 1998).

Another reason why governments are advised to make sure they keep this sector as healthy as possible is that the more tourists of a certain country go into another, the better political, diplomatic and economic support they get from that country. Reciprocally, mutual and common interests between countries are translated into longer and more flexible existence of one's citizens into another (IFC/World Bank, IFC Tourism Sector Review, 4).

Martin Khor asserts that tourism is lucrative for both private and public sectors. He argues that countries endowed with intact, unpolluted natural sceneries preserving their tribal and characteristic countryside style can definitely attract tourists and thus profit economically. This profit is further guaranteed if the natural beauty of a country is coupled with improving the road network of that area to allow easier transportation not only for tourists but also for laborers and eventually result in having a satisfied tourist who will recommend the place to many more people to patronize (Martin Khor, 1996).

Khor continues to say that tourism has a double effect on local economies. The wellbeing of the financial status of limited communities will no longer be

determined by internal resources solely. Due to tourism these countries will be permeated by profits from the international communities worldwide. Consequently, outside consumers will sponsor the internal markets, as local entrepreneurs will find new markets beyond their country's boundaries. This, in turn, will translate into a higher pattern of the cost of living and taxes.

2.2. Cultural Tourism and Globalization Impact

2.2.1. Cultural Tourism

The term cultural tourism refers to the phenomenon of addressing tourists' interest in the destination's cultural heritage and quenching the thirst of their inquisitive minds by displaying these cultural features in a commercially appealing manner (Bob McKercher, Hilary Du Cros, 2002). Mc Kercher and Du Cros offers a clearer definition of cultural tourism:

A form of tourism that relies on a destination's cultural heritage assets and transforms them into products that can be consumed by tourists (Bob McKercher, Hilary Du Cros, 2002).

Internationally, Cultural tourism is becoming a priority for both developed countries and developing ones. The reasons for this growing attention to tourism are diverse. UNESCO sees cultural tourism as a shield that protects the global cultural heritage whereas it is an economic necessity for the European Commission. Even so, the nation- states of Africa and Central Europe deem it a pivotal ingredient in boosting national identity (By Greg Richards, 2006).

Of all other kinds of tourism, cultural tourism is the one with the highest leverage of all. The countries simply, with some effort, make use of what is historically granted to them to appeal to enthusiastic visitors who are willing to spend every penny to experience that cultural atmosphere (Richards, 2001).

Ever since the time of the Roman Empire, people have gone to different parts of the world for cultural purposes. Nonetheless, this category of tourism has not taken the name cultural tourism as it is known today until recently. This cultural aspect of touring places is reciprocally advantageous for the visitor and the visited country (Dimitrios Buhalis, Carlos Costa, 2006). Specifically towards the end of the seventh decade in the 20th century, cultural tourism began to be held as a separate commodity and significant source of income (Tighe 1986). The financial potency of cultural tourism imposed itself following the 1990s mass-market collapse. Globally speaking, it is estimated that tourists seeking cultural sites constitute 35 to 70 percent of all people touring foreign destinations (Richards 1996c; Antolovic 1999).

The global community became more aware of the importance of preserving and maintaining cultural and archeological treasures on a country's territory due to realizing the sizeable service that cultural tourism is lending to local and international communities. Therefore, cultural tourism was assigned a special attention by the cultural heritage management sector as they were not absent-minded to the two-sided effect this branch of tourism involved (Bob McKercher, Hilary Du Cros, 2002).

Many authorities on the field of tourism define cultural tourism. Each sees it from the scope he considers most prominent in effect. One definition regards culture as a magnet pulling tourists towards it (McIntosh and Goeldner 1990; Zeppel 1992; Ap 1999). Another classification labels it as a three dimensional pattern of interaction among the tourists themselves, the places visited and the cultural site (Zeppel and Hall, 1991). It is also categorized as a short-term movement of tourists (Richards 1996c). Finance experts put it in a business frame with the cultural sites held as a hub to which both locals and foreigners are pulled if properly invested in. (Goodrish 1997)

2.2.2. The Changes in Cultural Tourism Due to Globalization

Globalization has brought about changes to tourism in general and cultural tourism in particular. Major cultural and social variations go hand in hand with globalizing this sector. Cultural tourism is no longer trapped within the traditional confinement of the word. As it becomes globalized, cultural tourism becomes the target of international competition which enables it to gain new territories as there emerged new and more interactive types of cultural heritage, popular culture and living cultural experiences that satisfy the modern taste (Richards, 2001.)

The findings of research show that demand on cultural tourism has increased by the same percentage as global tourism. However, the market accelerates the pace of this sector more than that of any other in the field (de Haan, 1998). Many factors led to such a growth; the global availability of information and the growing interest in education makes knowledge about cultures accessible to bigger and bigger number of people thus enticing those people's desire to have a first-hand experience with what they learn about. According to surveys held in the US, cultural sites are the targets of 46% of local tourists (TLA, 2003).

Nijiman refers to cultural globalization as the intermingling of cultures and the removal of cultural boundaries among nations as well as the merger of cultures that led to altering the features of many indigenous cultures. Contrary to what many might believe, Tourism is both the child and the father of globalization. That is, it induces cultural, social, and economic interaction between host countries and their visitors. Reciprocally, interactions of the kind can themselves affect the rise and fall of the level of tourism (Greg Richards, 2006).

2.3. Cultural Heritage Management, Cultural Tourism, and Tourism

2.3.1. Cultural Heritage and Cultural Tourism

Heritage to ICOMOS (The International Council on Monument and Sites) is not restricted to concrete places of historical, cultural and natural importance (ICOMOS, 1999). Heritage to them is further extended to contain traditions, customs and other norms that characterize certain cultures and that together with monuments and sites constitute the overall cultural and touristic taste of an area. (Bob McKercher, Hilary Du Cros, 2002).

Tourists of different interests pursue not only living the authentic experience of being in a foreign place but also obtaining and using products depicting and facilitating such experience (Urry 1990; Richards 1996c). In order to satisfy such demand on the sector, cultural tourism authorities should make sure the sites are well equipped to furnish visitors with the experience as well as the product. Such combination is crucial to ensure the prosperity of this type of tourism.

A cultural asset differs from a cultural tourism product in the fact that the former is the historical monument or site itself that constitute the genuine value of the legacy, whereas the latter is an accessorized form of the legacy. A cultural tourism product is therefore the sophisticated version of a heritage asset that caters to the consumptive needs of its tourists (Bob McKercher, Hilary Du Cros, 2002). A combination of both components is no easy task. In the 1970s, cultural heritage management authorities became aware of the difficulty that lies in supplying the commodities required by the tourists on the cultural premises and sustaining the cultural, historical and archeological significance of the site. (ICOMOS, 1978) (Bob McKercher, Hilary Du Cros, 2002).

2.3.2. Cultural Heritage Management and Tourism

Cultural Heritage Management and Tourism differ in nature, objectives, officials, funders, stakeholders as well as process (table 2.1). CHM is a non-profit public organization seeking to preserve a site, monument or any heritage for its natural, archeological, historical or cultural significance whereas tourism is based on private sector primarily seeking material profit and interested in the lucrative aspect of a site. In addition, CHM stakeholders are community members and spokesmen of indigenous people guided by social sciences graduates and experts. Tourism, however, is run by business people hiring business professionals capable of rendering a site financially beneficial. Despite the differences between the two organizations, a reciprocal and complementary connection has developed and is important to be preserved (Bob McKercher, Hilary Du Cros, 2002).

Table 2.1. Comparing Cultural Heritage Management and Tourism (source: Bob McKercher, Hilary Du Cros, 2002)

	<i>Cultural heritage management</i>	<i>Tourism</i>
Structure	<ul style="list-style-type: none"> ■ Public sector oriented ■ Not for profit 	<ul style="list-style-type: none"> ■ Private sector oriented ■ Profit making
Goals	<ul style="list-style-type: none"> ■ Broader social goal 	<ul style="list-style-type: none"> ■ Commercial goals
Key stakeholders	<ul style="list-style-type: none"> ■ Community groups ■ Heritage groups ■ Minority/ethnic/indigenous groups ■ Local residents 	<ul style="list-style-type: none"> ■ Business groups ■ Non-local residents
Economic Attitude to assets	<ul style="list-style-type: none"> ■ Existence value ■ Conserve for their intrinsic values 	<ul style="list-style-type: none"> ■ Use value ■ Consume for their extrinsic appeal
Key user groups	<ul style="list-style-type: none"> ■ Local residents ■ Often school children 	<ul style="list-style-type: none"> ■ Non-local residents
Background of professionals working in the sector	<ul style="list-style-type: none"> ■ Social science ■ Arts degrees 	<ul style="list-style-type: none"> ■ Business/marketing degrees
Use of asset	<ul style="list-style-type: none"> ■ Value to community as a representation of tangible and intangible heritage 	<ul style="list-style-type: none"> ■ Value to tourist as product or activity that can help brand a destination
International political bodies/ NGOs	<ul style="list-style-type: none"> ■ ICOMOS/ICOM/ UNESCO – promote conservation of culture 	<ul style="list-style-type: none"> ■ WTO/WTTC – promote development of tourism
National NGOs	<ul style="list-style-type: none"> ■ National Trusts/Heritage Trusts/indigenous and ethnic organizations 	<ul style="list-style-type: none"> ■ Tourism trade associations/ tourism industry bodies
National/regional political/ bureaucratic bodies	<ul style="list-style-type: none"> ■ National, state and local agencies and some museums concerned with heritage management, archives 	<ul style="list-style-type: none"> ■ National, state and regional tourism bodies tasked with product development, promotion and maximizing returns from tourism
Stakeholders	<ul style="list-style-type: none"> ■ National organizations for heritage professionals/ local historical groups/ religious leaders 	<ul style="list-style-type: none"> ■ National tourism trade associations, other industry bodies

Although they have dissimilar orientations, goals and stakeholders, CHM and tourism are equally important for the maintenance and growth of the touristic industry. Tourism is responsible for marketing and transforming the heritage into a product, whereas CHM, the proprietor of a heritage, concerns itself with

the conservation and protection of its essential cultural worth for generations to come. The community members, heritage professionals and managers and public sector concerned with CHM all contribute to making sure that a heritage remains intact and unchanged in the face of the fast-paced changeability of the modern world. (Dimitrios Buhalis, Carlos Costa, 2006).

EU strategies have drastically stimulated the extensive contributions of CHM especially in planning that has spread to integrate projects on sites in countries that are not enlisted in the union. This is due to the fact that the United Nations and World Tourism Organization (UNWTO) has efficiently recognized how culturally, socially and economically tourism has catalysed the growth of many countries as it is noted in the UNWTO report:

“The UNWTO recognizes that tourism can have a negative cultural, environmental and social impact if it is not responsibly planned, managed and monitored. Tourism has become one of the world's most important sources of employment. It stimulates enormous investment in infrastructure, most of which also helps to improve the living conditions of local people. It provides governments with substantial tax revenues. Most new tourism jobs and business are created in developing countries, helping to equalize economic opportunities and keep rural residents from moving to overcrowded cities”.

CHM and Tourism have therefore become inseparable terms that are connected by each completing the other. CHM is now almost synonymous with the planning version of tourism that is so pivotal to the sustenance of the cultural characteristics in particular and the sector of Tourism in general. CHM's major task of planning and preserving brings about a quantum leap in the living standards for the people living in a cultural heritage area. Its benefit

is ,nonetheless, not restricted to bettering the individual income. It spreads to yield generous revenues to the country's sector of tourism.

The table below displays the updated understanding of the role CHM plays in planning.

Table 2.2. Showing the Trends in Cultural Heritage Management (Source: McKercher and du Cros, 2002)

	FROM	TO
Definition of Heritage	Monuments	Landscapes
	Buildings	Urban Areas
	Sites	Historic Environment/Cultural heritage
Role of Heritage in Society	National Unity	Respect for cultural diversity
	Generate revenue from visitors	Wider Economic benefits Social Benefits
Decisions	State	Region/locality
	Authoritarian	Democratisation Participation
Professionals	Experts	Facilitators
	Single discipline (e.g. buildings, archaeology)	Multi-skilled professionals
Significance	Historical knowledge	Management Skills
	Old	Industrial heritage Post-war buildings
	Aesthetic	Commemorative value
	National importance	Local Distinctiveness
	Mono-cultural	Values of different cultures
	Narrow range of values	Wide range of values
Interpretation	Expert led	Community led
Responsibilities	State led	Communities The Market/Private sector
	Heritage sector	Environmental sector
Management Practices	Designation	Characterisation
	Separate conservation	Integrated conservation
	Site based	More strategic
	Technical research	Philosophical research

2.4. CHM in Global Framework

2.4.1. Cultural Heritage Value

A conservation management plan intervenes once the historic heritage of site is recognized. Here CMP comes the way to scan the premises to measure its historical value and to help determine the steps needed for its restoration and maintenance. The process of CMP is guided by the Department of Environment and Conservation (DEC) whose main role is to show park managers how to manage and protect cultural heritage and sets goals for CMP to try to attain in preserving all cultural heritage places found on the State Heritage Register.

Layton and Kerber argue that communication and conflict between native and non native cultures are but a natural outcome of the interaction that results from the management of cultural heritage (e.g. Layton, 1989a, 1989b; Kerber, 1994).

Whether or not a cultural site requires management and the method of doing that depend on the degree to which the site is culturally important (e.g. Anon., 1990, 1994). The foremost determiner of how much attention a place will be given is the nature of its importance. Also, the matter of "land-use conflict" and "land-use options" necessitates an evaluative study that takes into consideration what an area needs and that plays a non-insignificant role in labeling a site as highly important or less than that (Sutcliffe, 1984).

Nevertheless, to Lumb, such process is hard to apply (e.g. Lumb, 1990). This is mainly because people interested in a certain cultural heritage value it from a different perspective and places discrepant importance on the same object of interest (Boyd & Cotter, in press; Boyd et al., in press). This dissimilarity of interest has recently been extensively written about (e.g. Jackson & Penrose,

1993; Haigh, 1995; Huggins et al., 1995; Jacobs, 1995). A place that best embodies such diversity is America which is home to indigenous archeological and historical sites (e.g. Blake, 1989; Boyd & Ward, 1993).

Atkinson argues that to the local community, a site is valued more for its spiritual and religious connotation rather than its scientific implications (Atkinson, 1985). To them a site of the sort is more of an extension and evidence of their ancestors' achievements than an indicator of a certain historical era. Thus, it is again the scope of context within which a site is viewed that steers the management required for it (Ward & Boyd, in press). Accordingly different employees guarding cultural heritage sites may have different responsibilities. The role of National Park and Wildlife Service Staff, for instance, revolves around maintaining the site physically intact to ensure its educational and touristic significance (e.g. Ross, 1986; English, 1994). However, The way an asset is viewed is never stable; It is subject to change. Factors such as society, politics and education can drastically alter the significance of a site

2.4.2. International Organizations And Charters

Cultural Heritage management is not held randomly. Four major organizations direct and regulate its ongoing. Those organizations are:

- ICOMOS- International council on Monuments and Sites
- UNESCO- United Nations Educational, Scientific and Cultural Organization
- ICCROM- International Centre for the Study of Preservation and Restoration of Cultural Property
- ICOM- International Council of Museums

It is up to these authorities to measure the relationship between heritage sites and their environment to later decide what type of changes or management

suit them in that light. The WTO Global Code of Ethics for Tourism 1997 and the ICOMOS Cultural Tourism Charter, 1999 recommend a harmonious collaboration and coordination between tourism officials and community members resulting in the preservation of natural and cultural heritage places. (Dimitrios Buhalis, Carlos Costa, 2006).

The World Heritage List boomed to its peak of 400 in 1994. Such evolution necessitated the presence of a Global Strategy that brings the sites of global importance into the world in a more presentable fashion by shedding light on both its geographic and its intrinsic significance. (Anna Leask, Alan Fyall, 2006).

Furthermore, this Global Strategy is now very selective and exclusive to sites of exceptional universal significance that can prove capable of maintaining its value through presenting a convenient management plan. Hence, a region's having a place with archeological value would not allow it to join the list without attaching a comprehensive management plan to it. (Operational guidelines for the implementation of the world heritage convention, 225, pap. 108).

2.4.2.1. Directorate for Cultural Heritage in Norway

The Directorate for Cultural Heritage provides information about EU programs and the relevant EEA/Norwegian financial mechanisms to promote shared project assistance. It also takes part in cross-border framework programs linked to the management of cultural heritage. Therefore, the directorate is present in many international cultural heritage developments and can be considered an important example to stop at and enlighten from,

The Directorate comprises five departments:

- 1- Department for Information Services: Its main task is to introduce and educate people and concerned parties about CH.
- 2- Department for Ares Planning: It makes sure that no planning takes place unless it pays special attention to the requirements of CH.
- 3- Department for Building, Monuments and Sites: It is responsible for protecting concrete substantial parts of heritage for generations to come.
- 4- Department for Conservation: It is to this department that owners of monuments and sites resort for professional consultation on the how-about of preserving their assets.
- 5- Department for Administration: It is the CHM source of legal counseling.

Directorate for Cultural Heritage in Norway should:

- Ensure the conformity between CH the pertaining laws.
- Ensure that every historical time span will remain well represented for future generations through preserving sites that stand for that era with their artifacts and the remains that tell the story of the people who lived in that stage of history.
- Ensures that the welfare of the cultural heritage and that of the entire community is deemed a priority when any planning occurs.
- Takes part in environmental concerns and sustains contact with the Ministry of the Environment and environmental directorates.
- Holds educational campaigns for a better public appreciation of the cultural heritage.
- Supervises the appeal body for decisions made by CH officials.
- Ensures the execution of the UNESCO 1972 World Heritage Convention in Norway and advocates the UNESCO Global Strategy.

The Directorate of Cultural Heritage is also an active participant in projects of environmental and cultural concerns in developing countries, in EU member states, Russia and the Council of Europe. Since maintaining a firm legal structure to CH is one of DCH's chief concerns, the Directorate efficiently participates in international cultural heritage management programs.

In order to guarantee the success of its chief goal of preserving the intactness of cultural heritage, the Directorate for Cultural Heritage synergised with other countries. Those countries allied to prevent any potential sabotage that threatens any cultural heritage asset. The DCH is concerned with not only European assets but also international ones and aims to "strengthen international instruments to preserve and promote cultural diversity" (strategic plan of Action of the DCH, 2005). The Directorate devotion to global cultural heritage is further seen in its collaboration with UNESCO, ICCROM and ICOMOS and its taking part in international conferences dealing with CH, CH preservation and CHM.

In the same vein the "Strategy for the International Activities of the Directorate for Cultural Heritage 2005-2009" asserts that:

"The Directorate for Cultural Heritage will dynamically supply in protecting the cultural heritage,, the approach to international cooperation on cultural heritage conservation must be based on a wish for shared exchange of knowledge, understanding of the political implication of the cultural heritage and the cultural understanding of the cooperation partners."

The CH Act states that community members and citizens have an obligation towards their cultural assets. Each citizen should take it upon himself to protect any asset of cultural, environmental, architectural, historical or archeological significance in order to ultimately preserve" the cultural heritage

and identity it as an element in the overall environment and resource management."

Thus, the DCH is legally authorized to issue protection order on buildings and cultural landscapes. Such orders fall into two categories based on the period the sites belong to. To elaborate further, DCH has an immediate and full legal protection right on assets belonging to eras before 1537/1650. However, the case is not similar with sites and monuments descending from 1537/1650 or post 1537/1650 era. Such assets would need a protection order with a slower procedure.

The Cultural Heritage Act sets the rights and duties of each of the two parties (CH officials and proprietor of cultural asset). The Building and Planning Act, in addition, comes to complete the CH Act. This Act is enacted to ensure the preservation of the remaining considerable number of assets that are left unprotected. Even in the absence of such acts, enlightening the owners of such valuable monuments and showing them the intrinsic value of what they own as well as motivating them to preserve their own assets can better rescue these sites.

The Directorate for Cultural Heritage in Norway must ensure that the Norwegian Cultural Heritage Act and all that the Norwegian Parliament and the Ministry of the Environment issue are put into action.

2.4.2.2. The International Council on Monuments and Sites

A group of people with expertise and concern in the field of preserving global historic assets established an organization called ICOMOS in 1965. Through this organization they communicated and shared their expertise on how to locate, assess and protect historically valuable assets with other similarly concerned experts around the world. Not only that, ICOMOS along with the

World Conservation Union are the consultants that offer UNESCO and the World Heritage Committee professional guidance as to how to preserve assets and as to which sites best deserves to be selected and add to the World Heritage List.

ICOMOS has set up a unified system of rules and codes to abide by in their endeavors to conserve sites and monuments of cultural value. It professed that maintaining culturally important sites allows people to be more aware of their past and of the work of their ancestors and enables them to share such knowledge with their successors (Marquis-Kyle and Walker 1992).

The ICIP or the Interpretation and Presentation of Cultural Heritage Sites is one of the committees that ICOMOS is in contact with. As its name indicates, this committee's main role is to professionally interpret and present the intrinsic value of an asset and to nurture through the use of technology a wider social awareness and respect toward such sites.

Lately, all private and public organizations with touristic, historical, archeological, cultural and heritage interests have recognized the necessity for a committee specializing in interpretation and presentation. In order to attain prosperity for touristic sectors, such a committee was crucial for raising people's awareness about heritage values through tapping into the most sophisticated and updated presentational technologies. Unlike the rest of ICOMOS International Scientific Committees whose chief focus is the protection of all the aspects pertaining to cultural sites, ICIP major goal is the public interpretation that encompasses all types of heritage sites.

The ICIP triggers people's attention to the importance of cultural heritage assets by shedding light on the educational, historical, economical, cultural as well as social priceless role these assets play in a community. Thus, the

Committee has a systematic approach consisting of a number of objectives leading up to the achievement of its ultimate goal:

- To make sure the general public is appropriately educated about the importance of the cultural heritage sites themselves and the necessity of protecting them.
- To support their campaigning for the cultural heritage sites with documents testifying to the intrinsic abstract and concrete significance of the sites.
- To ensure the intactness of cultural sites by protecting it from all types of interventions that might distort their inherent value.
- To promote productivity by encouraging stakeholders and all other interested bodies to take part in upgrading the interpretation of cultural heritage sites.
- To set up a system of advanced technical and professional criteria based on which heritage interpretation is approached.

Since conserving and interpreting cultural heritage are both indispensable for cultural heritage sites, creating a group that works on these two goals has become necessary. Hence, the Interpretation and Conservation Working Group was born. Its focal aim is to fill any gap between the preservation and presentation of cultural heritage and to sustain the interaction between them (World Heritage Convention, UNESCO, 1972).

Preserving and continuously developing heritage for the present and future is HM's primary concern. Through extensive research and training it identifies how heritage can yield multiple benefits to all sectors of the community and later apply the outcomes of their research in projects that can display the authenticity of the past in a modern pattern.

Heritage management is of an interdisciplinary nature. Its aims cannot be fulfilled unless it correlates with the environment, town planning, education,

culture and art. HM also maintains firm association with people belonging to different interests and sectors in the community for the sake of developing and preserving cultural heritage.

2.4.2.3. UNESCO: World Heritage Centre and World Heritage Committee

Many responsibilities lie on the the UNESCO World Heritage Center that was established in 1992. Its principal tasks is to counsel States Parties in nominating sites, to provide technical counselling and support when need arises, to examine sites, diagnose their problems and prescribe the solution in case any damage occurs or is about to, to manage the World Heritage Fund, to hold seminars and workshops pertaining to the field of heritage, to make sure the World Heritage List is regularly updated.

Furthermore, The UNESCO World Heritage Center is supposed to ensure that the public receive, through sophisticated and advanced methods, all requisite instructions that allow them appreciate and thus protect cultural heritage and know about World Heritage. Such Center with such diversified roles collaborates with UNESCO sectors as well as other organizations. Of the UNESCO sectors the World Heritage communicates the most with the Cultural Heritage Division in the Sector for Culture and the Division of Ecological Sciences in the Science Sector. As far as other organizations are concerned, the most prominent organizations that the World Heritage Center deals with are the three Advisory Bodies (ICOMOS, IUCN, ICCROM), the Organization of World Heritage Cities (OWHC) and the International Council of Museums (ICOM).

The execution and completion of World Heritage Convention is laid upon the World Heritage Committee. This is not the sole task of the World Heritage Committee. It also decides how and where the World Heritage Fund should be

spent and provides State Parties with financial support should there be any need. Moreover, it is up to the World Heritage Convention to decide whether or not an asset should join the World Heritage List. Not only that, it is also authorized to call any decision of the kind off if it deems it invalid. Another important role of the Convention is to regularly monitor the condition of List assets and take the necessary measures in case the site or monument officials fail to maintain the asset. Just like it can add properties to the List, it can also rub assets out of the List of World Heritage in Danger.

UNESCO's World Heritage aims to:

- Make sure they get as many countries to sign the World Heritage Convention as possible and to help them protect their cultural heritage.
- Technically and professionally support State Parties in preserving World Heritage sites.
- Rescue World Heritage properties in case of danger even if urgent.
- Assist State Parties in enhancing people's appreciation and preservation of World Heritage.
- Involve the indigenous people in conserving their own heritage sites.
- Call for a global awareness and collaboration for the preservation of the global and international cultural and natural heritage.

The conservation and development of cultural heritage with all their subdivision are totally the responsibility of the World Heritage Committee. Its main objective is to mainly:

- ensure the development of cultural heritage through protecting it in its authentic natural and cultural environment
- supervise and manage the States Parties economic and social management of the cultural heritage

The chief goals of the Forward Planning Project is:

- To educate people and concerned parties about the present and future plans and projects that are targetted to European cultural heritage.
- To offer its recommendations to the Cultural Committee and the Council for Cultural Co-operation on the approach that can be best adopted in the foreseen future.

When the projects are implemented in a certain cultural heritage site, it is possible to benefit from the experience and reuse it with the needed alterations, of course, to suit the new environment it is being replanted in. This technique of recycling and reusing Planning Projects proves to be time and effort efficient. In other words, reimplementing effective planning projects in different setting is not as time and effort consuming as contriving new plans is. Therefore, instead of wasting time examining and researching afresh Forward Planning Projects can benefit from already empirically tested projects in different places by making all necessary changes that the difference in nature and environment requires.

The field has recently witnessed changing practices in:

- The spatial and categorical designation of buildings and monuments.
- The new wholistic approach the Landscape Convention is adopting in identifying the value of a landscape. Instead of examining chunks of a land only, the new Landscape Convention is now in favor of investigating the entirety of the landscape to detect its value.

2.5. Economic Impact of Tourism and Cultural Heritage Management

The economic effects of tourism do not occur in isolation from the area and regions in which tourism develops. In destination areas and different regions of the countries where tourism has been developed, the effect of tourism

translates into economic development. Since CHM is considered as an important intensifying branch of tourism, as discussed previously, the economic effects of CHM are matching with the major tourism economic impacts. Therefore, the theory frame work of economic impacts of tourism will be discussed, and considered appropriate for CHM economic impacts as well.

2.5.1. Tourism and Economic Development

Through the 1980s, a considerable literature has highlighted the significant role that tourism has played in the economic and socio-environmental regeneration of inner city areas. According to Law (1992), tourism sector development requires development of facilities, physical environments and infrastructures which have many benefits for local communities. This development may lead to the creation of new jobs and have a noticeable effect on the physical regeneration of inner city areas, either in the form of specific buildings such as museums, concert halls, convention centers or stadium, or in the promotion of specialized districts. The physical revival of the area and the arrival of visitors in turn increase civic pride in local communities which encourages them to take greater care of it (Law, 1992:61)

Since tourism is a powerful tool in motivating economic development, it has been widely used by governments to diversify a country's economic base, to encourage a new economic sector and/or, as part of the regeneration of urban, rural and coastal areas, to emphasize property redevelopment and to create new attractions and activities for tourists. Moreover, tourism can assist in generating foreign exchange, and improve the economy and employment prospects of countries, regions and cities.

The explanation for tourism development generally focuses on the potential for positive economic impacts and tourism has flourished across the world

because of its supposed benefit: it is indicated as the world's largest industry (Page and Connell ,2006). The global economic importance of tourism is exemplified by the World Travel and Tourism Council (WTTC), which stated in 2004 that tourism generates:

11% of gross domestic product

207 millions jobs

8% of total employment

5.5 million new jobs per year which will continue up to until 2010

According to Mathieson and Wall (1982), the degree of the economic impacts of tourism is influenced by five factors:

- 1- The type of tourism facility and attraction for tourists
- 2- The volume and level of tourist spending
- 3- The level of economic development in the region
- 4- The extent to which tourist spending is maintained and re-circulated in the region
- 5- The extent of seasonality in the region

2.5.2. The Economic Characteristics of the Tourism

There are numerous debates within the tourism literature on the extent to which tourism is a business, an industry, a service or just a phenomenon.

One of the main explanations for tourism development is the potential for economic benefits. Tourism is often encouraged to draw in much-needed foreign exchange, generate employment and improve economic and social prospects in a destination area. There are number of characteristics of tourism which distinguish it from other industries, goods, and services. These are as follows:

- Tourism is an invisible export industry – there is no physical product and consumers' trend to make a deal without seeing the product.

- Tourists require supporting goods and services – the expansion of existing infrastructure and services may be required or new ones created.
- Tourism is a product which consists of a number of elements, such as transport and accommodation as well as landscape and cultural resources.
- Tourism is subject to unpredictable external influences, such as currency, politics, tourist motivation and taste.

(Mathieson and Wall 1982; Holloway and Robinson 1995)

Mathieson & Wall, 1982 have stated that:

"..... tourism development brings about many and diverse positive consequences for destination economies which are discussed at length in literature discussing local economic development's relation with tourism. For example, it is a valuable source for foreign currency earnings, it influences the economic development of host region or country, it creates earnings through exploitation of the free nature and cultural attractions of the country and generates employment opportunities, new investment, new sources of income, and governmental revenues. There are numerous examples of destinations, regions and countries that have benefited significantly from the economic impact of tourism. "

2.5.3. Economic Benefits of Tourism

The contributions of tourism in economy

Tourists contribute to the local economy through their role as "invisible export" bringing foreign spending which improve the payments. Therefore, tourism has to be supported and encouraged to increase the benefits in the economy.

Income

Tourism has a direct effect on the economic activities in a touristic site and consequently on the economic sector of the region and the country.

Mules (1998) examined the economic contribution of tourists by identifying component: numbers of tourists, length of stay, and average expenditure and how tourism expenditure changes over time.

Employment

There are three types of employment which may be generated by tourism:

- Direct employment from jobs created as a result of visitor expenditure and directly supporting tourism activity (example: hotels)
- Indirect employment from jobs created within the tourism supply sector but not as direct result of tourism activity
- Induced employment from jobs created as a result of tourism expenditure as local residents spend money earned from tourism.

CHAPTER 3

Local Characteristics and Potential of the study case city: Tripoli

3.1. An Overview of Tripoli



Figure 3.1. Aerial View of Tripoli, June 1999 (Source: Municipality of Tripoli)

Situated 85km North of Beirut along the Mediterranean coast, Tripoli is considered Lebanon's second capital and the most important city in its region.

The caza of Tripoli consists of the municipalities of Tripoli, al-Mina and Baddawi collectively known as the region of Tripoli-al Fayha. Historically, the formation of modern Lebanon and the inclusion of Tripoli in the newly founded nation-state in 1919 cut the city off from its Syrian hinterland. In the post independence period (1945), focused investment by successive governments in the capital Beirut and the general neglect of all regions led to considerable increase in poverty as well as sizeable rural-urban migration towards Tripoli and Beirut. The eruption of the civil war (1975-1990) further aggravated these trends. More recently, low levels of education, a high turnover of internal and political refugees and migrants, meagre public or private investment, regional political instability, and the economic crisis that the country as a whole is experiencing, have all contributed to various degrees in augmenting urban poverty. This is evident mainly in and around the historic core of the city and other neighborhoods in and around the city.

3.2. Historical and Geographical Background

The city of Tripoli was built on two different sites by successive civilizations. The people of Arwad, Saida and Sour first founded Tripoli in the first millennium BC in the area of al-Mina. Remains of Hellenistic (312/311 - 64 B.AD) and Roman Tripoli (64 B.C. - end of 4th Century AD) were uncovered in the same area and can be seen today near the harbor. Of Byzantine (5th to 7th Century AD) and early Islamic Tripoli (645/646-1109 AD) nothing has been found. What is left today of the historic core of Tripoli-Al Mina, was initially built during the Crusader period as a small settlement at the foot of the citadel of St. Gilles. However, only the citadel, the cathedral (known today as al-Mansuri Mosque) and some towers around the peninsula, testify to crusader presence in the city (1109-1289 AD). In 1289 the Mamluks conquered the Crusader city that was situated on the peninsula, razed it to the ground and rebuilt a new city two kilometers to the east at the foot of the citadel and straddling the Abu Ali River. Under the Ottomans (1516-1918),

the city, which became the seat of one of three Wilayets (Governorates), continued to grow albeit at a slower pace.

The contemporary history of Tripoli has been marked by a succession of major changes, which left their mark on its environment. Historically speaking, the city of Tripoli enjoys both a geographic centrality and topographic constitution that should have guaranteed it significant advantage over its neighbouring coastal cities. It is located at the end of the Homs pass; that is the only place along the entire Syrian and Lebanese border where coastal ranges can be crossed at low altitude. Combined with a port characterized by natural protection from dominant south-western waves, the city enjoyed a political centrality evident in its architectural heritage today, especially those dating from the Crusader and Mamluk period. This position of centrality continued well into the mid 19th century when the *tanzimat* or Ottoman administrative reforms lead to the dismantling of the wilayas of Tripoli and Saida in favor of the Wilaya of Beirut, established in 1888. This latter wilaya comprised of the maritime façade of Bilad al-Sham, with Tripoli as a secondary centre. Despite the decline in its political status, the city maintained its function as the main maritime exit for central Syria.



Figure 3.1. Regional Context of Tripoli (Source: www.atlasour.net, last accessed June, 2008)

The collapse of the Ottoman Empire at the end of WWI and the creation of the new nation-states of Lebanon and Syria caused a further decline in Tripoli's status. First, the city was cut off from its Syrian hinterland. Second, the termination of the tariff union between Lebanon and Syria in 1951, and the development of the Port of Tartous as a direct competitor to Tripoli in the 1970s severely affected the city's function as the main maritime port of central Syria. Furthermore, interruptions in the use of the IPC pipeline, which brought Iraqi oil from Kirkuk to the Baddawi refinery, near Tripoli, and the decay of the facility itself until its total shut down in 1991, deprived Tripoli of a main source of income. The construction of the International Fair in 1962 by internationally renowned architect Oscar Niemeyer was supposed to recapture Tripoli's role in the region. However the economic feasibility of the project does not seem to have worked out. Similarly, the short distance between

Beirut and Tripoli has narrowed the potential scope of the proposed Qleiaat Airport.

3.3. Economic Aspect

It is necessary to build a vision of Tripoli economic aspect in terms of activities, investment, and structure to be able to evaluate the possible impact of tourism on the economic development of the old city centre, and Tripoli city in general, this evaluation will be hold on chapter four combining the findings of both chapters to draw a better conclusion of the CHM project in Tripoli city centre. Since economic aspects are reflected in the numbers of tourists, length of stay, average expenditure, income, and employments number as Mules, Manthieson and Wall stated in chapter two.

3.3.1. Economic Activity and Investment

The city of Tripoli sits in the midst of an agricultural plain, its economy directly connected to that of the Akkar region and the Syrian hinterland. Prior to the creation of modern Lebanon in 1919, and the integration of the city into the new nation-state, the city of Tripoli functioned as the economic port of the Syrian hinterland.

In the post independence period the city, like the rest of the country, was dominated by small scale economic activities and a few large infrastructural investments by central government. During this period, the city's major contribution to the national economy was as the Iraq Petroleum Company terminus, whose pipeline extended from the Kirkuk fields. Even though the pumping of Iraqi crude oil stopped at the beginning of the civil war, the refinery continued to function as a processing centre for imported crude oil. However, it was badly damaged during successive conflicts and the site now

stands idle. More recent studies indicate that even though the refinery can be repaired, the financial feasibility of the project is negligible.

The other major investment in the city's infrastructure in the pre-war era was the International fair or exposition complex designed by Brazilian architect Oscar Neimeyer to host the International Fair of 1962. An icon of modern architecture, attempts are underway to rehabilitate and reuse the facility. High-density new development is planned for the adjacent areas. In the post war era, a sports stadium was built on the southern outskirts of the city, one of a series constructed around the country on occasion of the 2000 Asian Cup held in Lebanon. The stadium is seldom used.

3.3.2. Economic Structure

Small scale industries predominate in the city of Tripoli in almost every sector while levels of investment are considerably low. For example even though Tripoli has the largest number of enterprises in the Northern region (54 out of a total 143) the total capital for these enterprises is significantly small. The majority of enterprises are located in Tripoli's historic core where commercial patterns in the historic core indicate a high level of functional changes combined with the slow revival of a few traditional handicrafts such copper, and artisanal hand made goods mentioned in chapter four. While traditional industries such as shoemaking were transformed into regular stores selling clothes, books and other popular products, hand-made soap, prepared with olive oil is re-gaining popularity. This is in part due to the efforts of public and private associations that began marketing this product as a traditional Lebanese handicraft. Efforts to revive Tripoli's reputation as the center of soap production are underway as a natural response to the CHM project taking place in the city centre and mentioned in chapter four. Other traditional handicrafts that still exist are facing near extinction. For example, trade in spices and Arabic medicine has grown but very slowly. According to Khaled

al-Shahal, who learned the trade from his father, there are four original traders left in the souk who had “inherited” the trade from their families and around four newcomers. The industry, he believes, is fast becoming extinct, even though demand, as evidenced by his customers, continues for this kind of service. As a result, he was unable to find someone trustworthy and who knows the trade to run his other store in al-Maarad area, where he lives.

Other industries or commercial enterprises that have a region-wide as well as city-wide market reach are the vegetable and used clothes markets. Furniture manufacturers on the other hand, many of whom have been around for decades, have a nation wide market, albeit a small one. Many of their customers, especially wholesale vendors are based in Beirut. Moreover, despite incremental changes in the techniques of furniture making to meet “modern” taste and perceived demands, the availability of large spaces at low prices has insured their continued presence in the historic core of Tripoli. Satisfaction was high on the following economic indicators:

The Key challenges facing the majority of the sectors are:

- Absence of a Comprehensive Vision: Major economic investments (International Fair) will not work in the absence of an overall economic development strategy for the city.
- Low levels of Economic Investments: Even though 59% of new industries created in Lebanon between January 2000 and August 2002 were located in the Northern regions these represented only 9% of new jobs and 7% of total investments in the country.
- Absence of investments in SMEs.
- Disappearance of traditional trades: In the absence of incentives and support frameworks, many of the remaining traditional trades are disappearing. With the proper marketing and training, and as the

story of the Hassoun family of soap vendors indicates, these trades can be revived for future commercial and economic gain.

- Limited public availability of business and industrial data
- Perceived political instability in the region as a whole and in Lebanon in particular.

Table 1. Leisure Facilities in Tripoli and Immediate Surroundings (Source: Tripoli Master Plan)

Area	Restaurants /Cafes	Resorts	Hotels	Inoperative Hotel	Cinemas	Inoperative Cinemas	Stadium	Nightclubs
Al Bassatine	62	1	1	0	1	3	2	11
Al Tel	55	0	5	0	6	9	0	2
Al Haddadin	11	0	0	0	0	3	0	4
Al Muhaitra	1	0	0	0	0	0	0	0
Al Nouri	5	0	5	1	0	0	0	0
Rummaneh	1	0	1	0	0	0	0	0
Al Hadid	4	0	0	0	0	0	0	0
Al Tebbane	1	0	1	0	0	3	0	1
Al Zehrieh	3	0	0	0	0	0	0	0
Al Qobbeh	2	0	0	0	0	0	0	2
Al Souaika	1	0	0	0	0	0	0	0
Al Zeytoun	34	0	0	0	0	1	0	4
Total Tripoli	180	1	13	1	7	19	2	24
Al Mina 1	20	0	0	0	0	0	0	2
Al Mina 2	16	0	2	0	0	1	1	1
Al Mina 3	25	0	2	0	1	2	0	1
Bassatine al Mina	22	0	1	0	0	0	0	1
Total Al Mina	83	0	5	0	1	3	1	5
Beddawi	10	0	0	0	0	0	0	0
Area Total	7	9	1	1	0	0	0	0
Total	280	10	19	2	8	22	3	29

From the table it is possible to notice that there are five hotels, 55 cafe and restaurant the Tal area, one hotel in Tebbeneh, 11 restaurants and cafe in the Al Haddadin, etc and those areas are close surroundings to the city old centre. This presence of hotels, motels and other facilities are located within the area of the under construction CHM project reviewed in chapter four, provides a high potential for the tourists visiting the old centre and present a good starting points to work on and develop to result in more useful usage and to a

promising tourism facilities. The CHM project in the old city centre can benefit from these hotels existence. In other words, these hotels and facilities are a pool of potential for any future tourism development and for the supposed tourists' future increasing demand in the historical centre.

3.4. Socioeconomic Profile of Tripoli

3.4.1 Demographics

The Tripoli or Al Fyaha region which includes three municipalities; Tripoli, Al Mina and Baddawi has undergone significant population growth over the last century (see Table 3.2. for the population growth). Today it has a total population of around 289,800 inhabitants or around one third of the total inhabitants in the North of the country. The municipality of Tripoli covers the largest area and includes 72% of the population.

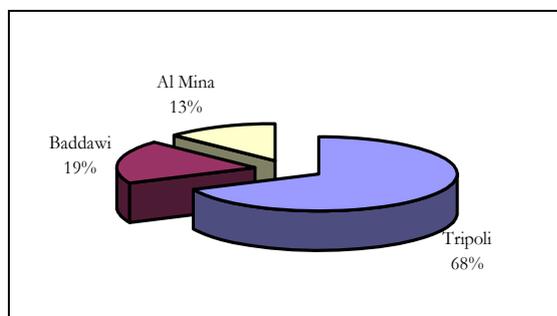


Figure 3.3. Area per Municipality (TEDO, 2005a)

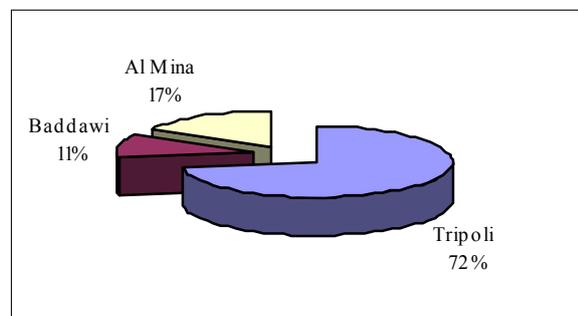


Figure 3.4. Population per Municipality (TEDO, 2005a)

The population distribution is as follows: Tripoli 208,500, Al Mina 45,600 and al Beddawi 35,700 inhabitants. The average family size in the region of 5.2 individuals per household and reaches 5.95 individuals per household in some areas of the North and 6.2 individuals per household in some neighborhoods in Tripoli. This average is significantly higher than the national average of 4.2 individuals per family. There is also significant variation in household size within Tripoli so much so that it exceeds the average household size in the North as a whole. These are impacted by poverty and low levels of educational attainment. However, population densities are the highest in Al mina municipality where they reach 120 individuals/ hectare. Population densities are also considerably high in some areas of the city especially its historic core and surrounding areas reaching the alarming level of 683 per hectare in Al Souaika. These areas are characterized by dramatic urban and environmental degradation and a high incidence of poverty. Socially they include the major portion of school dropouts and highest levels of delinquency amongst the youth (see next section).

Population movements in and out of the city can be roughly estimated as a result of current voting laws that require inhabitants to vote from area of family registration rather than residence. The 1996 study by the Central Administration of Statistics (CAS) indicated that while the Northern Mohafaza is distinguished by relatively low levels of migration from the Mohafaza to other parts of the country, the city itself is characterized by a considerably high number of rural-urban and foreign migrants. Rural-urban migrants come mainly from other regions in the North of the country in search of better opportunities. A more recent (2000) assessment of registered voters versus actual residents indicates that some neighborhoods have undergone significant outward migration particularly from the historic core where in almost every neighborhood the number of registered residents is less than half of those living in the area.

Table 3.2. Population Growth in Tripoli (Source: Source: Tripoli Master Plan)

Year	Population	Source	Notes
1932	54,876	French Mandate Census	Tripoli: 41474 al-Mina: 13,402
1939	90,000	Municipality of Tripoli, 1961	60,000 registered 30,000 residents
1943	80,000	UNESCO 1953	Without al-Mina
1952	110,000	UNESCO 1953	Without al-Mina
1956	120,000	The firm of Malcom Firnie	
1960	125,000	Mission IRFED	Without al-Mina
1961	210,000	Municipality of Tripoli, 1961	118,000 registered 80,000 residents 12,000 in al-Mina
1964	153,000	Service of Urbanism	28,000 foreigners
1970	157,320	CBS	
1988-1989	221,592	Bureau Spiral	
1996	227 857	Ministry of Social Affairs	
1997	252 492	CBS	
1997-1999	500,000-555,000	Various sources	
2003	289, 800	Tripoli Master Plan	

3.4.2. Education, Employment and Income

North Lebanon has a large number of educational facilities both public and private that cater to all levels of study. This includes around 5 universities; 4 of which are private. The Lebanese University, the only public university is one of the biggest employers in the region and has more than 11,000 students from around the county.

Overall the region has witnessed the largest percentage of growth in the number of students attending public schools (in 2005, of 214,165 student in North Lebanon, 114,197 are in public schools, 77,962 in private schools and another 22,006 in free private schools). This may in part be explained by deteriorating economic conditions that affect the ability of parents to send children to private schools.

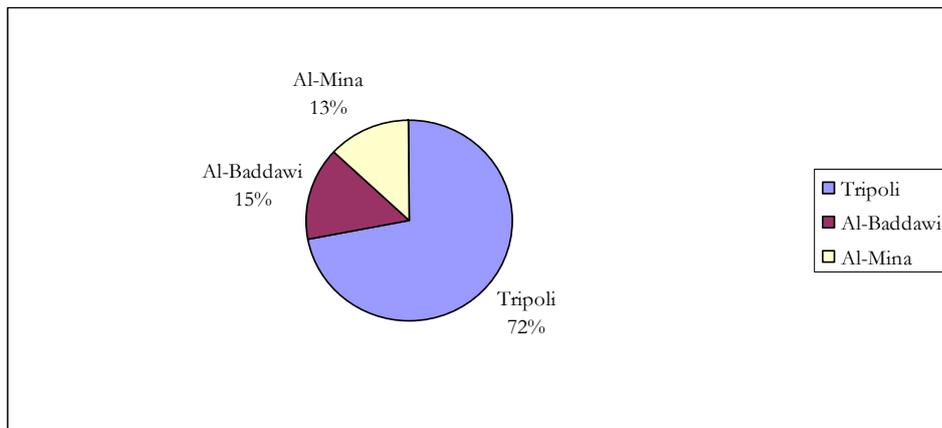


Figure 3.5. Distribution of Schools in the Union of al Fayha Municipalities (TEDO, 2005a)

The city of Tripoli is marked by a relatively young population pyramid with high levels of school drop outs and unemployment amongst the youth. The 1997 CAS survey indicates that more than 45% of the resident population is 20 years old or less. The Basic Conditions Survey undertaken by UNDP and MOSA in 1998 pointed to a large percentage of deprivation in education which in turn affects living conditions and income levels.

Income levels in the city exhibit the same geographic disparities as educational deprivation. Tripoli is marked by pockets of acute urban poverty that include almost 40% of its total population. These are focused in and around the historic core of the city (almost 30% of the poor in the city). Around 20% of those are rural migrants from Northern Lebanon and around 10% are economic migrants from Syria. A 1998 study mapping the living conditions in Lebanon indicated that half the residents of the Caza of Tripoli are considered low income while a study undertaken by the World Bank sponsored CHUD project indicated that 64.5% of households in the historic core of the city have a monthly income less than LL 500,000 (\$330); significantly less than the national average of LL 1,540,000 or \$1023 per month.

One significant finding with respect to employment patterns is the overwhelming concentration of employed within the neighborhoods they live in – especially in the historic core of the city and its immediate areas. This is due in part to the small size of industries in the country as a whole and in Tripoli in particular and to the concentration of these industries in these areas.

3.5. Culture and Tourism

Tourism is one of the key assets of the city of Tripoli with the potential to become a key engine of economic growth in the city. The city boasts a rich and diverse range of protected neighborhoods, monuments, sites and nature preserves that include the historic core of the city. Archaeologists and historians consider it today as the second best preserved Mamluk city after Cairo. Its 40 standing medieval monuments in the old town extend to the foot of the towering Crusader citadel and remain a living testament to the lives and customs of a medieval Islamic city. Of the Ottoman period (1516-1918), the city, the seat of one of three Wilayets (Governorates), contains several khans, mosques and baths that dot the historic fabric. Tripoli also boasts a series of natural reserves namely three islands that have been declared as environmentally protected zones.

The master plans and the classifications of monuments show that historic monuments in Tripoli have been classified in three separate listings. UNESCO carried out the first survey in 1953, which consisted of 44 monuments. These monuments, included as individual objects and not part of a larger urban fabric, were limited to areas on the left bank of the river Abu Ali. The second survey was undertaken in 1981 by a local historian, Dr. Omar Tadmuri, while the third was carried out in 1995 by a joint team from the Association for the Preservation of the Archaeological Heritage of Tripoli, the municipality, Dr. Omar Tadmuri and Sadek Tabbara. Zones to be protected were expanded to

incorporate the neighbourhoods of al-Tabbaneh and al-Souaika on the right bank of the river Abu Ali. As a result, the list of protected monuments grew to 190 and included residential edifices as well as smaller structures such as fountains, porticos etc. Moreover, the immediate urban environment surrounding each monument was now included as a protected zone.

However, these classifications have yet to be wholly integrated into a general master plan for the city. Henri Edde and Georges Doumani carried out the first master plan proposed for Tripoli in 1964. The plan divided the city into five planning districts, of which zone A includes the historic core of the city on the left banks of the river. Surrounding the old city is zone B which consists of a dense mixed-use residential and commercial tissue followed by zone C, a lower density residential area with potential for future expansion into zone D. Zones E and F were dedicated to tourism and industrial activities respectively.

This plan was subsequently adopted in 1971 with a series of modifications. Of the structures listed by UNESCO, only 30 monuments were included in this master plan, with a perimeter of 20m around each classified building. Consequently, while the DGA is the sole authority over 30% of the area, the remaining 70% are not protected and thus open to modifications within specific limits set by the municipality. No structures on the right bank of the river were included. Moreover, the 1972 master plan proposed modifications to the urban fabric, which caused damage to the historic core of the city. The enlargement of Souk al-Nahasin (Souk of Coppersmiths) and Souk al-Kendarjiyeh (Souk of Shoemakers) from 4m to 12m so as to accommodate vehicular traffic destroyed two significant souk areas. High-rise structures (6-7 floors) have been constructed on either side of these now major arteries further disrupting the urban fabric and effectively splitting the old city into three adjacent zones each with its own particular characteristics.

The plan also included extensive provisions for the rehabilitation of historic and classified structures that should be maintained in the new master plans. Even though the 1971 plan is still in force, the lack of government interest in the old city as well as the chaos that prevailed during the war meant that unregulated demolitions and haphazard alterations and constructions within these protected zones have continued.

Furthermore, many buildings in this zone today are structurally unsound as a result of the vertical expansion of the city, the disregard for building and construction laws during the war, or are simply severely deteriorated due to the lack of maintenance. While countless surveys of Tripoli's monuments have been carried out, no examination of its residential fabric has been undertaken. In the coming years, the municipality will no doubt have to address a countless number of similar situations. In 2001, around 40 residential structures have severe structural problems and are in need of immediate emergency rehabilitation. (CHUD, 2001)

More recently, the World Bank sponsored Cultural Heritage and Urban Development Project has initiated a specific urban plan for the historic core and which includes extensive provisions for its protection.

3.6. The Architectural Heritage of Tripoli

The city boasts a rich and diverse range of protected neighbourhoods, monuments, sites and nature preserves that include the historic core of the city. Archaeologists and historians consider it today as the second best preserved Mamluk city after Cairo. Its 40 standing medieval monuments in the old town extend to the foot of the towering Crusader citadel and remain a living testament to the lives and customs of a medieval Islamic city.

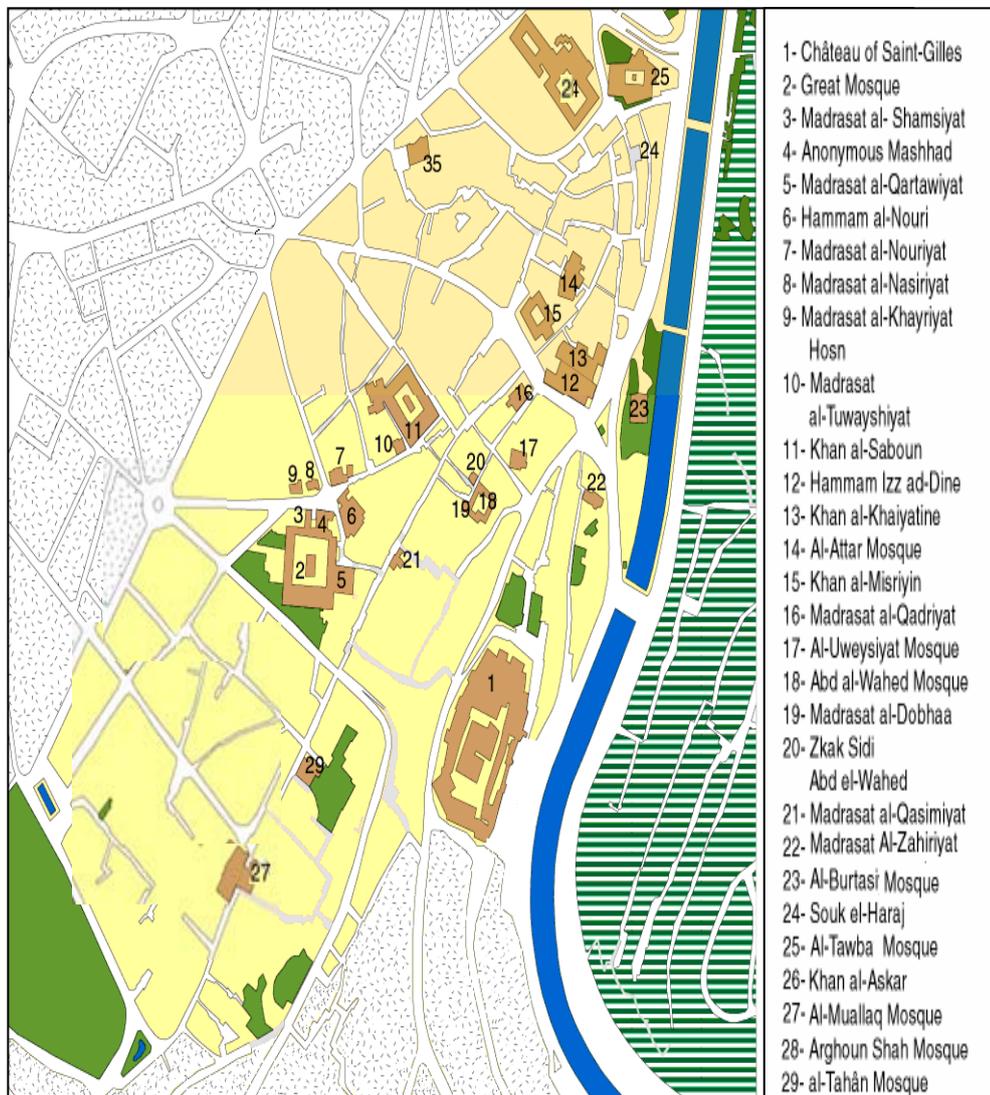


Figure 3.6. Classified monuments and cultural heritage sites in the old city (source: CUHD)

Saint Gilles citadel:

In the year 1100 during the Crusader period, the famous leader Remonde de Saint Gille had surrounded Tripoli for five years and was not able to take over it. During the blockade, Remonde had build a castle, St. Gilles citadel, on the eastern hill of the city to be a base for him and his army for his attack.



Figure 3.7. A view of Saint Gilles citadel (Source: www.tripoli-lebanon.org, March, 2009)

Al-Kartawiyeh school (Madrasat):

The Kartawiyeh school, one of the biggest Mamluks school, has been considered as the most beautiful and impressive Islamic ruins in Tripoli. The school is marked by its complete architectural harmony between its Mamluk ornamentation consisting of colored mosaic and marble columns; and for its magnificent Mamluk gate. This school is located in the Kartawiyeh lane which is decorated with bounded arches and vaults.



Figure 3.8. The entrance of the Kartawiyeh school (Source: www.tripoli-lebanon.org, March, 2009)

The Mansouri Mosque:

The Masouri great Mosque is considered as the largest mosque of Tripoli. This mosque was originally a church at the beginning of the 12th century which was ruined by an earthquake in 1287 than by the Mamluk army. During the Mamluks period, the remaining parts of the church had been reconstructed as a mosque and its eastern gate had been transferred to an Islamic style.

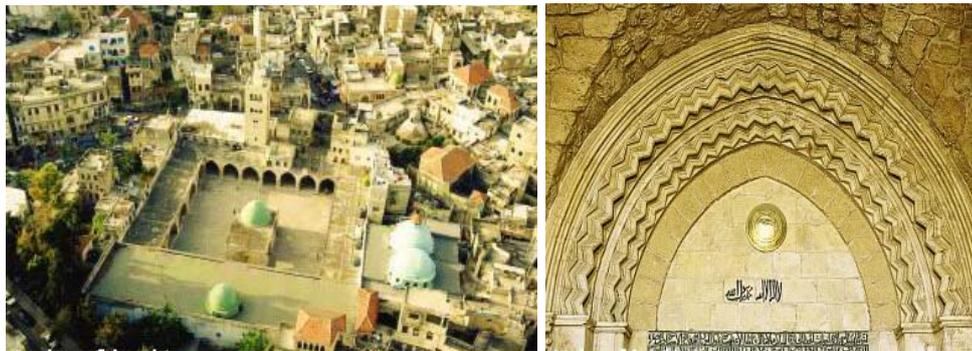


Figure 3.9. The Masouri great Mosque and the arch of the main entrance (Source: www.tripoli-city.org, March, 2009)

Al-Shamsiyah School:

Al-Shamsiyah school was established in the year 1349. Its most attractive part is its arch which consists of 44 continuous paws. The grave of its founder, Shams al-Din al-Mawlawi, is located within its walls.

Al-Mashhad school:

This smallest Mamluk school is facing al-Shamsiyah school and by the side of the Mansouri mosque. Its gate is decorated by white and black stones, grey half arrow, mosaic, and colored marble.



Figure 3.10. A front view of Al-Mashhad school (Source: www.archnet.com, March, 2009)

Al-Khayriyah Hassan School:

This school was established between 1309-1334 and decorated with the traditional white and black stones, half circular arched windows, and hollow rectangular gate topped with a vault.

The King Naser School:

The small school was known as al-Nasiriya school named after its founder the Qala'un king. On its gate, a sentence was carved saying "the glory to king Naser".



Figure 3.11. The King Naser School (Source: www.tripoli-city.com, March, 2009)

Al-Nouriye School:

Al-Nouriye school is considered as one of the most beautiful Mamluks schools surrounding the Mansouri mosque. It is said to be built by a one of the richest men in the city who was living near it, but there is no evidence of who or exactly when it was built.

Al-Nouriye Bath (hammam):

The bath consists of many rooms, but the biggest is known as the "hot house", and the main space is decorated with star shape ornamentation.

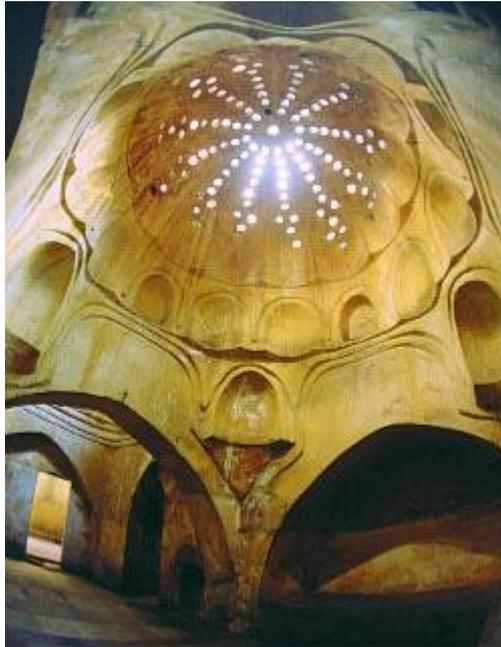


Figure 3.12. Al-Nouriyeh Bath (Source: www.tripoli-city.org, March, 2009)

Al-Touwayshiye School:

This school was established by the prince Sayf al-Din al-Touwayshi and is distinguished by two points. The first is its breathtaking Mamluk gate which is topped with four groups of shining ornamentations. The second is the doubled arched windows.

Khan al-Saboun (the soap khan):

Khan al-Saboun was built in the second half of the 16th century or the beginning of the 17th century. During the ottoman era, this khan was built as a military camp in the city heart to keep an eye on the citizens and on the city itself. In the first half of the 20th century, the traders asked the permission to turn it to soap workshops and soap selling place as it was vacant since a while.

Al-Abed Bath:

The bath was probably built at the end of the 17th century during the Ottoman period. This bath consists of a resting and changing hall, rooms named "mid-rooms", and the "hot house" surrounded with small rooms. It has the typical

pierced domes of Mamluke and Ottoman era public baths. The interior, with its cushions, central fountain and traditional fittings, is a living museum. Today, Tripoli's only functioning bath is al-Abed bath.

The Dabhaa Mosque:

The mosque is named after his establisher Abdallah al-Dabhaa, the founder of Nakshbandi (one of the major tasawwuf orders Islam). In the mosque's yard, some graves of the Nakshbandi people can be seen, but no architectural ornamentation since its more as a school and praying place for the Nakshbandi followers.

Sidi Abdel Wahed Mosque:

This mosque was built during the Qala'un Mamluk sultan in the year 1306 and is one of the smallest mamluk mosques. The minaret of the mosque is distinguished for its octagonal shape, contains eight windows, and ends with a half spherical dome.

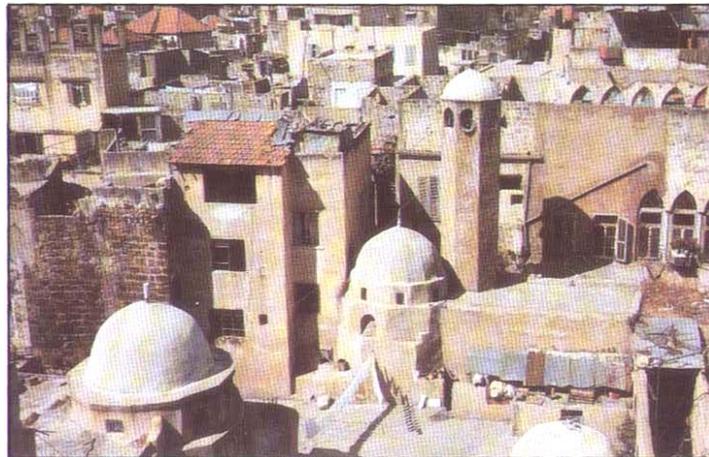


Figure 3.13. A view of Sidi Abdel Wahed Mosque (Source: www.tripoli-lebanon.com, March, 2009)

Al-Uwaysiye mosque:

It was built in the year 1461 during the Mamluks period. This mosque is known for its large mid-dome and for its cylindrical minaret. It contains Tripoli's largest domes. From the balcony of its minaret, a smaller cylindrical shape starts than ends with a conical head.

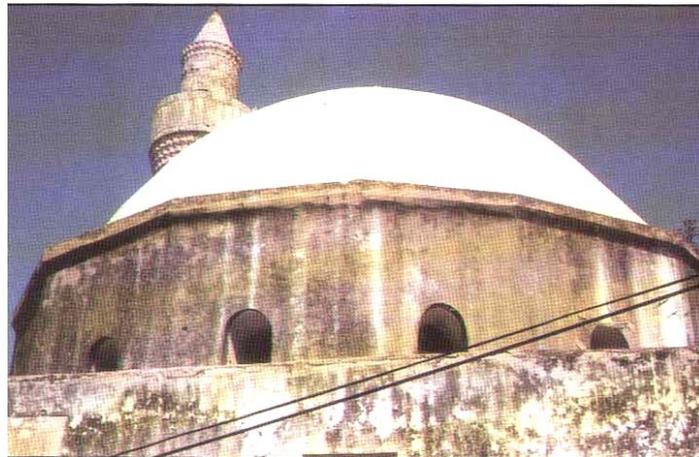


Figure 3.14. Al-Uwaysiye mosque's dome (Source: www.tripoli-lebanon.com, March, 2009)

Al-Kadiriya School:

This school is named after the Sufi sheikh Abdul Kader al-Jilani and constructed during the Mamluks period. It was a meeting place for the Sufis to carry out their rituals.

Izz al-Din Bath:

The bath was named after the mamluk prince Izz al-Din Aybak between the years 1294-1298 who is buried in a mausoleum beside the bath. In building this bath, ornaments and marble remains from the Crusader church and from other remains were used.

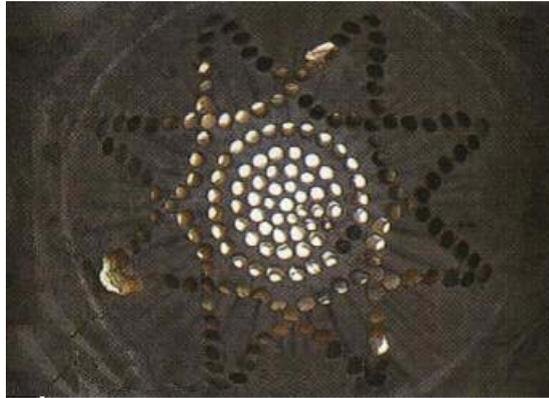


Figure 3.15. The dome of Izz al-Din Bath (Source: www.tripoli-city.org, March, 2009)

Al-Zahiriya School:

It was built in the year 1297 by the Zahiri prince. The school is decorated by marble columns, colored arches, and beautiful mosaic reflecting the Mamluks architectural style.



Figure 3.16. Front of Al-Zahiriya School (Source: www.tripoli-lebanon.com, March, 2009)

Al-Mawlawiya:

The Mawlawiya building was the most important center for the Sufis during the Ottoman era and the city citizens used to come over for religious consultations and to join the religious ceremonies. The building had been

visited by many famous persons and was an important hospitality entertainment centre where rich meals were served.

The Burtasi Mosque:

The Burtasi mosque is considered one of the most beautiful Mamluks mosques in Tripoli. It is distinguished by its minaret which stands on the top of a hollow arcade showing evidence of an amazing architect, and by its dark stone front decorated by black lines and white ornamentations.

Khan al-Khiyatin (the Tailors' khan):

It was built in the early 14th century in the middle of the city centre and near Izz al-Din bath to host the traders and the travelers. The Tailors' khan was consisting of two floors: the first as shop places, and the second for sewing workshops.

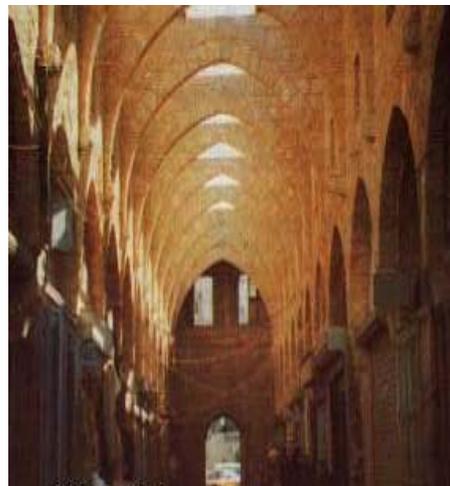


Figure 3.17. Khan al-Khiyatin (Source: www.tripoli-lebanon.com, March, 2009)

Khan al-Masriyin (the Egyptian khan):

This khan is a complementary one to the sewing khan and is similar to it when considering the floor number and the construction date except the water fountain in its main yard.



Figure 3.18. Khan al-Masriyin (Source: www.tripoli-lebanon.org, March, 2009)

The Attar Mosque:

This mosque was originally a crusader church which was ruined by the mamluks when they had taken over Tripoli, and was rebuilt as a Mamluks style mosque during their period. Its minaret is the tallest and largest in Tripoli's mamluk mosques.

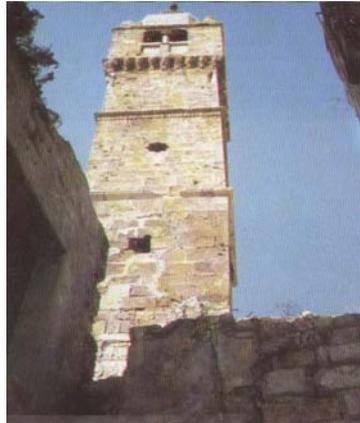


Figure 3.19. The minaret of the Attar Mosque (Source: www.tripoli-lebanon.com, March, 2009)

Souk Haraj:

This souk was used for public sale. It is believed to be the heritage of a mid-evil crusader church. Its roof is arched and carried by fourteen Romanian and Greek granite columns. Souk Haraj is distinct from the other bazaars and khans for having four gates which open in the four directions around a vast yard approximately of a square form, in the center of which there are two granite columns.

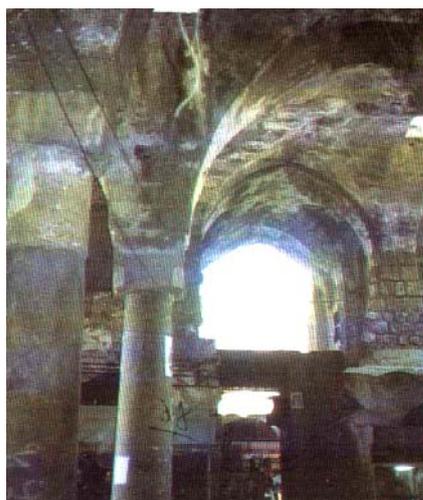


Figure 3.20. The arches of Souk Haraj (Source: www.tripoli-lebanon.com, March, 2009)

The Tawba Mosque:

This mosque is a smaller version of the Mansouri mosque and was the second mosque built during the Qala'un king period.

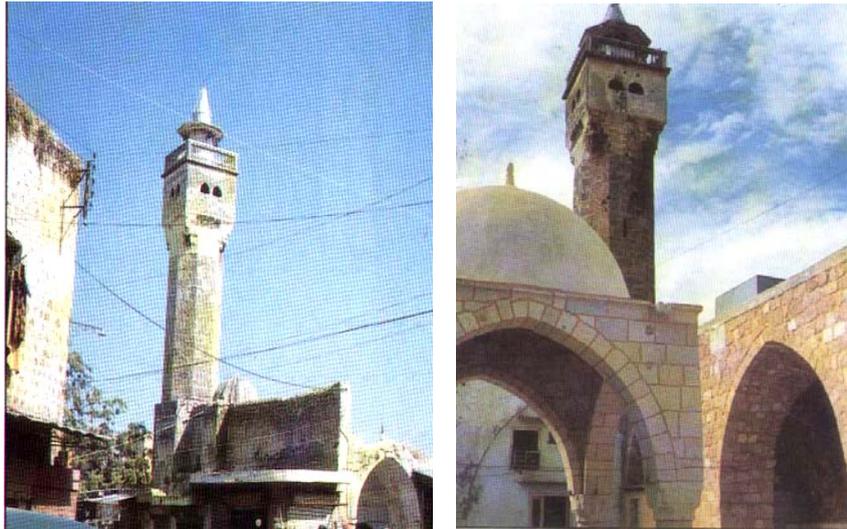


Figure 3.21. The Tawba Mosque (Source: www.tripoli-lebanon.com, March, 2009)

Khan al-Askar (the army khan):

Khan al-Askar is the biggest khan in Tripoli and was built by the Mamluks to be a defense center. The khan consists of two main buildings joined by a vaulted passage: the first is two floors, and the second is from three. The upper floors contain many arched rooms the inner of which are opened on the inner yards containing small water pond; and the outer have military designed windows (small and narrow). This khan has four outer gates and 6 inner ones, and the majority of them look like the Khan al-Saboun's gate.

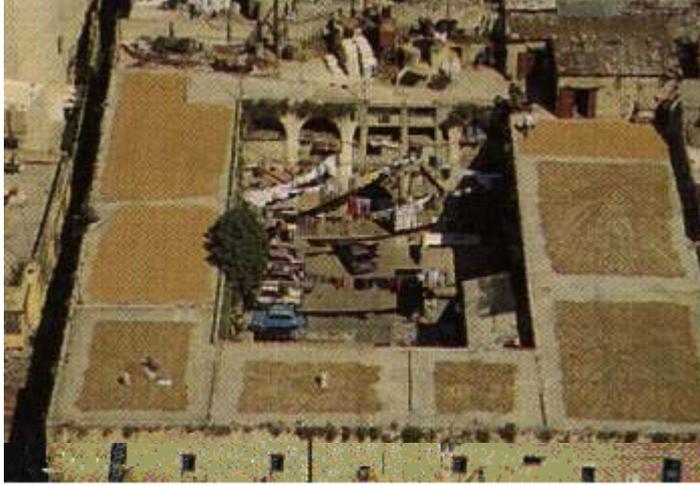


Figure 3.22. Upper view of Khan al-Askar (Source: www.tripoli-city.org, March, 2009)

Mahmoud Bek mosque:

The mosque was constructed in the year 1579, during the ottoman era. It has two gates and two prayer houses. Its minaret was destroyed because of a thunder storm and was later reconstructed in 1879.

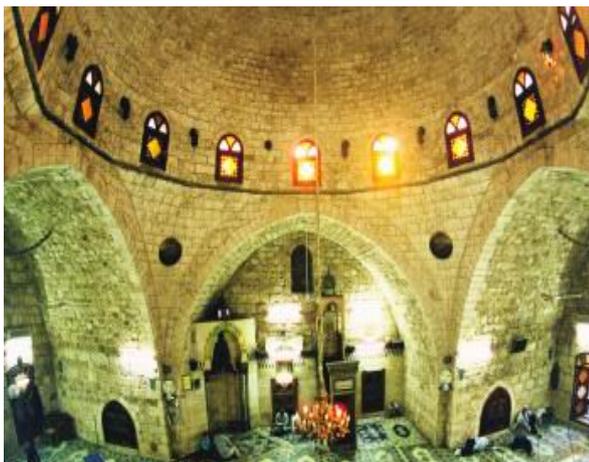


Figure 3.23. Mahmoud Bek mosque (Source: www.tripoli-city.org, March, 2009)

Al-Saqraqiya School:

This school was built in the year 1395 to be a mosque and a mausoleum of the mamluk prince Sayf al-Din who built it. The vakif of this school is inscribed on its façade and on its gate which consists two huge granite columns.

Arghoun Shah Mosque:

Arghoun Shah Mosque was used as a small corner (zawiyah), then converted to a mosque mostly by the last years of the Mamluks period. It was built by the prince Arghoun Shah in the year 1397. The mosque has a turkish cylindrical minaret, which is unusual for a Mameluke minaret, and two gates.



Figure 3.24. The minaret and the front gate of Mahmoud Bek mosque (Source: www.tripoli-city.org, March, 2009)

Mu'allaq Mosque:

The name Mu'allaq Mosque means "hanging mosque," because a large area of it is located at the top of a dome hanging on a narrow street. Its hexagonal minaret is on the top of the small dome above the gate, and its upper octagonal part contains eight windows. The mosque has a small summer prayer house.



Figure 3.25. Mu'allaq Mosque (Source: www.tripoli-city.org, March, 2009)

Qasimiyah Mosque:

The Qasimiyah Mosque is a small monument elevated from the street, built in the year 1782 during the Ottoman era. A platform and a minaret were added to it when it was restored in the 1970s. The monument is currently used as a mosque.



Figure 3.26. The minaret of Qasimiyah Mosque (Source: www.tripoli-lebanon.org, March, 2009)

Tahham Mosque:

The Tahham Mosque has a Mamluk architectural style. It is built on top of a group of shops and can be access by going up few stairs. Its minaret, Called the "Prince's Minaret", is the shortest one in Tripoli but the most decorated, minaret. In the hall of the Tahham Mosque there are four granite decorated columns.

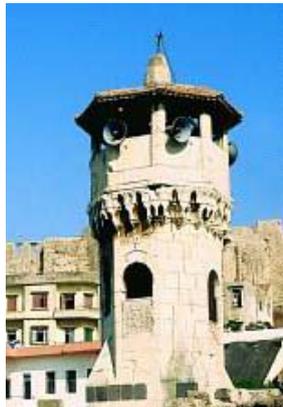


Figure 3.27. The inner arches and the minaret of the Tahham Mosque (Source: www.tripoli-city.org, March, 2009)

3.7. Competitiveness of Tripoli

Tripoli's geographic location and historic networks strengthen its position as a regional outlet not only to its immediate Lebanese hinterland but across international borders. Physically the city is characterized by a unique urban heritage core that not only spans significant periods in Lebanon's history but also indexes the larger history of the region. As such it acts as a pole of attraction for local, national and international visitors. Around 190 monuments that include residential, religious and commercial structures have been classified as cultural heritage structured and are thus protected from destruction. (Map 3.6) Ongoing efforts to rehabilitate this core need to incorporate economic regeneration strategies that prevent the gentrification and de facto relocation of its vulnerable citizens. Existing public-private

partnerships in the rehabilitation of this core should also be strengthened and expanded to encompass the entire city where possible.

Today, and Despite changed international, regional and national circumstances, Tripoli still has considerable potential to become a regional pole of attraction on several levels. With world class cultural heritage sites, a potentially active port and connections to the Petrol Industry of Iraq the competitiveness of the city of Tripoli can be assessed on a regional, national and sub-national level. As such its competitive edge is based on three prime factors:

- 1- Its geographic location and potential growth as a regional centre for trade, transportation and agricultural exports,
- 2- Its environmentally protected islands as well as
- 3- Its considerable cultural heritage assets.

The relevance of these factors are evidenced by its choice as one of the three main poles of regional growth identified in the National Master Plan for Lebanese territory.

3.8. SWOT Assessment and Main Issues of Tripoli City, and its Implications

The SWOT analysis is important to summarize and evaluate the city's conditions and situation. The findings of SWOT are helpful to draw the outline of what is needed and how it could be achieved. Moreover, it can assist other kinds of analyses to come out with a complete successful plan. In other words, holding a SWOT analyses is helping to outline the problems and weakness, as well as to propose solutions and support.

3.8.1. SWOT Assessment and Main Issues

Stakeholders in the city were invited to assess the city's competitive edge, its strengths, weaknesses, threats and opportunities through a detailed SWOT analysis in four primary areas; institutional milieu, territorial endowments, human resources and economic structure. Under each category a series of sub-sectors were also tackled. The aim was to have them identify key issues that needed to be taken into consideration whilst developing a local economic strategy for Tripoli. Most of these results confirmed the conclusions reached through surveys and analysis of available material on the city.

Table 3.4. Tripoli SWOT table

	INTERNAL	EXTERNAL
POSITIVE	<p>Strengths</p> <p>Tripoli’s geographic location as a regional crossing</p> <p>Education- Good Vocational training centers, Institutes of Higher Education, large number of public schools</p> <p>Good Medical facilities within easy reach</p> <p>Affluent Diaspora – remittances</p> <p>Connectivity to capital city</p> <p>Transportation system</p> <p>Local skills</p> <p>Computerization of municipality</p> <p>Good Banking system</p> <p>Strong retail sector</p> <p>Availability of commercial spaces</p> <p>Diverse artisanal products (potential to for high-end production)</p> <p>Strong Construction Industry</p>	<p>Opportunities</p> <p>Job opportunities in the private sector</p> <p>Unique Cultural Heritage assets</p> <p>Medical facilities, potential to become a regional hub</p> <p>Availability of large developable land</p>

Table 3.4. Tripoli SWOT table (continued)

NEGATIVE	Weaknesses	Threats
	Absence of comprehensive planning	Political instability
	High cost of living when measured against salaries	Migration of skilled labour to other regions in Lebanon or outside the country
	Poor retention of skilled labour- especially the youth, growing unemployment, inadequate salaries	Public sector corruption at the central level
	Municipal capacities in management	Absence of decentralization
	Poor incentives for SME's	Absence of a national policy for local development
	Inadequate tourist infrastructure	Lack of transparency in public transactions
	Urban environment- air and noise pollution, industrial pollution, lack of green spaces, absence of landscaping	Weak access to external markets
	Absence of child oriented spaces or facilities	
	Lack in Research and Development Centers	
	Few cultural spaces (theatres, exhibition spaces, galleries etc.) and cultural/recreational activities	

3.8.2. Implications of SWOT: Developing a Local Economy

Analysis of the city and the SWOT assessment undertaken reinforces the fact that creating a local economic development plan for the city of Tripoli is not a straightforward matter of physical improvements or cosmetic interventions for

the purpose of creating a more investor friendly environment. Rather, intervention needs to proceed on multiple tracks and should seek to include local groups and populations, as an active and integral part of this process that includes the regeneration of the city's urban tissue and economic development. As some of the case studies in Tripoli in chapter four demonstrate, the restoration, rehabilitation and development proposals for the city of Tripoli had to address a variety of physical, institutional, societal and structural constraints that impacted their eventual success rates.

As such, the city of Tripoli can flourish under a comprehensive economic development strategy that focuses on enhancing existing activities as much as on regenerating new ones. Such a holistic development plan must stand on four interconnected pillars:

Address environmental and urban degradation and improve infrastructural and transport facilities.

Encourage financial investment and enhance economic activity in the city. This could include financial incentives to revive existing cultural spaces in the city (inoperative cinemas) or service infrastructure (derelict hostels, hostels and café/restaurants etc.).

Promote poverty reduction and increased employment. This is clearly a major concern in the city and a key component in its economic prosperity

Improve urban governance and management particularly at the local level.

One example of such an approach is the Cultural Heritage and Tourism Development sector. The development of this sector requires a multi-pronged approach. Institutionally, the management of cultural heritage sites needs to be reorganized and better managed between the different stakeholders. Despite considerable investments in the restoration and renovation of cultural heritage sites such as the World Bank sponsored Cultural Heritage and Urban Development Project in the old city of Tripoli, institutional overlaps, lack in

human and technical resources etc. continue to hinder the growth of tourism in the area.

The development of this sector also requires substantive private financial investments. Despite Tripoli potential in the cultural and tourism sectors, the city suffers from a lack in well developed hotels and other leisure and tourist oriented facilities. Currently there is only one major hotel in the city, no public libraries or theatres and few other culturally or service oriented spaces. The Rashid Karami stadium and the Maarad are sometimes used for large cultural events such as the Arab book fair or popular concerts.

Finally, the city may also consider developing a common tourism strategy for the entire region in the North with the aim of increasing the number of 2-3 day visitors to the area. The increasing number of resorts in the immediate vicinity of the city is an indication of market demand for such activity.

CHAPTER 4

CHM PROJECT IN TRIPOLI CITY

4.1. Research Methodology

Tripoli case-study is used as a research method for this thesis. Tripoli, the second largest Lebanese city, offers the opportunities of examining the tourism planning which is based on CHM. Within this study, qualitative data are being used.

4.1.1. The Interviewers

Interviews have been made with agents concerned with the CHM subject in the framework of qualitative research. The interviews were completed in late 2007 and early 2008 have been the source of primary data and required information. The interviewed people can be divided into two groups.

The first group consisted of:

The mayor of Tripoli municipalities

Members of Tripoli municipalities

CDR members working on Tripoli city (CHUD project)

Members of the Project Coordination Unit of the Ministry of Interior and Municipalities concerned with Tripoli projects

University professors concerned with the architecture, restoration and urban planning of Tripoli old centre

The second group was with citizens, workers, visitors and businessmen in the old city centre of Tripoli city.

4.1.2. The interview questions and the findings

The questions deal with evaluating and managing the old city centre and the historical sites/building within the old centre, the inner/outer pedestrian axes within the areas, and the presence of proper infrastructure in the historical centre. The survey's questions also tackle the availability of cultural and tourist activities as well as the availability of services for the visitors of the city center of Tripoli. The information obtained from the surveys has been combined with the other data gathered from sources such as written reports, journals, books, researches, etc.

The interview's questions were open-ended to encounter follow the different responds of the interviewer in no matter what. Despite the fact that the interview's questions were determined, it was free to move the conversation in any direction of interest that may come up.

Based on my field interviews within the old city centre, I was able to define some problems in the area. The negative image of the old city centre resulted in more ignorance of its value and more neglected and isolated it from the modern parts in somehow at different level. The different accessibility to the city centre helped in increasing the isolation. The absence of proper roads, pedestrian, cleanness and neglected architectural and cultural existence, all together had emphasized the negative image and resulted in an undesirable place impact in general.

The interviewed people in the old city centre introduced there problems under a general title "neglected area". They talked about their daily problems, their hopes, and their effort. The low income which makes them unable to improve or update their goods is mainly because of the shrinking number of visitors, especially the tourists. A souvenirs cooper handcraft shop owners said that they used to spend the winter designing and producing cooper tableaus and

pieces for the summer season to meet the tourist demand but since years they are barely producing new designs since years.

On the other hand, their responds for the questions related to CH and CHM under going project were optimistic in general. Twenty nine interviewers expressed their positive attitude towards the CHM undergoing project, while five were neutral, and four were having their concerns about the project. The twenty nine see that the project is dealing with the negatives of the area, and is concerning the heritage asset. Therefore, they hoping that the project will solve the main problems of the old city and consequently positive attitude will be generated which will attract new visitors and tourists.

The very early impacts of the projects have been started. According to a cafe owner, more people has started to attend his cafe therefore he was able to renovate the place and hired a twenty years old young man to help him after he was alone for years. This café owners is expecting an increase in number and wider range of visitors in the near future as a result of the CHM project, and this was the main reason, beside his improving economic situation, to hire someone after he renovated the café. This is one example of many, some of which will be introduced during this chapter.

The methodology of this thesis is a combination of three parts. First, the interviews I had hold at the city historical centre and with the concerned people which aimed at drawing outlines of the discussed CHM subject and project from the heart of the centre and from the concerned persons. Second, the theoretical framework I have made, in chapter two, concerning the CHM and its impact on economic development. Finally, I had reviewed the undergoing CHM project of the historical centre. The combination of these three parts is the basis on which I have tried to analyze the local impact on Tripoli city and introduce a newly rehabilitated historical city centre for better tourism activities and an improved local economic development. In other

words, I have aimed to examine local tourism and economic development based on a CHM project prepared at the city level base to improve its local economy depending on cultural management related to its tourism activities.



Figure 4.1. Location of Tripoli old city center (Source: CDR)

The CHM projects in the old centre of Tripoli city is based on seven chief objectives that come together to help reach the results aimed at. The first is to find solutions to improve the living conditions of residents and workers in the old city, mainly with respect to public spaces, green spaces, infrastructure, sewage networks, social programs, etc. The second is to improve traffic and access conditions from the modern city to incorporate the old city. The third aims to rehabilitate the image of the souk and to change negative views about the old city. The fourth seeks to enlarge and diversify the range of customers in the souk. The fifth intends to protect and restore the historic and

architectural heritage through allocating essential functions to reinsert in the economic and social cycles of the city. The sixth plans to promote cultural tourism within the old city. The last objective attempts to revitalize and support the development of the souk activities, especially the ones having growing potential economic power.

4.3. Tripoli's CHM Strategy Characterization

Three tools types have been defined to help implement the set of CHM objectives in Tripoli. First, the conception of a set of challenging and planned measures is vital to protect the built heritage, manage public spaces (land-use, circulation, and parking), and establish financial measures to encourage specific activities and private projects. The second type of tools is to institute collective programs that contribute to rehabilitating monuments of the old city by means of including cultural, commercial and social programs. Third, the strategic intervention of planning public spaces, the rehabilitation of mixed-use blocks (residential/activities) and the implementation of new projects on unoccupied municipal land neighboring the old city have been identified. As a result, it will insure the concerned public sector with partial financing for interventions within the old city, better structuring of its access and entrances, provision of additional parking space and housing of prospective collective programs.

4.4. The CHM Project in Tripoli Old Centre

The funding of the project at appraisal was by the Government of Lebanon, and through loans from the World Bank (WB), the French Agency for Development (AFD), and the Government of Italy and a small grant from the Government of France. The World Bank sponsored Cultural Heritage and Urban Development Project has initiated a specific urban plan for the historic core and which includes extensive provisions for its protection.

With less than half of the project under implementation, the project is starting to achieve its objectives. The physical output signs such as organization of public spaces, streets upgrading, historical facades restoration, or buildings rehabilitation by the project started to become clear. A delay has occurred in the CHM project of Tripoli city centre due to the two years that witnessed high tension.

4.4.1. Urban Development

4.4.1.1. Transportation and Road Network

According to the 2002 transportation study of Tripoli, it is possible to organize the circulation system to by-pass the centre and to reduce transit traffic flow across the old city.

The access to the old city would be restricted to traffic serving the souk and residential spaces. This control reaffirms the existing pedestrian character of different streets across the old city: floor pavement, and definition through posts of vehicular path limits. Transit traffic would be redirected to the northern entrance of the old city through the eastern river corniche to be planned as a wide boulevard.

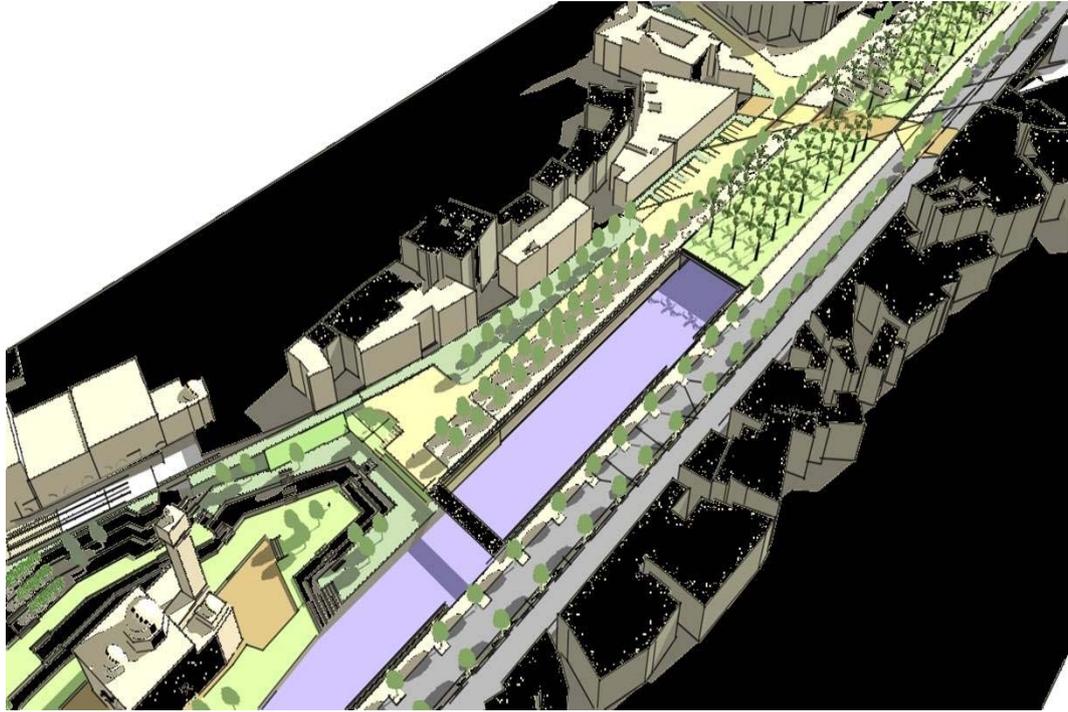


Figure 4.2. The proposed circulation in the old city (Source: CHUD)

Relocating temporary market sheds along this road (eastern river corniche) has been suggested. Troubled and annoyed by these sheds, municipal authorities have long considered this project and are now planning the potential relocation of the market to the northern part of the city in order to incorporate the wholesale trade of fruits and vegetables. In one interview, a member of the CDR involved in the CHUD project said:

"Repositioning the market will provide spaces for more urban interfere and will improve the area's condition resulting in better image of the old city centre."

The rest of the activities will be located on a public walk connecting the neighborhoods of Bab El Tebbaneh and Khan El Askar and consequently facilitating the crossing of the river, the Corniche, and Rashid Karameh boulevard on the right side of the river.

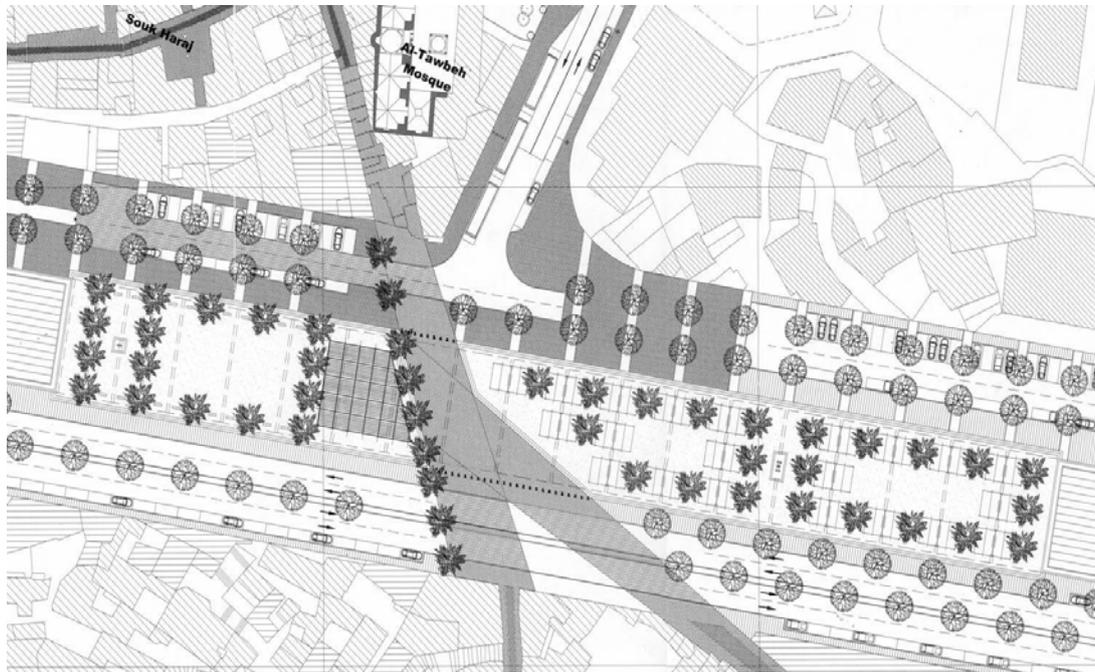


Figure 4.3. Pedestrian Circulation (Source:CHUD)

The crossroad marking the intersection between the eastern-corniche boulevard and the Maoulawiya Bridge will be designed to allow the access to the citadel and the Abou Samra neighborhood in both directions.

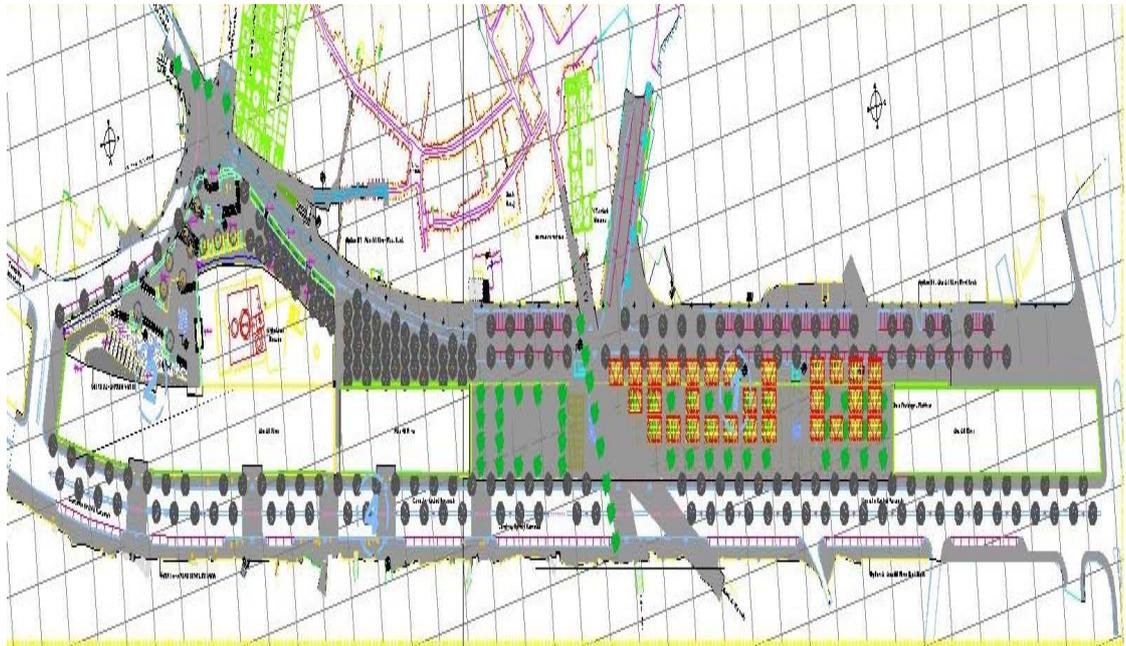


Figure 4.4: vehicular access to the citadel and the neighborhood (Source: CUHD)

4.4.1.2. Parking

The availability of parking spaces is of a very old importance to the revitalization development of the old pedestrian centers which are as significant as the old city of Tripoli. Sufficient organization of the accessibility to the old centre and sufficient condition of parking spaces near the souks are required to act as a response to an increasing future need. According to one of the interviewed people from the old city centre, the parking spaces are not even enough for the present demand, therefore more spaces should be taken into consideration for both present and future demand that could result from the CHM project.

To achieve this, different conditions should be taken into consideration. First, the decrease in parking spaces due to different expected projects (JICA project, expansion of pedestrian space, and construction on private property currently used as parking, etc.) should be assessed. Second, the possibility of

adding new parking spaces with the reorganization of existing spaces is to be examined. Finally, prospects of creating new parking spaces are to be dealt with.

4.4.1.3. Pedestrian Circulation

Several actions are engaged to improve urban performance within the framework of CHM project: transit traffic by-pass of the old city, increase of parking capacity, organization of taxis and buses, and improvement of accessibility from the modern part of the city. They all come together to improve pedestrian circulation in the old city, highlight its historical public space and reorganize the experience of public space for visitors and users of the souk. This enhancement of the quality of urban space develops a sense of identification and attachment with the built environment, and a sense of collective memory and belonging to the history of the place. One visitor of the centre stated that pedestrian circulation is not efficient and need to be enhanced to help the visitors out within the old centre.

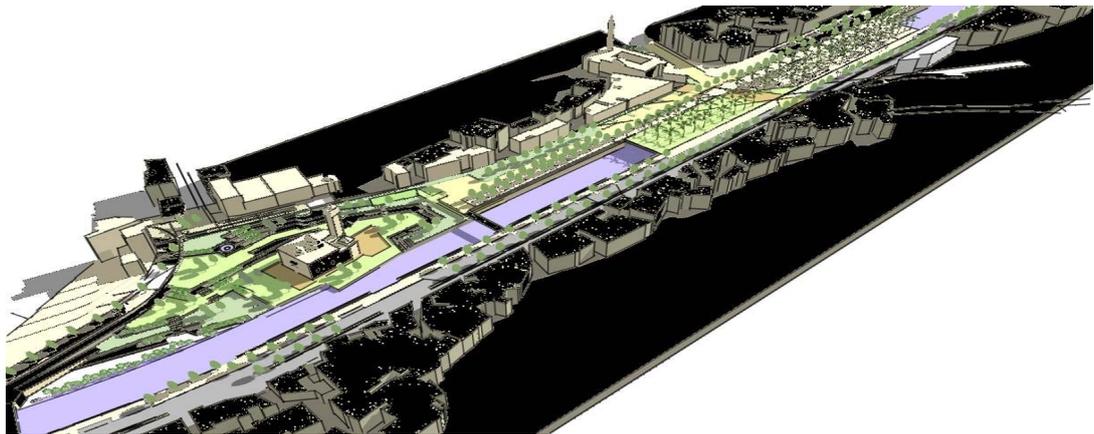


Figure 4.5. Pedestrian circulation on the river side (Source: CHUD)



Figure 4.6. Proposed Green Area (Source: CHUD)

4.4.2. Rehabilitation of Public Spaces within the Old City of Tripoli

4.4.2.1. Planning, Urban Furniture and Landscaping

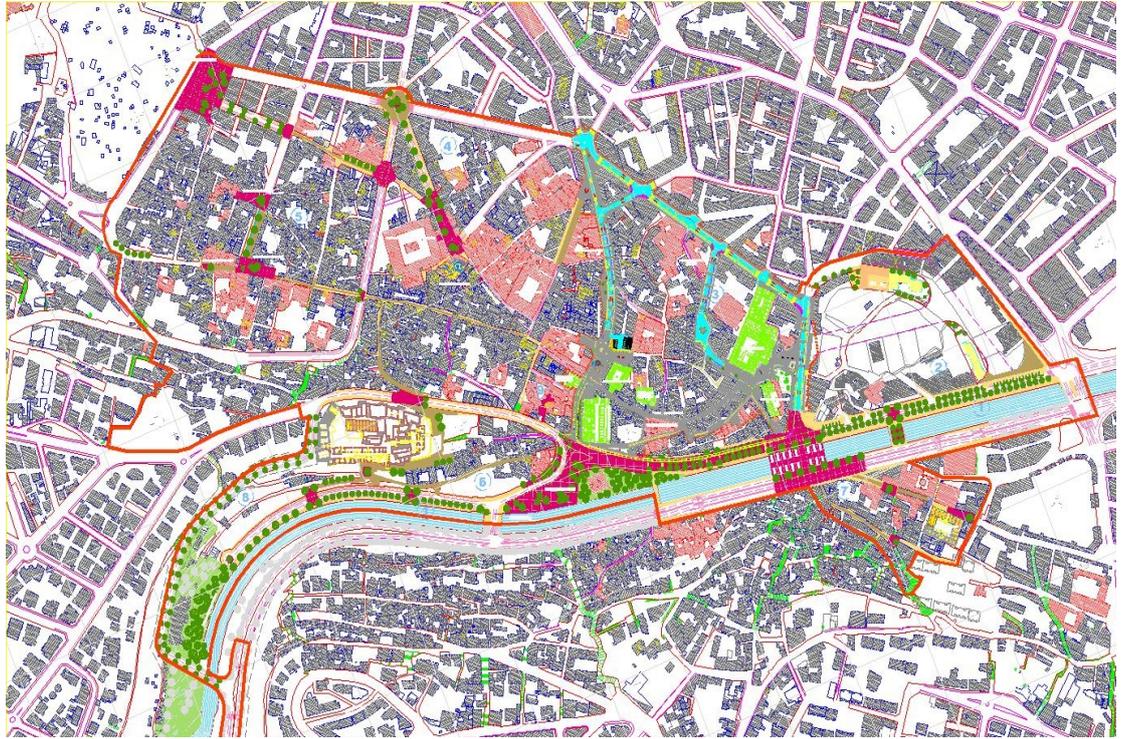


Figure 4.7. The area where urban furniture is needed (Source: CHUD)

Rehabilitating the image of the historic old city into the eyes of the city's citizens, and clearly integrating it into other districts of the centre of Tripoli is an essential need. This is why the design of public spaces of the old city differentiates between the historic streets of the souk itself and the modern ones.

A look back at the boulevards of 1950s allows us to notice that they are the extension of the modern public space of Tripoli into the medieval urban fabric. Executed in the 1950s, they absorbed the modern paradigm of cutting maliciously through the old urban fabric. Urban facades of these large cuts were reshaped with the formation of new constructions of average architectural quality. Though formally disfigured, they provide necessary spaces for the functioning of the souks (access, delivery, taxi drop-off, etc.). To exploit this urban condition is to consider the possibility of planting along the streets and implement a few landscaped squares that would puncture, at different, the urban landscape of narrow mineral alleys of the souk.

The planning occurs in the following order:

The planning within the old city should improve and enhance the old city entrance node. Therefore, vehicular and pedestrian traffic at roundabout entrances of the old city is to be presented while transforming a part of these roundabouts into pedestrian spaces. This intervention would emphasize the entrance to the old city both visually and functionally. Moreover, it is necessary to take into consideration the vehicular access, the drop-off within the old city, and the big pedestrian square located at the intersection of the historic axis of the souk. According to the CDR urban planner involved in this project:

"The new proposed circulation will improve the pedestrian passage, the car access, resulting in better image and more effective axes within the centre."

The souk streets within the old city have to be furnished in an urban fashion to re-represent it and to improve its image. The urban furniture that are needed to be provided are a mineral treatment, sidewalks paved with natural stones, street lighting, infrastructure networks limited underneath, minimum round-fixed elements, garbage bins positioned at the entrance of each "hara" without their negatively affecting the healthy ambiance of the souk, and a uniformed design and height of canopies.

To improve the conditions of access and the image of the old city from the river corniche, the principle of a green path along the left bank of the river is to be adopted. In addition to their function as promenade, these landscaped areas will characterize the view of the old city from a distance while at the same time bringing it to the eyes of the approaching visitors. This green path is a series of landscaped spaces of different functions along the left bank connected by an extended pedestrian promenade.

A path of trees can be designed along the river canal that integrates an important number of parking spaces with the newly created traffic-free pedestrian zones. A second path of trees can be designed along the river at the foot of the Citadel to connect the access way to the castle. Plus, the corniche would be cleaned and planted to recover the initial natural vegetation on the river edges.

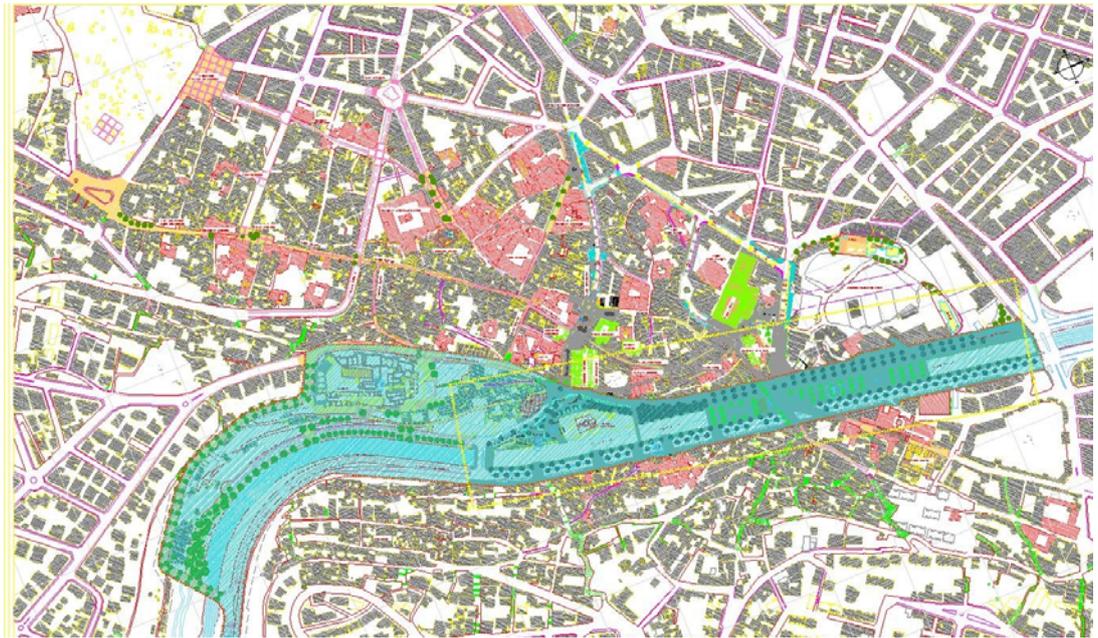


Figure 4.8. Green Paths (Source: CHUD)

4.4.2.2. Rehabilitation of Urban Façades

The objective is to highlight the historic and architectural heritage of that part of the old city. It also deals with upgrading urban sequences suffering from great poorness in construction. Buildings dating back to the Medieval, Ottoman or Mandate period would be rehabilitated to restore their original style and that with great simplicity in forms. For buildings with architectural elements from different periods or those that are historically stratified, rehabilitation would aim at reconstructing their status belonging to the end of the Mandate period. Contemporary constructions would be preferably

renovated according to the style of their characteristic period. Consequently, the re-composition of the façade elements would harmonize the building into the existing character of the urban block it belongs to. The restoration group of the project mentioned that the local citizens were helpful and provided them with old photos of the city centre which helped in some cases in the restoration task.

4.4.2.3. Rehabilitation of Monuments and Planning of Collective Programs

The rehabilitation of old city monuments decided upon at the end of the first phase of study aims at preserving and reusing classified monuments and historic buildings for productive, commercial, touristic and/or cultural activities to highlight the vigorous cultural heritage of historic Tripoli.

The approach for the rehabilitation of each monument is a combination between a programmatic aspect responding to mentioned objectives and a policy of intervention on the building defined with respect to its cultural and historic value.

4.4.3. Economic and Social Measures

I believe it is important to draw attention to strong points of the souks of the old city of Tripoli, notably the stability of the number of economic units across time, the maintenance of a traditional structure in specialized sectors across time, the important energy of certain types of activities, etc. However, the souks are not without a substantial number of structural weaknesses among which are the fading of artisan activities, the limit of commercial activities to customers with a low purchasing power, the break-down of economic units into a multitude of small scale workshops, and the poorness of revenues and of self-financing capacities, etc. One soap shop owner said:

"The soap selling rate was decreasing year after year due to the general situation of the old city centre, resulting in decreasing number of visitors and tourists. But with the beginning of the CHM project, improvements have started to take place and I am expecting a return of the golden days of this area."

In my opinion, it is essential to rehabilitate monuments of the old city to cultural house, social and touristic activities and to launch local development programs such as a space of production-exhibition- sale of artisan products, a technical formation centre for handicrafts, a unit of creation of new designs, and an educational formation etc.

On the other hand, the development of micro-credit as a complementary source of financing for souk activities could represent a major tool of intervention. Without access to necessary source of financing, these activities are restricted and not given the space to develop. The micro-credit financing system could be carried around a program that aims at identifying 'target-groups'. Under the support of the Municipality of Tripoli, one or many workshops could later gather potential beneficiaries with certain NGO representatives.

4.5. Evaluation of the Economic Impact of the Project

The Souks of Tripoli constitute the most important historic heritage in Lebanon and represent a potential tourist attraction activity for the city of Tripoli. The restoration projects of historic sites, the rehabilitation of infrastructures, and the implementation of public programs aim at recovering the city's ancient importance. A CHM project would also benefit from other planning works whether on the level of city projects such as the rehabilitation of infrastructure networks, or those resulting from the new Tripoli Master Plan (currently under study). The mayor is aiming at supporting the CHM project by deriving parallel projects such the Spanish restoration project of

Khan khiyateen (sewing khan). The implementation of the CHUD project would have direct and indirect effects on the economic and, therefore, on the social conditions of the old city, more particularly on its touristic activity.

Currently, the old centre suffers from overcrowding at its entrances slowing down potential social and economic development on many levels. One of this project's priorities is to solve, even if partially, this issue by creating new parking spaces next to the old souk (charge-free parking spaces along neighboring streets to the city and other charged ones).

The project builds on its capacity to revitalize economic activities of the old souk and to develop inter-programmatic exchange within its space, especially at the level of touristic and artisanal activities.

On the basis of the three main parameters, it is possible to analyze and quantify the economic impact of different project components on the old souk. The parameters are: the tourists' number, the employment number and job creation, and the expenditure (Mules, 1998, Mathieson & Wall, 1982, Law, 1992, Mules, 1998)

4.5.1 The Number of Tourists in Lebanon

The Lebanese economic situation makes the present development of tourism a priority. Having a relatively important comparative advantage with supposedly shared benefits for a large section of the population, touristic activities release a positive social character. The recovery of this sector could provide an important support to the country's economy and reduce the size of the crisis. This severe crisis derives not only from local but also from global conditions.

It is important to notice the need to improve the domain of civil aviation in order to increase the performance of the Ministry of Tourism, of environment as well as of administrations concerned with the following spheres:

archaeology, handicraft, networks of transportation, investments and touristic promotion, etc. This improvement will result in higher tourists' number and revenue, and it would influence the number of tourists visiting Lebanon over the upcoming years:

Table 4.1. The number of tourists and of touristic revenues in Lebanon (Source: CRI)

	2000	2001	2002	2003	2004	2005
Tourist flow	350,00	420,00	588,00	764,00	917,00	1,055,00
	0	0	0	0	0	0
Touristic Revenues (millions of US dollars)	280	336	470	611	734	844
Average of spending (US dollar)	800	800	799	800	800	800

4.5.1.1. Current Number of Visitors of Archaeological Sites in Lebanon

According to the General Directory of Antiquities (DGA), the number of visitors of archaeological sites in Lebanon in the year 2000 reached about 332.400 visitors, This number, in important sequence in relation to the current situation in mid 1990s (126.300 visitors in 1994), includes visitors of the following sites: the National Museum of Beirut, Beiteddine, sites of Baalbeck, Byblos, Saidon, Tyre, Tripoli and Fakra. However, compared to the number of tourists, the number of the visitors of touristic sites in Lebanon remains

relatively reduced in spite of its growth tendency. This is due to several main factors:

Lack or insufficiency of previous efforts rehabilitating the sites in question. Insufficiency at the level of tourism "marketing" of archaeological sites in Lebanon and the non-existence of satisfactory touristic and archaeological maps. Inefficiency or low efficiency of coordination mechanisms between public administrations (semi-public and private) concerned with the conservation and management of touristic sites.

4.5.2. Future Evolution of the Number of Visitors of Tourist Sites in Lebanon

The tourism sector estimated the development of the number of the visitors of the archaeological sites in Lebanon in the following manner:

Table 4.2. Estimate of the evolution of the number of visitors of archaeological sites (Source: CRI)

	Tourists	Annual Growth of the number of tourists	Visitors of archaeological sites
2001	675 409	3.30%	291 454
2002	693 532	2.64%	300 471
2003	708 252	2.12%	307 918
2004	720 410	1.72%	314 068
2005	730 450	1.39%	319 148
2006	738 743	10.00%	323 343
2007	745 592	5.00%	326 808
2008	751 248	3.00%	329 669

4.5.2.1. Future Evolution of the Number of Visitors of the Sites of Tripoli

In the year 2000, the number of visitors of the sites of Tripoli and particularly the Citadel reached 8,200 visitors. This number is a clear failure in relation to that of the years 1999 and 1998 (registering respectively 15,200 and 16,000 visitors). Four main elements will affect the progress of this number in the future. The first is the development of the tourism sector on the national level, and therefore the development of the number of tourists that will itself depend on the growth of the macro-economic setting in the country. The second is the increase of the total number of visitors of archaeological sites in Lebanon which will depend on the support these sites receive, and on the specific policies adopted in the touristic field. The third is the increase of the number of visitors of the old souk of Tripoli, related to the two previous factors and to the degree of implementation of the proposed CHM project. The fourth is the distribution of visitors of archaeological sites according to their nationality (Lebanese and non Lebanese).

According to available statistics, the number of tourists having visited the archaeological sites of Tripoli (especially the Citadel) constitutes 5% to 6% of the total number of visitors of archaeological sites of Lebanon. It has been assumed that this percentage would remain constant until 2004, after which it will tend to increase gradually to reach 10% in 2007. This logic is related to the advance in the rehabilitation of infrastructure works and the restoration of some sites of the city, an operation which will spread between 2003 and 2007.

The percentage in question (% of visitors of the sites of Tripoli in relation to the total number of visitors of the archaeological sites in Lebanon) would continue then to grow gradually to reach a maximum of 14% in 2011.

Table4.3. The number of visitors of Tripoli's archaeological sites (Source: CRI)

	2003	2004	2005	2006	2007
Percentage in relation to the total number of visitors of Lebanon's sites	6%	6%	8%	8%	10%
Visitors of historic sites of Tripoli	18,47	18,84	25,53	25,86	32,68

4.5.2.1.1. Distribution of Visitors According to Nationality

No official statistics exist regarding the distribution of visitors of the archaeological sites according to their nationality (Lebanese / non Lebanese). However for a better understanding of the economic impact of the project, it is important to have an idea, even if approximate, of the profile of visitors and therefore of their needs concerning consumption, accommodation, restaurants, etc. It will allow a more accurate evaluation of the consequences on the local economic activity and on potentially developing sectors. It can be noticed that the growth of the number of non Lebanese visitors will create a demand for products and services specific to foreign tourists such as traditional products, lodging and dining services.

The ratio of domestic and foreign visitors has been projected to be 75% Lebanese and 25% foreign according to former number of visitors since the data before 2000 was not available in such a domestic/foreign differentiation. The share of foreign visitors will increase with the setting in the

implementation of the project from 25 % to reach about 30% of the total number of visitors in the year 2004 and 35% in 2007, the supposed date of completion of the project.

Table 4.4. Distribution of visitors of the sites of Tripoli according to their nationality (Source: CRI)

	2002	2003	2004	2005	2006	2007
Per-cent Lebanese	75%	75%	70%	70%	70%	65%
Number of Lebanese	13,521	13,856	13,191	17,872	18,107	21,243
Per-cent foreigners	25%	25%	30%	30%	30%	35%
Number of foreigners	4,507	4,619	5,653	7,660	7,760	11,438

4.5.2.1.2. Estimate of the Expenditures of Visitors or Tourists in the Zone of the CHM Project in Old City Center of Tripoli

Available statistics estimate current average expenditures of foreign origin tourists to about 1,000 American dollars per tourist. However, this average is relatively low in Tripoli, in the absence of satisfactory tourist infrastructure and tourist promotion representing the city sufficiently. The 2001 expenditure of the foreign tourist is to some 57 American dollars per person. With the implementation of the CHM project this number is supposed to increase, to reach 94 American dollars in the year 2008, then about 118 American dollars per tourist starting the year 2012.

Table 4.5. Evolution of expenditures of foreign visitors to the souk of Tripoli (US Dollar) (Source: CRI)

	2001	2002	2003	2004	2005	2006	2007	2008
Average expenditures on lodging	19,6	20,2	20,7	25,4	41,3	52,3	102,9	103,8
Average expenditures on food	65,5	67,6	69,2	84,7	114,8	116,4	228,7	230,7
Average expenditures on traditional products	65,5	67,6	69,2	84,7	153,1	155,2	285,9	288,5
Average expenditures on other products	65,6	67,6	69,3	113,1	153,2	155,2	285,9	288,5
Average expenditures on tariffs of archaeological sites	30,6	31,5	32,3	56,5	76,6	116,4	171,6	173,1
Total	247	254,6	260,9	364,6	539,2	595,6	1,075,2	1,084,6
Average expenditures/tourist	56.5	56.5	56.5	64.5	70.4	76.75	94	94

b) Tourists of Lebanese origin

Expenditures of Lebanese visitors are estimated as follows:

Table 4.6. Evolution of expenditures of Lebanese visitors to Tripoli

	2003	2004	2005	2006	2007	2008
Average expenditures on lodging	8,3	7,9	26,8	27,2	47,8	48,2
Average expenditures on food	138,6	121,9	178,7	181,1	212,4	214,3
Average expenditures on traditional products	138,5	121,9	178,7	181,1	318,6	321,5
Average expenditures on other products	207,8	197,8	268,1	271,6	318,6	321,4
Average expenditures on tariffs of archaeo. sites	69,3	92,3	125,1	126,7	212,4	214,3
Total	562,5	561,9	777,4	787,6	1,109,9	1,119,6
Average expenditures tourist	40.6	42.6	43.5	43.5	52.2	52.2

Hypotheses used in the calculation of expenditures of Lebanese visitors are the following:

4.5.3. How to manage the up-coming demand from the evolution of the number of visitors

As mentioned earlier, the increase in the number of visitors will lead to a parallel growing demand on a varied range of products. The proposed project will partly answer this demand through providing public and private services. It remains to the hands of the local private sector to meet the rest of the demand according to market incentives and mechanisms. The main component of the proposed project that will help to meet this new demand over products and services is the exhibition centers for artisanal work in the souk in the old centre of Tripoli city.

4.5.3.1. Exhibition centers for artisan work (Khan El Aaskar, Khan El Saboun)

Two reasons help the construction of exhibition centers to promote the traditional production of the souk, the city and the region:

the increasing demand for these products with the growth of the flow of tourists the representation of traditional activities as a quality feature of the city of Tripoli and the old souk

According to the survey of the Ministry of Social Affairs on artisanal activity in Lebanon (1999), about 214 artisan units are in Tripoli and produce a wide range of products:

Handicraft of textile and weaving is practiced by about 20% of the units:

wood and mosaics by 16.6%,

conservation of agricultural products by 15%

copper 9%

ceramics 6%

glass 5%, etc.

The invested capital in these units is rather modest. Only 25% of the units have a capital greater than 5million L.L (about 3300 US Dollars), whereas another 25% have a capital smaller than 1million L.L (about 650 US Dollars), as represented in the following table:

Table 4.7. Distribution of artisanal production units in Tripoli with respect to capital investment (Source: Artisan of Lebanon, MOSA, 1999)

Capital (in thousand L.L)	% of Units
50-100	1.9%
100-500	7.9%
500-1000	15.0%
1000-5000	37.4%
5000-10000	10.3%
10000-15000	5.1%
15000-20000	2.8%
20000 and more	7.0%
No answer	12.6%
Total	214

The total number of jobs in the 214 artisanal units of Tripoli reaches around 414 craftsmen and employees, 56% of which are permanent workers, 16% seasonal workers, 16% irregular workers and 12% workers paid by piece. For about 70% of these units, the net profit - including costs of work - is lower than 40%.

The creation of artisanal exhibition centres in Khan Al Aaskar meets the needs of traditional activities of the old souk and the region. Two centers could be considered:

The first will specifically serve units and workshops of the souk, and will operate as a permanent exhibition. It is supposed to develop new units.

The second will have the traditional units of the city of Tripoli and more largely of the Mohafazat of Northern Lebanon as an objective, and will be providing the organization of periodic exhibitions dealing with these units, while regarding a calendar of programmatic and regional priorities.

The creation of these two exhibition centers in the above-mentioned sites would lead to an increase in the offer of traditional products. This offer increase is economically necessary for the predicted demand increase throughout the implementation of the project. It is important to mention that the consumption of artisanal products would be multiplied by 3.5 between 2001 and 2008, and by 10 between 2001 and 2015, as demonstrated above.

4.5.4. The impact of the CHM project on the creation of jobs in Tripoli

The proposed project is supposed to generate three types of jobs:

Direct employment affected by the management of renovated sites

Indirect employment made available by the implementation of restoration works

Employment resulting from the materialization of the economic impact of the project on the old souk

These generated three types of jobs are mentioned in the theoretical framework by Manthieson and Wall, 1982.

4.5.4.1. Direct creation of jobs

It is estimated that operating restored sites generates the following direct jobs:

Table 4.8. Directly created jobs (CRI)

	Adminis tration	Permanent exhibitions	Janitorial	Security	Total
Khan El Askar	2	2	2	1	9
Hammam El Nouri	2	2	2	1	7
Khan El Saboun	2	2	2	1	7
El Kalaa Museum	2	1	1	1	5
Total	10	7	9	6	29

4.5.4.2. Generated Jobs by the Implementation of CHM Project in Tripoli City

These jobs result from the demand for workmanship encouraged by the implementation of project works. This type of job is supposed to increase with the improvement of works and attract a part of the local work offer (present actives, unemployed, newcomers). Since most of the demand requires low-qualification work, recruitment for new jobs will be assured from the local prospect, however, of varying rates from a profession to another.

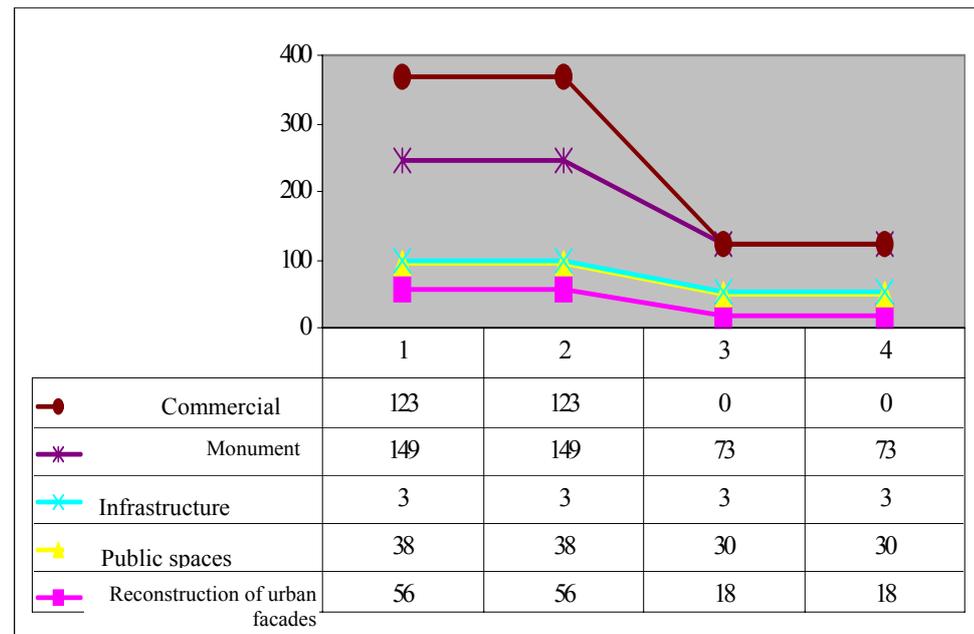
The amount of wages (component / work) ranges from 15% to 50% of the total cost of scheduled interventions according to their nature, and that is as represented in the following table:

Table 4.9. Amount of wages in percentage of the total cost of works (Source: CRI)

Type of involvement	% of wages of total cost
Reconstruction of urban façades	24%
Public spaces	15%
Infrastructure	15%
Rehabilitation of monuments	50%
Commercial spaces	25%

The following table represents needs concerning employment, expressed in function of "Man / Year", over the period of the execution of the Project:

Figure 4.9. Jobs created by the execution of project works (Source: CRI)



4.5.4.3. Creation of Jobs Following the Impact of the Project on the Local Economic Activity

The impact of the project on the local economic activity is evaluated mainly by the increase of the expenditures of visitors or tourists in the zone of the project, as well as by the new markets that would be created by the revitalization of traditional and commercial activities. However, the visitors' activities are simple leaders of other activities that would considerably affect the development of the tourism sector. Therefore, the economic impact is far from being restricted to the above mentioned domains. It, therefore, spreads too many other activities of the souk whether existing or yet to be created.

4.5.5. Potential of Complementary Initiatives from the Private Sector: Micro-credit and Training

The development of micro-credit as a complementary financing source for artisanal activities of the Souk should be an integral part of the general, adopted strategy. This objective is a priority for several reasons: on one hand, the majority of production units in the Souk operates at a small scale and thus does not have the means for sufficient financing. On the other hand, these units are changed as informal; a label that limits their access to credit lines and to export.

According to the data of the Ministry of Social Affairs, around 22 NGOs offer micro-credit in Lebanon. From these 22 NGOs, 13 have a national career and would be, at least supposedly, willing to provide necessary credit to potential receivers on the Lebanese territory. Unfortunately, available statistics show that micro-credit total affecting Northern Lebanon, and more specifically Tripoli, is low and even unimportant.

Guidelines for the development of micro-credit in the zone of the project could operate according to the following measures:

To identify target-group and blocks (clusters), people and / or units of production having economically practical activities or projects - especially in the artisanal field – and lacking sufficient funding.

To organize, under the support of the Municipality of Tripoli, one or several seminars that would bring together possible receivers with representatives of micro-credit NGOs (the most effective) to evaluate needs concerning funding.

To establish within these seminars sectorial priorities that would encourage complementarities and inter-activity between the activities of the Souk in order to increase their added value instead of reproducing practices of imitation and narrow competition.

To study the possibility of insuring or facilitating guaranteed conditions required by credit institutions by combining the participation of the Municipality and that of the receivers and concerned NGOs.

The beginning of micro-credit operations should establish some institutional connection between NGOs and credit receivers. This can generate training, upgrading and updating programs and thus develop the local community's productivity. The survey in the setting of this study revealed coming up needs of the active population of the project zone regarding training. The contents of training programs should follow these general objectives: technical training linked to specific high added-value activities, and training in management and contracting.

4.6. General Evaluation of the case Study

Tripoli is rich city in terms of cultural heritage due to its affluent history that can be observed in its old historical centre. A CHM project has started in 2003 funded by the World Bank and Agence Française de Développement (AFD). This project has been implemented under the CDR supervising and with the municipality collaboration in some parts. The CHM project focuses on the

urban revival of the historic city of Tripoli. Its major components include the restoration of the historical pattern, the conservation of the cultural heritage, the physical rehabilitation of historic monuments, existing infrastructure, street facades and artisanal activities.

While the project has been under progress, the citizens, especially of the old city centre, realized that the cultural heritage can be an important tool in achieving tourism development and the restoration project turned into an economic development plan based on tourism since as proved by the qualitative data about the theoretical variables I have considered as the variables to evaluate according: the tourists numbers, job creations, and expenditure which showed an increase.

Mayor had an important role in this process by convincing local people for the inevitability of restoration and for assisting the project. The local people have started to improve the tourism activities. In this perspective, it can be noticed that local collaboration increased with the support of mayor. The business development that was driven by tourism sector created new activities and business in the old centre. There were challenges to develop local specialties and traditional type of cafes, artisanal sewing activities, and rehabilitation of social structure.

Moreover, several projects have either been undertaken or are currently underway in the old city centre as a result of the positive impact of the project on the area. The rehabilitation project of Souk el Bazerkan with funding from a local foundation, Jewellery market by the municipality, the Region Midi Pyrenees and the Jewelers' Association (1996), Souk el Haraj with funding from the German Embassy and technical help from the Orient Institute are living examples of the positive impact of the project not only on the project area but also on the neighborhood.

While the impact has yet to be deliberate, some results such the rehabilitation and upgrading of existing infrastructure and buildings has been a remarkable improvement in the urban environment of the city. In particular the old city has witnessed increased economic activity in areas recently rehabilitated such as the Jewelers market. However these efforts have yet to translate into one complete impact of the whole project and measured on the entire city.

In addition, the city has fairgrounds to host international exhibitions and also attracts tourists to its historical heritage that is being further developed through the Cultural Heritage and Urban Development project. Tripoli is also a very good investment area for businesses seeking to develop a presence in Lebanon.

In fact, the municipality of Tripoli can play an important role in the project process. The very active municipality has already undertaken many studies on the city, created a master plan, developed an oversight body for itself, and established ties to other Mediterranean cities.

Tripoli is a city with strong heritage inheritances and thus believed to have strong tourism potentials. However, it is also clear that tourism does not follow automatically from the presence of monuments or heritage but depends more essentially on how to present and manage this cultural heritage, on how to attract the attention to this cultural heritage, and how to involve it in the city as a whole. A proper CHM can revive the glory of the old city centre and implement it in the tourism sector of the city. It is clear that the under-going project has started to re-enhance the cultural heritage by an appropriate management into a better tourism action.

It can be seen that there may be many visitors to the heritage sites but the revenues that these visits bring are very poor and do not constitute a significant share. This shows that very often, in the case of cultural tourism, the way to profit is not necessarily by exploiting the site, but by creating

profitable activities pleasing to these visitors around the site, which requires better implementation of the CHM project. The focus should be on cultural tourism. What needed are not only infrastructural investments but rather awareness for the cities that have a significant heritage and can achieve their cultural potential.

The most important thing that can come out of this effort is a realization that Tripoli can take practical steps which can have a positive and successful impact on its future. With that realization, actions to make such an impact will become possible. I believe that if a serious attempt is made to guarantee the implement of the cultural heritage of Tripoli old city centre, noticeable improvements can occur, better tourism can be guaranteed and positive impacts reflected on the local economic development.

CHAPTER 5

CONCLUSION

Over the last two decades, remarkable progress has taken place in the implementations and impacts of different tourism tools and sub-titles. One of the newly presented sub-titles for tourism planning is Cultural Heritage Management (CHM), which is denoted as an increasingly important planning tool from planning perspectives. Then, the weight of combining it with planning emerged from the fact that it is a significant category of tourism, an important tool in culture, and a main key for planning projects through regional bases. CHM can improve the life quality of the locals and citizens, and it can form a turning point for better economic benefits for the tourism sector of the country.

There has been an international flow of popular interest in social history, cultural heritage, and heritage management. The tourism industry was directly affected by this interest in cultural heritage and heritage management, and it started to witness a remarkable flourish on both national and international levels (Ken Taylor, 2004).

The globalization trend has changed the tourism activities and widen there range. Cultural heritage has become more important and attracted many international organizations such as UNESCO, ICOMOS, ICOM, and ICCROM, Which have started to generate international standards for cultural heritage practices. The differentiation among the different cultural heritages over the world is a serious task for the local professionals and planners under the cultural heritage management projects. They have to incorporate the

global trend in a locally suitable framework through a comprehensive estimation and a thorough understanding of their own cultural heritage.

Only when cultural heritage and tourism become strongly integrated at managing the cultural heritage can a successfully managed heritage site present a valuable touristic place where the past can be felt at all levels, and where it can be re-represented in the present. Therefore, the cultural heritage sites need a careful management and planning which takes into consideration tourism planning as well as cultural conservations aspect. As a result, the combination between tourism needs and heritage sites will introduce a successful long term management (Graham Brooks, 1993).

The planning and management level of the cultural heritage sites has to pay attention to future estimation of tourists' number, especially after the implementation of the CHM project of the site to avoid unsatisfactory results which could be very difficult to repair or deal with (Graham Brooks, 1993). This sensitive issue can be dealt with through a successful management and proper planning which focuses on and enhances the different characteristics of each cultural site.

The cultural site should be analyzed to define its elements to be able to develop a proper full analysis. As a result, a clear potential estimate will be prepared leading to efficient cultural heritage management. The Australia International Council on Monuments and Sites (ICOMOS) defined guidelines that consist of methods relating cultural values to their suitable management. This management has to create a sense of clear connection between the existing history and the present through combining the physical and cultural characteristics of the site.

Of all other kinds of tourism, cultural tourism is the one with the highest leverage of all. The countries simply, with some effort, make use of what is

historically granted to them to appeal to enthusiastic visitors who are willing to spend every penny to experience that cultural atmosphere (Richards, 2001).

CHM and Tourism have therefore become inseparable terms that are connected by each completing the other. CHM is now almost synonymous with the planning version of tourism that is so pivotal to the sustenance of the cultural characteristics in particular and the sector of Tourism in general. CHM's major task of planning and preserving brings about a quantum leap in the living standards for the people living in a cultural heritage area. Its benefit is, nonetheless, not restricted to bettering the individual income. It spreads to yield generous revenues to the country's sector of tourism.

Through the 1980s, a considerable literature has highlighted the significant role that tourism has played in the economic and socio-environmental regeneration of inner city areas. According to Law (1992), tourism sector development requires development of facilities, physical environments and infrastructures which have many benefits for local communities. This development may lead to the *creation of new jobs* and have a noticeable effect on the physical regeneration of inner city areas.

According to Mathieson and Wall (1982), tourism is often encouraged to draw in more *foreign exchange*, generate *employment* and improve economic and social prospects in a destination area. Mules (1998) examined the economic contribution of tourists by identifying component: *numbers of tourists*, length of stay, and average expenditure and how *tourism expenditure* changes over time.

"...tourism development brings about many and diverse positive consequences for destination economies which are discussed at length in literature discussing local economic development's relation with tourism. For example, it is a valuable source for foreign currency earnings, it influences the economic

development of host region or country, it creates earnings through exploitation of the free nature and cultural attractions of the country and generates employment opportunities, new investment, new sources of income, and governmental revenues. There are numerous examples of destinations, regions and countries that have benefited significantly from the economic impact of tourism. "

The economic impact of the tourism on the local economic can be seen through foreign currency earnings, creating attractions for cultural existence, and generating employment opportunities. Moreover, tourism encourages new investments and incomes. By the end of the seventh decade in the 20th century, cultural tourism began to be held as a separate commodity and significant source of **income** (Tighe 1986).

It has been recognized that so many countries are benefitting from the **revenues** of tourism. Besides recognizing tourism as a 'key 21st century economic and employment driver', WTTC states that the tourism industry offers a **job** out of nine of those offered internationally.

furthermore, tourism has become one of the world's most important sources of **employment**. It stimulates enormous investment in infrastructure, most of which also helps to improve the living conditions of local people. It provides governments with substantial tax revenues. Most **new** tourism **jobs** and business are created in developing countries, helping to equalize economic opportunities and keep rural residents from moving to overcrowded cities.

Interviews were done with professionals and concerned persons and institutions involved with the CHM and related projects. The designed interview's questions aims at being as exhaustive and comprehensive as possible, and aims at evaluating the current situation in the city from the point

of view of different stakeholders. In other word, the in-depth interviews' main aim is to shed light on the qualitative aspect of the city. The interviews concerned the CHM of the old city center of Tripoli and were based on the theoretical framework and related qualitative evaluation. The questions' aim was to help draw a realistic image which reflects the cultural heritage within the old center.

The questions deal with evaluating and managing:
the old city centre and the historical sites/building within the old centre,
the inner/outer pedestrian axes within the areas,
and the presence of proper infrastructure in the historical centre.

The survey's questions also tackle the availability of cultural and tourist activities as well as the availability of services for the visitors of the city center of Tripoli.

With the result of this research it can be claimed that Tripoli, which has been achieving CHM is a flourishing example for cultural heritage management, is a significant tool for tourism planning. Tripoli case-study is an important example for cultural heritage in terms of management and could be a leading model for developing tourism sector as well as preserving the existing heritage since its CHM projects early impacts have proved its positive impact on the old city centre, and its future impacts aimed at the project accomplishment supposed to have more optimistic consequences.

This study provided evidence on the high possibility that the cultural heritage can be an impressive instrument to achieve development in tourism sector resulting from proper management plan based on preservation and restoration. Furthermore, the management of the old city cultural heritage has positive impact on the local economy represented in: tourists' number, employments and job creation, and expenditure.

The successful of the tourism to have positive impacts on the local economy is conditioned with the successful level for the tourism sector at first. This is why the area has to be prepared to attract tourists. In case of the old city centre of Tripoli: public spaces, green spaces, infrastructure, sewage network, traffic and access conditions, rehabilitating the negative image of the old city centre, the range of customers within the project area, supporting cultural tourism, and the developing of the existing activities should be taken into consideration.

The CHM project in Tripoli historical centre has considered the negative image generating of the area has developed a CHM plan that takes into consideration to increase the attractiveness of the old centre by providing urban furniture, green spaces, infrastructure, etc.

Furthermore, It can be stated that the CHM is a wide range planning including direct objectives such developing the tourism sectors and its activities, but also indirect ones such the living conditions. This study provided evidence that the cultural heritage of any place when existing can be a unique opportunities to more development and implementations in the present, and has sparkling effect of the future of the site. This can be true only if the management is carried out by an appropriate planning for the whole site.

Within the theoretical frame work, of this thesis, considering that tourism have positive impacts on local economy within the three variables: tourists' number, employment, and expenditure, it can be declared that CHM of Tripoli city as a part of tourism sector has generated:

- Increasing number of tourists
- Creation of new jobs which causes a demand for more employment
- Growing in the tourists' expenditure

A number of key principals, based on the research outcomes, can be composed for the future CHM project and its economic impact on the local economy:

- A detailed cultural heritage analysis
- Combination between tourism activities and plans of the city or the region, and the CHM of the historical centre
- Develop tourism services and attractiveness in the CHM site:
 - Infrastructure
 - Urban conditions
 - Pollution
 - Tourism information centre
 - Advertising to introduce the area as a touristic one
 - Promote CH essence among the citizen
- Encourage people participation
- Supporting traditional activities within the old city centre
- Strategies and policies development for the city base considering the CHM project in the core of the city
- Supporting the hotel/motel/café/etc owners technically and financially
- Involvement of the CH centre with the modern parts of the city

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APPENDIX A

INTERVIEW QUESTIONS

- 1) Name of the interviewer
- 2) How rich do you see the cultural heritage of the old city centre?
- 3) How do you think that the management of the cultural heritage in the old city centre could affect the area?
- 4) How do you find the Cultural Heritage Management project which is taking place in the old city centre of Tripoli? Why?
- 5) What are the impacts of the Cultural Heritage Management on the tourism activities and on the tourists' number within the old centre?
- 6) How will the existing touristic activities be changed by the end of the Cultural Heritage Management project?
- 7) The available: residency facilities, artisan & handcraft shops, café, restaurants and the quality of these services:
 - are they sufficient?
 - How to be improved?
 - What kind of improvement is needed?
- 8) In your opinion, how much visiting the old city and its historic and cultural places enriched the cultural sense of the area?
- 9) How do you see the present image of the old city centre? And how do you expect it will be by the end of the Cultural Heritage Management project?
- 10) How do you evaluate the accessibility of tourism information of the old city centre?

11)What is your opinion considering the pedestrian accessibility between the old centre and the modern part of the city? And within the old centre itself?

12)Do you think that the present transportation circulation is efficient? Why?

What are expecting from the Cultural Heritage Management project?