

**COASTAL AREA MANAGEMENT PROJECT  
CULTURAL HERITAGE COMPONENT**

Final Report

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**C O A S T A L   A R E A   M A N A G E M E N T   P R O J E C T**  
**C U L T U R A L   H E R I T A G E   C O M P O N E N T**

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***Summary***

*The successful integrated approach to the management of the environment includes, as a major component, a comprehensive policy for the conservation and management of the available cultural heritage resources. In a country with millennia of history and civilization, the rich and varied historic environment plays an important role in determining the character and identity of a locality, in boosting the sense of pride and appreciation of the inhabitants in their collective history and cultural background, and in providing the basis for sustainable development based, among other things, on cultural and eco-tourism. The present report presents the results of the survey and analysis implemented as part of the CAMP cultural heritage component with the aim of providing tools for the proper management of the heritage resources of the area.*

**1.0 PROJECT AIMS AND OBJECTIVES**

The aim of CAMP is to assist national efforts in reaching sustainable management and environment protection in Lebanon. Its objectives are:

- i) To identify and elaborate strategies, solutions, tools and actions for sustainable development, environmental protection and rational utilization of coastal and marine resources of the national coastline, in particular related to the southern coast of Lebanon,
- ii) To apply methodologies, tools and practices of sustainable coastal management and Integrated Coastal and Marine Areas Management (ICAM),
- iii) To contribute to upgrading the relevant national and local capacities,
- iv) To provide for the application in practice of project results and experiences, creating conditions for and implementing the post project activities, as envisaged by the Project Agreement, and
- v) To use the experience and results achieved by the project in other areas at national and regional levels.

Accordingly, the aims of the Cultural Heritage Component of CAMP were drafted as follows:

- i) To collect data related to the nature and type of the cultural resources within the area defined in the project scope

- ii) To assess the overall significance and condition of these resources in order to properly identify plans and interventions in favour of their conservation and sustainable development
- iii) To develop operational guidelines for their proper management
- iv) To identify local requirements in terms of needed human resources and qualified personnel for implementing potential management plans for the resources identified.

Based on these objectives, work on the CAMP Heritage component started in June 2002 and ended in March 2003 for the Phase I and II components of the program. The results of this work were based on background research, field surveys, discussions with local inhabitants and municipal representatives, and personal observations.

## 2.0 PROJECT SCOPE

The Cultural Heritage Component of CAMP is limited in scope to the analysis of the cultural resources of the area extending from Khaldeh south of Beirut to Naqoura south of Tyre. Two levels of inquiry are involved:

- First, a detailed survey and analysis of the cultural resources present within the municipal limits of Damour, Sarafand and Naqoura in terms of both the cultural tangible and intangible heritage
- Second, a place-type survey within the coastal belt extending from Khaldeh to Naqoura, targeting only large archaeological sites that are very close to the sea.

Within these criteria, two main constraints were present:

- The lack of significant and up-to-date documentation pertaining to the location and nature of the cultural resources in the CAMP area. This makes any survey for inventorying the heritage of the coast a huge task, outside the scope of the CAMP Heritage component project
- The lack of previous fieldwork involving the mapping of cultural resources on the coast.

In spite of these two major constraints, a substantial field survey was undertaken within the municipal limits of Damour, Sarafand and Naqoura in order to build a comprehensive picture of the existing resources, their types, and conditions and in order to identify management requisites and propose operational procedures that could be integrated within the coastal area management program.

## 3.0 ACKNOWLEDGEMENTS

This work in its various stages and steps was made feasible through a combination of efforts from various institutions and individuals. Many have been instrumental in guaranteeing the success of this task, namely the coordinator of the project Miss Sawsan Mehdi and all other experts forming the CAMP team, the Ministry of Environment represented by his eminence the Minister, the Director of the

Ministry Dr. Beige Adjian and Miss Lamia Shamas. The Director General of Antiquities Mr. Frederic al-Husseini and associated staff, municipal authorities and municipal boards of Damour, Sarafand and Naqoura without whose support the work would not have been successful, as well as a number of interested individuals and experts such as Mrs Imma Plana for here valuable input on the cultural tourism potential of CAMP.

#### 4.0 METHODOLOGY

The methodology used in researching and documenting the cultural resources of CAMP consisted mainly of the following components:

- Background research into the available documentation relevant to the coastal area's heritage resources
- Review of previous survey work on some parts of CAMP, particularly the Naqoura area
- Satellite imagery and aerial photographic reconnaissance for the municipal areas of Damour, Sarafand and Naqoura
- Field surveys within the municipal limits of Damour, Sarafand and Naqoura
- Discussions with relevant and interested individuals and groups from the various municipalities.

Background research into the CAMP area's cultural heritage concentrated on identifying the nature of the resources present and their primary significance. Work concentrated on analysing evidence pertaining to surviving resources within CAMP, particularly at Damour, Sarafand and Naqoura. The objective of this operation was to try to locate the ones that are existing and can therefore be managed and upgraded, as opposed to an exhaustive list of features the majority of which has disappeared and can therefore play no role in the integrated plan for the management of the heritage.

Background research was mainly concerned with understanding the cultural background of CAMP in general and of Damour, Sarafand and Naqoura in particular in order to reconstruct the context of the resources identified in the course of this project. In this respect, archaeological reports and published manuscripts dealing with the history of the area, the architectural heritage, known archaeological features and sites were reviewed and provided knowledge of the significance and value of the heritage of CAMP. Resort to specific archival data at the Department of Antiquities yielded information on potential areas of archaeological significance that were later on surveyed and inspected on the ground.

Review of previous field research work was also undertaken. This is the case of the area extending from Byout al-Siyyed (south of Tyre and al-Qulaileh) down south towards the border and incorporating Naqoura. The survey was undertaken by the author and was commissioned by the Department of Antiquities in 2001. Because of its preliminary nature the results of the survey were enhanced through

additional field investigations (wherever possible and avoiding areas with potential mine fields) as well as satellite reconnaissance.

Satellite images and aerial view reconnaissance are tools that were used to gain better insight into the heritage potential of large areas, particularly in the case of Naqoura and its surroundings. Aerial views and satellite images of the three municipalities under discussion were provided by the Ministry of Environment and were used to identify potential archaeological zones (like in the case of the Naqoura-Iskandarouna-Shamaa span) or to plot the location of cultural features that were already identified through field surveys and land-based reconnaissance.

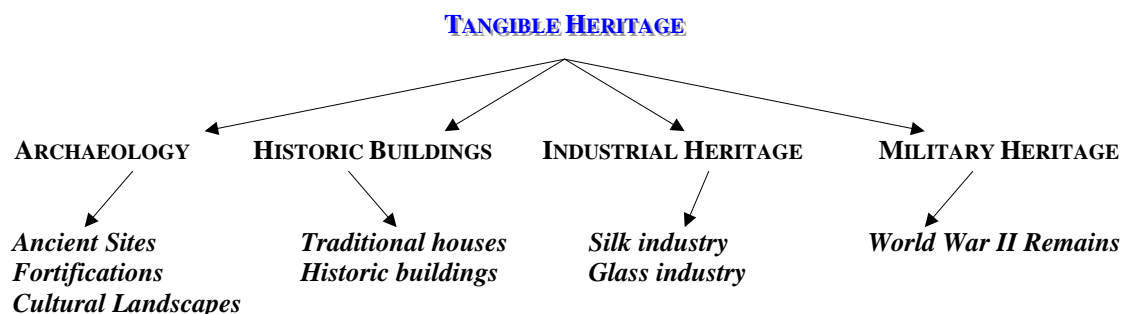
Finally, the most effective form of inquiry used to collect first hand data in the CAMP area were the extensive field surveys undertaken within the municipal grounds of Damour, Sarafand and Naqoura. These were deemed necessary in order to compensate for the lack of a comprehensive record of the cultural heritage of CAMP in general. The cultural resources identified were mostly of tangible nature, such as historic buildings or areas, archaeological sites or features, cultural landscapes as well as special landmark features.

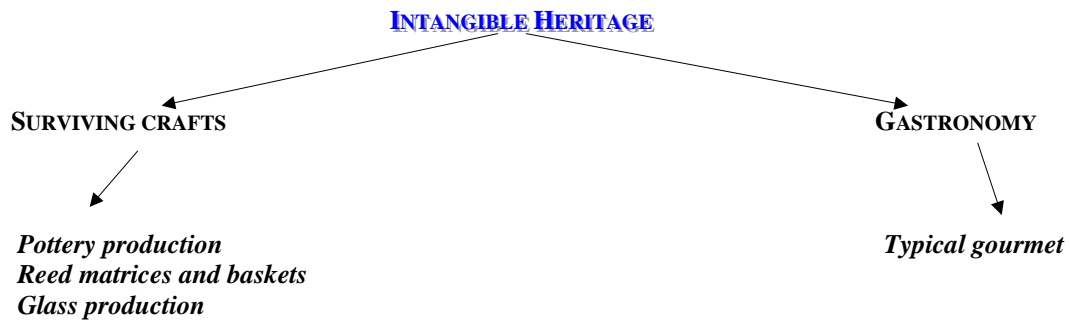
Finally, one of the most fruitful tasks carried out in the context of the data collection and processing stages of the methodology are the discussions and field trips carried out with the inhabitants or with members of the municipal boards. The discussions that resulted from these encounters led to the identification of cultural resources that were so far totally forgotten or neglected, not to mention the contributions made by the inhabitants to the identification of many elements of their intangible heritage. Interaction with representatives from the municipal boards and individuals interested in heritage helped in assessing the feasibility of management proposals at an early stage and there were often joint endeavours to come up with practicable operational procedures for some of the proposed plans.

## 5.0 CAMP CULTURAL HERITAGE

The cultural heritage of CAMP is rich and varied; this has been demonstrated by the size and nature of the sample identified at Damour, Sarafand and Naqoura. Many issues concerning the preservation and sustainable use of this heritage have arisen throughout the project and it is hoped that the findings and proposals for the safeguard and upgrade of the CAMP resources can become the core of an integrated approach to the management of coastal areas in Lebanon and the Mediterranean.

It is important, to begin with, to describe the types of heritage resources present within CAMP, namely those that were identified in the scope of this project. These types fall under the tangible and intangible categories of heritage; they have been grouped under their respective types in the diagram below:





### 5.1 Particularities of the CAMP Heritage

The heritage resources of CAMP differ widely from one municipality to another; this affects largely the cultural significance of each locality and, accordingly, its associated management requirements. Before drafting the cultural significance of Damour, Sarafand and Naqoura individually, it is important to present the particularities of each place and the types of heritage resources characterizing them. In this respect, it is important to note that all three towns are historically established geographic areas with a long cultural tradition. The administrative boundaries of each municipality reflect more or less the old dependencies of the town or at least its projected spheres of influence; it is therefore proper to consider that heritage resources within municipal boundaries are proper and characteristic of the associated locality.

The survey of the heritage resources of CAMP has shown that special types of heritage characterize each town:

#### *Damour*

- Historic and vernacular architecture
- Landmark buildings
- WWII remains
- Industrial heritage
- Surviving old traditional crafts and artisanal productions

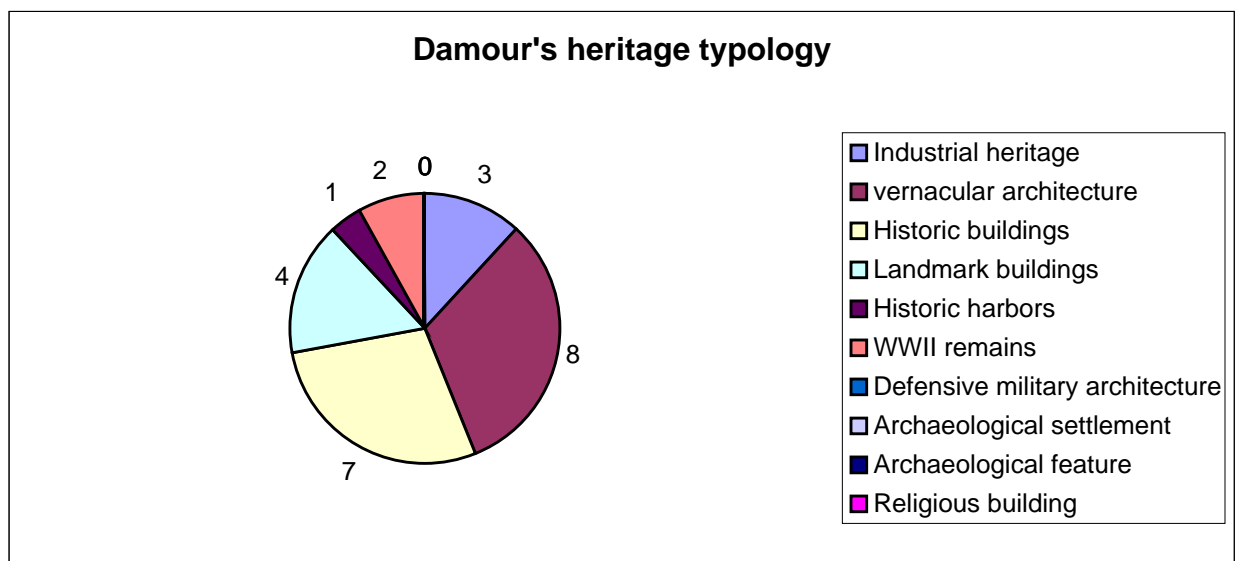
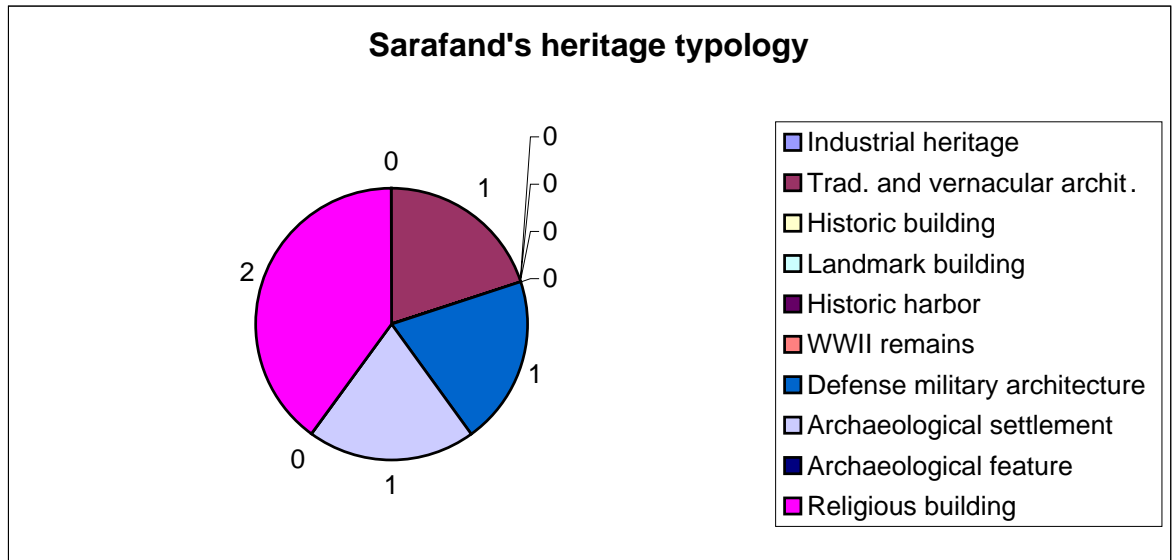


Figure 1 Damour's heritage typology

*Sarafand*

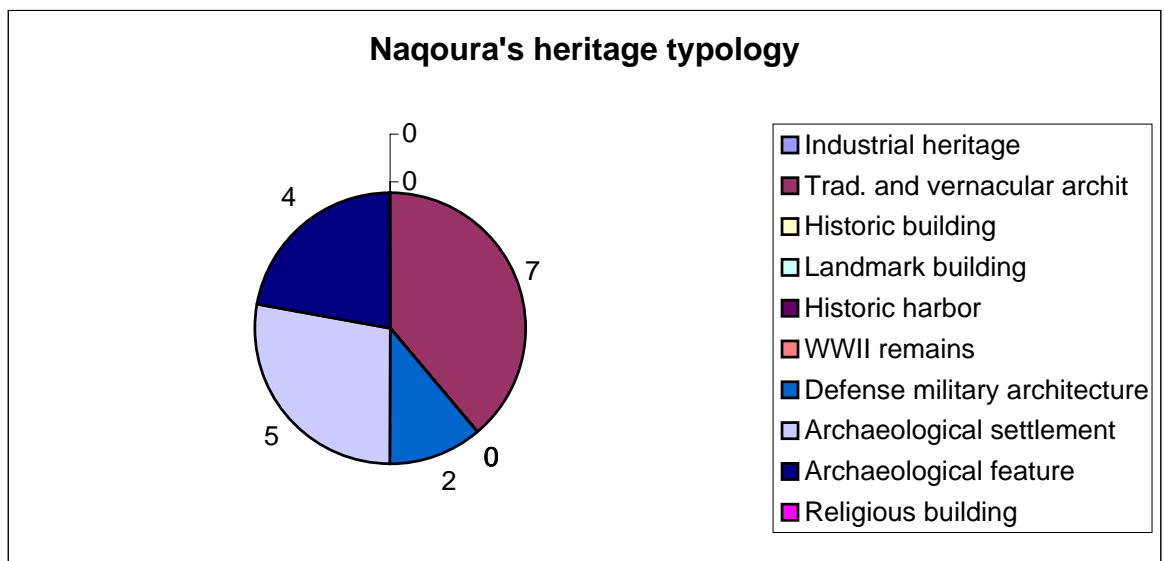
- Ancient archaeological mound
- Religious tradition
- Defensive military architecture
- Surviving old traditional craft and industry



**Figure 2** Sarafand's heritage typology

*Naqoura*

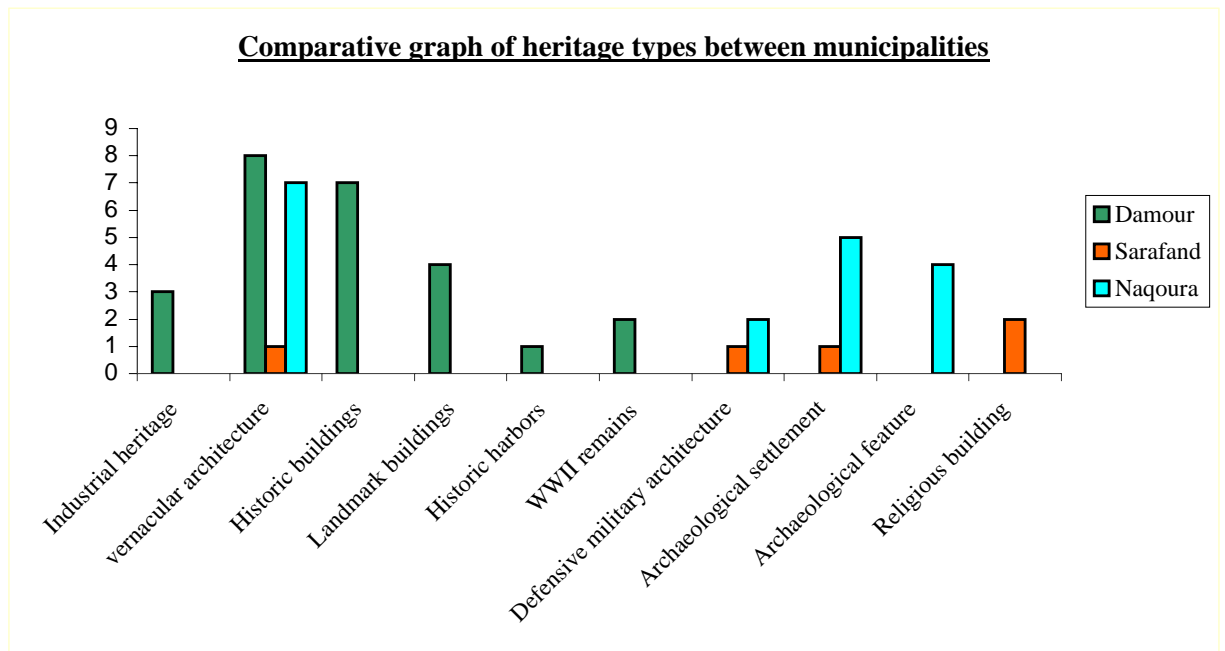
- Cultural landscape
- Old town core
- Surviving fishermen trade
- Defensive military architecture



**Figure 3** Naqoura's heritage typology



Compared all together, the distribution of the heritage resources by type and municipality is presented in the following graph:



**Figure 4.** Comparative graph of heritage types between municipalities

## 5.2 The heritage of Damour

The heritage resources of Damour are linked to the development of the locality and the events that shaped its historical background. Accordingly, they could be grouped under the following types:

- ***Historic Buildings:*** examples of traditional Lebanese residential architecture closely linked to the industrial prosperity of Damour and to the development of silk trade with the West. Rich industrialists and property owners commissioned the construction of fine examples of traditional mansions and large houses in the 19<sup>th</sup> and early 20<sup>th</sup> century some of which have survived until this day but are nonetheless suffering from neglect and unsympathetic repairs and alterations. Prior to the events of the Lebanese war, the architectural heritage of Damour was much richer and many houses were used as typical examples representing quality traditional architecture in Lebanon.
- ***Traditional vernacular buildings:*** mainly farmhouses or central hall houses typical of villages and towns with a preserved old building stock. These structures contribute to the traditional and rural character of Damour and provide the tangible links to the past. Preserving them will help maintain these links and improve the quality of the living environment while providing the necessary setting for the development of scenarios related to cultural tourism development within the town of Damour.

- **Industrial heritage:** the surviving few testimonies of the vivid silk industry and trade, which brought prosperity upon Damour during the 18<sup>th</sup> and 19<sup>th</sup> centuries. The few surviving remains of silk and glass factories are important landmarks and the tangible evidence of a once thriving economy and a prosperous trade which was not only limited to Damour but to other localities on the coast (such as Beirut for example) and in the Shouf mountains.
- **World War II remains:** of national and international significance linked to the military history of the area and to the events which opposed the armies of Vichi and the Commonwealth forces joined by the army of De Gaulle. These remains are of monumental character consisting of long stretches of waterfront fortifications and installations carved inside the mountain at the site of the fortress or “al-Hosn”.
- **Surviving old traditional crafts:** mainly ceramic productions based in two locations along the highway to the south. These productions are very similar to traditional ceramic wares that were in use for centuries and are characteristic of the material cultural of the coastal area during the middle ages. Other surviving characteristic crafts are the productions of baskets and reed matrices; these can play an important role in the provision of tourist gadgets and products.
- **Artisanal gourmet:** in particular, the artisanal home made production of marzipan and Keshek. Such productions can contribute to the integration of the household into the tourism industry and can provide special gastronomic products that support it.

### 5.3 The heritage of Sarafand

The heritage resources of Sarafand are related to the archaeological and the religious legacies of the place.

- **Archaeological mound:** the ancient tell of Sarafand dating back to at least the Bronze Age period and consisting of an accumulation of settlements of several periods. This mound represents the urban history of Sarafand from ancient times.
- **Religious tradition:** Sarafand is a place with an important biblical tradition linked to the passage of Jesus Christ and Virgin Mary to the town. It is also related to the presence of a shrine dedicated to the Muslim Jurisprudent Abu Zafar al-Ghafari and the mosque which commemorates the religious significance of the place.
- **Defensive military architecture:** associated with the Crusader-Arab defensive tower that guarded the coast of Sarafand from sea attack in the medieval period.

- ***Surviving old craft and industry:*** in particular the glass industry with its roots in high antiquity. The Phoenician coast was famous for the quality of its blown glass since ancient times and well into the medieval period. The glass industry of Sarafand is the surviving tradition of glass making which continues until this day and is unique in the area.

#### 5.4 The heritage of Naqoura

Naqoura's heritage resources are mostly archaeological; in this case, the wealth of archaeological remains is substantial particularly in the areas to the north of the town of Naqoura. Other types are historic town core and the surviving fishing trade.

- ***Cultural landscape:*** mainly, the cultural landscape incorporating the site of Umm al-Amad and Umm al Aafayye. The entire area extending from the border northwards towards the promontory of Iskandarouna reaching eastwards to Chamaa characterizes the cultural natural setting of Naqoura and is rich in archaeological remains consisting of ancient olive oil production complexes with settlements in the surrounds.
- ***Old town core:*** the remaining few vernacular houses give some coherency to the historic core; they are characteristic of rural architecture which must be preserved.
- ***Surviving fishermen's trade:*** a large contingent of fishermen is still active at Naqoura. They maintain alive the ancient tradition of fishing that is closely linked to the historical legacy of the place.
- ***Defensive military architecture:*** associated with the Crusader-Arab defensive tower that guarded the coast of Naqoura from sea attack in the medieval period.

#### 5.5 The heritage of CAMP

In this case, the resources that were identified in the context of the scope of the project are large ancient settlements or archaeological mounds that are situated close to the sea. These sites are representative of the history of the coast and associated settlements that developed there since ancient times. They are particularly significant to the Canaanite and Phoenician history and material culture of the times that spread along the eastern coast of the Levant and included large parts of Syria and Palestine, not to mention its widespread expansion and colonization of lands in the western Mediterranean. The settlement history of these sites extends in most cases into the medieval period and is therefore linked to the close historic legacy of the area and its inhabitants. Because of chaotic, haphazard and unsympathetic development and planning along the coastal strip of the country, many highly significant sites have completely disappeared or were largely damaged by modern activity. Khaldeh and Jiyye are just two examples of such important settlements. Their identification in the context of the CAMP project is mainly intended towards assessing their condition and providing

management proposals for their protection and sympathetic use, while enhancing and exposing their significance.

Archaeological site	Condition	Management concerns
Khaldeh	Site is in bad shape, it requires cleaning and consolidation of exposed features, backfilling of large pits	The site has been lately granted to the Lebanese University as a training site for archaeology students. An initial management plan of the site is nevertheless required in order to assess condition and priorities interventions in research and conservation.
Jiyye and Nabi Younes	Bad, gradual loss of archaeological remains through unsympathetic development	The site is witnessing a piece-meal destruction of its archaeological remains through the execution of a major project for the construction of a tourist marina and resort.
Tell Brak	Stable	Currently, the excavation site of the American University of Beirut archaeology department in collaboration with the University of Tuebingen. There is potential for presentation by an initial brief for conservation planning still needs to be put together

## 6.0 DOCUMENTING THE RESOURCES OF CAMP

Documenting the resources of CAMP was undertaken in the context of a place inventory that is based on field surveys and inquiries conducted within the municipal grounds of Damour, Sarafand and Naqoura. Reference in the inventory was made to the heritage category, heritage type, property ownership, historical period, significance of the place, condition and proposals for adaptive or sympathetic use of the resources. The purpose of the inventory is the identification of the cultural resources of CAMP so that provision can be made for their protection, and practices be formulated for their enhancement and use in the future. The inventory itself is presented in Appendix A; the size and distribution of the various heritage resources within the municipalities is presented in the diagrams below.

## 7.0 ASSESSMENT OF THE CULTURAL SIGNIFICANCE OF DAMOUR

The identification and assessment of the cultural significance of a place is an important step aiming at determining the values that need to be respected, preserved and enhanced in the context of a comprehensive plan for the management of these resources. Significance is therefore an important part of planning since it helps guide future decisions that might affect the significance and value of a place (or resource) making sure that the value is not affected by unsympathetic practice and that the impact of special actions and procedures are properly mitigated.

Broadly speaking, Damour's main values can be summed up to:

- ◆ *Natural attractiveness of the place*

The cultural wealth of Damour juxtaposed with the natural beauty of its coastal line, including beaches and plantations, have created a setting where man can reflect upon his past and interact with the physical and historical legacy of the area. The sea and the coast, together with the river and its surroundings, provide Damour with picturesque scenery of aesthetic and natural value. This is emphasized by the fact that the coast still preserves a relatively unspoiled and authentic character.

- ◆ *An important industrial heritage*

The silk factories of Damour are important reminders of the town's industrial history. Damour was well known in the 19<sup>th</sup> century for its silk production and trade, not only with neighboring countries but also with the West. The industrial heritage of Damour survives somewhat melancholically in the remains of two ruined silk factories which testify to the past prosperity and richness of the area.

- ◆ *Important engineering feats and landmarks*

Dating back to 1815, the construction of Damour's bridge involved a cost of 100.000 piastres (a sizable sum at that time) and required 150 master masons. This reference gives us an idea about the social and economic importance the place once had in the past. Damour's bridge is also significant to illustrate the glory of the Emir Bachîr, who ordered its construction, together with several other public works. Emir Bachîr, followed the example of As'ad Pacha al'-Azem, whose 14 year ruling mandate was marked by the undertaking of several public works, including a splendid palace and a commercial khan among others. In 1806, the glory of the emir was further emphasized by the construction of his palace at Beiteddine. The bridge that we now see over the Damour river replaced the original bridge built by the ; it dates back probably to the French Mandate period.

The old aqueduct of Damour is probably contemporary with Emir Bachîr's building works in the town. This landmark feature supported the economy of Damour at that time. It was not only used to provide water to the area's agricultural lands, but also to its industrial facilities, namely the silk and glass factories. Although part of the aqueduct is in bad condition with some large

sections constructed using cement blocks, in other areas it is in fairly good state requiring some cleaning and maintenance.

◆ *Outstanding examples of fine historic buildings and traditional vernacular architecture*

Damour still preserves some fine and unique examples of historic buildings reminiscent of a period of economic prosperity associated with the development of silk trade. These buildings maintain the sense of place and depict a fine level of craftsmanship characteristic of that period.

These architectural examples strongly contribute to the authentic character of the area. It is, therefore, of paramount importance to ensure that their natural character and that of their immediate surroundings are maintained and preserved. Modern unsympathetic repairs and the use of inadequate materials are seriously threatening the authenticity and integrity of these structures.

◆ *A place with international significance linked to its past military history*

The fact that Damour incorporates WWII remains such as a large waterfront fortification wall and installations cut in the mountain at the location of al-Hosn testify to the strategic importance of the place and the location where French and Commonwealth armies fought each other for the control of the area. The WWII remains incorporate as well the memorial to a French soldier visited lately by representatives of the French Embassy and members of his family.

## 8.0 ASSESSMENT OF THE CONDITION OF THE CULTURAL RESOURCES OF DAMOUR

Assessing the condition of the cultural resources of Damour helps identify the needs and requirements of the preservation of the resource in the context of management as well as sorts out the range of practices that can be compatible with conservation. A condition assessment of the resources of Damour specific to each place has been presented in the inventory in Appendix A. A more general assessment covering major types needs to be formulated in order to build a broader view of the state and needs of these resources:

Heritage Resources	State of preservation and condition
Silk factories	Very bad, continuous decay and loss of fabric due to exposure to the weather without any provision for maintenance or conservation
Glass factory	Very bad, building collapse and erosion of fabric
Vernacular and traditional architecture	Bad, due to neglect, lack of maintenance and unsympathetic repairs and additions
Historic and landmark buildings	Bad to stable, due to neglect, lack of maintenance, abandonment and unsympathetic repairs and alterations
WWII remains	Bad, due to lack of maintenance, regular truncation and loss of sections through construction activities, deliberate destruction, etc.

Based on the assessment of the condition of these resources, a number of interventions are necessary in order to plan for their conservation:

Heritage Resources	Proposed actions/interventions
Silk factories	Conservation of fabric and provision for a regular program of maintenance supported by the introduction of new uses to these structures. Interpretation and presentation of the remains to the public.
Glass factory	Excavation of collapsed remains, conservation of fabric and presentation of structure
Vernacular and traditional architecture	Regular maintenance and removal of harmful additions
Historic and landmark buildings	Conservation of features and regular maintenance
WWII remains	Protection, conservation and maintenance of structures

The five main key issues that must be dealt with in the proposals for integrated management of these resources are:

- Extending protection to the resources of the place
- Conserving the existing
- Providing for regular maintenance of the resources based on proposals for adaptive re-use or presentation
- Enhancing the quality of the heritage resources, increasing people's appreciation and enjoyment of their heritage
- Making sure that the management of these resources is carried out in a sustainable way and that local economic benefits are extracted from the use of these resources in a sympathetic and sustainable manner.

Accordingly, management proposals for the cultural resources of Damour should try to accommodate these needs within the existing constraints and the available opportunities.

## 9.0 SWOT ANALYSIS

Based on the assessment of the significance of Damour's resources and the documentation of the size, condition and extent of its heritage, the SWOT analysis (strengths, weaknesses, opportunities and threats) will allow us to have a clear understanding of both the area's internal capabilities and external influences so as to be able to better draft the management policy and plan.

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>- Willingness of the municipality and interest groups and individuals in promoting their heritage</li> <li>- Increased consciousness among the inhabitants about the value of the environment and the need to preserve it and manage it in a sustainable manner.</li> <li>- The formation of an interest group who is</li> </ul>	<ul style="list-style-type: none"> <li>- Lack of an overall strategy for protecting and managing the heritage of Damour</li> <li>- Lack of an administrative mechanism at the municipality for protecting the cultural resources of Damour</li> <li>- The lack of DGA initiative with respect to listing some of the most significant cultural resources of Damour</li> </ul>

willing to organize activities for cultural and environmental improvements - The vision of the municipality to create a traditional town core incorporating an assemblage of historic buildings	- Limited resources in the Municipality, no funds to be allocated to conserving and upgrading the cultural resources - Lack of trained staff at the municipality with sufficient knowledge regarding the management of the heritage of Damour
<b>Opportunities</b>	<b>Threats</b>
- Integration of the cultural heritage and development within the CAMP program - Proximity to the capital - Potential for environmental and cultural tourism based on the resources available - Potential for new employment and income generating schemes linked to the development of the cultural and eco-tourism industry - Opportunities for new uses and adaptations that bring benefits to the community - Growing importance of diversification in the cultural tourist offer, opportunity to convert the remains of the silk factory into a silk museum - Opportunities for better interpretation and presentation of the heritage to the public - Potential for tourist development based on the preservation of the historic buildings within the core - Potential for vernacular architecture which once restored; can be re-used as tourist lodgings	- Potential threat of large coastal area development in the form of a sea-side resort - Continued loss of cultural and natural resources in the absence of a clean conservation and protection policy - The limitation of available skills for research, conservation, interpretation and management - Stagnant economic situation in the country

## 10.0 MANAGEMENT POLICY FOR DAMOUR

Any management policy for the town of Damour should be largely based on the conservation and enhancement of the place's cultural and natural heritage. Any enterprise or activity that does not guarantee the sustainability of the available resources of Damour's area constitutes a direct threat to its natural and cultural potential. The overall management policy for Damour should aim at conserving and enhancing the values of the place as outlined in the significance assessment. This is achieved through:

1. Providing legal or administrative protection to the cultural resources of the place and their natural setting
2. Ensuring that development needs are balanced with the need to conserve the cultural heritage of Damour
3. Making sure that the process of decay and erosion within the cultural features is slowed down to an acceptable minimum
4. Encouraging the formation and training of local inhabitants in the management of the resources.
5. Producing interpretative and presentational material to increase visitor satisfaction and education
6. Providing the necessary infrastructure for the development of cultural and eco-tourism in Damour making sure that benefits from this industry spread across the community



## 11.0 STRATEGIES FOR IMPLEMENTING THE MANAGEMENT POLICY

The management policy or plan should contemplate the way in which its implementation will affect the significance and settings of the resources concerned. Ideally, Damour should attract that kind of visitors that can satisfy the economic expectations and the environmental requirements of the area, i.e., respecting not only the socio-economic structure of the place but also its community.

There are a number of practices that put the management policy into implementation such practices are:

<b>Recording and documentation</b>	The need to document the historic buildings and landmarks, the WWII remains and industrial heritage. On-going process that could last for a long time. Its implementation requires however sufficient funds and the right expertise, the DGA as well as external funding agencies can contribute to the implementation of this task. Special training can be provided to local volunteers in order to assist in this task.
<b>Conservation of the resources</b>	Conservation of the cultural remains, some require serious consolidation works such as the silk factories, while others only need maintenance works such as the aqueduct. Financial commitment from the Municipality over a long period of time and the contribution of the local inhabitants in terms of volunteer labor and funds can be decisive in this case.
<b>Extending legal protection</b>	Applying for the listing of major historic buildings and landmark buildings such as the bridge and the aqueduct as well as the WWII remains and the silk factories. The Municipality should apply to the DGA for listing and should make sure that development does not affect the heritage resources negatively, consequently, there is a need to apply planning restrictions in some cases.
<b>Control of impinging development</b>	Through the provision of buffer zones, landscaping, planning regulations etc.
<b>Encouraging Research</b>	Research into the industrial history of the town and the WWII history of the area. This can be undertaken by interested historians or students supported by the municipality.
<b>Visitor information and management</b>	Upgrading sites to allow for visitor access and education, providing for visitor indications, brochures, maps and panels at the main intersections, access ways, as well as at the WWII remains, the Khan and the harbor. Visitors should benefit from a visitors' center if they are to understand how to go about the town and enjoy the cultural and eco-tourism offer.
<b>Building capacities</b>	Providing training sessions for staff that will care for the preservation and management of the resources of the place, such as the silk factory, a potential visitors' center, the WWII

	remains. This can be implemented with international agencies' support and training. Such programs can be organized through the DGA and in coordination with organizations such as UNESCO.
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## 11.1 Visitors' scenarios

Damour and its area enjoy great cultural potential, however, if we are to attract visitors to the place (both in the short and long run), the mere construction of tourist complexes or resorts is not desirable. Damour cannot (and should not) compete with hotels and other tourist facilities of nearby towns, specially bearing in mind that Beirut is only a quarter of an hour away from it. If we are to attract visitors to the area, this needs to be done in an intelligent and creative way, Damour as a cultural and natural attraction needs to be offered to the people as a *servuction* of facilities, information, interpretation, animation and other amenities. The key piece to ensure the success of any development strategy for the place is to provide visitors with a *differential offer*, something they can see and do in the area which is not available elsewhere.

Some of Damour's cultural heritage provides great opportunities for adaptive re-uses which could have positive effects on the community's sense of pride but also on the area's economy. Furthermore, it is important to keep in mind that adaptive re-uses of cultural resources can strongly contribute to the place's enhancement through the re-investment of part of the generated funds in the conservation and rehabilitation of these resources.

Giving visitors the chance to lodge in one of Damour's picturesque old vernacular houses or agricultural houses (rehabilitated first into rural inns) and experience the traditional gastronomy from the area could be a possible way of achieving this differential aspect. Another example could be the restoration and rehabilitation of one of the old silk factories to adapt the space for its conversion into an exhibition gallery or a silk museum, where people could learn about silk production and about the importance this trade once had for the area and the whole country in general. This could be a particularly appealing and attractive project, especially bearing in mind that, despite of the historical importance of the silk trade in the entire region, Lebanon does not have any center dedicated to the memory of this key example of industrial heritage.

Open spaces such as some sections of Damour's aqueduct, provide great locations for activities like local gastronomy handicraft fairs and markets or for the organization of punctual art events. Such events represent important tourist attractions; they help bring archaeology closer to the people, and if well managed, are excellent promotional means to make the area known. They also have very positive effects on local communities in terms of economic profits, strengthening of civic identity and local sense of pride, etc. Providing that maintenance and cleaning regimes are established and strictly implemented, the impact of such events on the archaeology is minimal and can be easily mitigated.

Some of the historic buildings situated in the center of the town could become ideal community or cultural centers. But Damour has already a big architectural potential which could be used in the context of an open-air museum of buildings,

where people go on promenades within the city, either on foot or on bicycles to contemplate the various examples of historic and vernacular architecture.

In addition to this, the well-maintained beaches of Damour can provide a recreational and relaxation space, which should be available to all inhabitants and visitors and not be restricted to the customers of beachside complexes.

These examples would not only attract visitors to the place and promote the area, but would, at the same time, integrate the remains into local people's daily lives ensuring the sustainability of the place's development by guarantying the survival of its cultural and natural resources. Such examples of sympathetic development should start a mechanism that will involve a large size of the population in the process of conservation and management and make sure that extended benefits are equitably shared among the local community.

## **11.2 Conversion of the remains of silk factory in Damour into a silk museum**

Due to its unique historical and cultural significance, as well as its archaeological value, the silk factory remains of Damour have great potential to develop into a tourist attraction. The old factory provides the perfect location for a silk museum, where people could learn about silk production, an industry that played a major role in the country's 18<sup>th</sup> – 19<sup>th</sup> century economy. A permanent exhibition of the silk elaboration process, i.e. from the silkworms until the final manufacture, together with an exhibit of different silk articles would definitely bring this once-so-important industry closer to people at the same time as allow the area to extend its tourist potential.

Benefits of this proposed silk museum for the area could come in the form of:

- Generation of a new source of employment for the area's inhabitants. Employment derived from this tourist activity may involve, among others: guiding (3 guides part time), shop sales (2 persons), maintenance/ security staff (3 people), and new restorants restaurants, etc.
- (The number of staff members is calculated on the basis of a minimum development of the place, consequently, it can increase according to the museum's improvements and expansion)
- Generation of new economic income
- Increase of visitors numbers, length of stay and consequently expenditure in the area
- Enhancement and support of other tourism related activities such as handicrafts, typical gastronomic products, transportation, tourist lodging, etc.
- Tourism triggers off a process of physical and environmental regeneration. Tourism development helps upgrade the infrastructure and other facilities, thus enhancing the internal and external image of the area
- Stimulation of local communities' involvement and organization
- Strengthening of civic identity and local sense of pride
- Recovery of an old traditional profession which once was a key piece in the country's economy; recuperation of old working methods and lifestyles
- Ensuring the survival of the silk factory remains which otherwise are quickly dilapidating and falling apart.

## 12.0 ASSESSING THE CULTURAL SIGNIFICANCE OF SARAFAND

Located 28 kilometers north of Tyre, Sarafand is the site of ancient Sarepta, mentioned in the Bible.

References to Sarepta in ancient literary sources confirms the existence of this important city during the late Bronze and Iron Ages, and occasionally provide clues as to its relative size and significance among the city-states of the Phoenician coast.

The earliest known reference to Sarepta is found in a Ugaritic (ancient city in North Syria) text of the fourteenth century B.C. The link between both cities was confirmed by the discovery, during the 1972 excavations of a jar handle inscribed with 14 characters in the script of the Ugaritic alphabet, which backs the evidence for commercial contact between the two coastal cities.

Sarepta's name also appears in a letter written in the thirteenth century B.C. by an Egyptian scribe.

The fact that Sarepta is also mentioned several times in a document from the end of the Late Bronze Age along with its neighbors Sidon and Tyre indicates that the settlement was a city of major importance at the time.

Other historic references mentioning Sarepta's name are the biblical texts of I Kings 17: 8-28 which accounts for the ninth-century prophet Elijah's visit to the place which constitutes the first specific reference to Sarepta in the Iron Age, and the annals of the Assyrian Kings, whereby the submission of Sarepta to Sennacherib is recorded.

Excavations in the town revealed the remains of Canaanite-Phoenician structures and Roman port installations.

The cultural significance of Sarafand lies mainly in its historic values as a main coastal town throughout time and in its famous glass-making industry, which converted the place into a major trading center in Phoenician times.

Sarafand's main values can be summarized as follows:

- *Religious significance*  
Modern Sarafand is the biblical Zarephath, later known as Sarepta. The place is famous for the two miracles performed there, in the ninth century, by the prophet Elijah in reward for the hospitality shown to him by a widow of Sarepta. The miracles, the resuscitation of the widow's dead son and the multiplication of her olive oil and grain supplies, are accounted for in the biblical text of I Kings 17: 8-28. In it there is specific mention of the "gate of the city". In the miracle of the flow of oil in the time of famine, one can see a reflection of the reputation that the city of Sarafand had at the time for its production of this commodity.  
During Crusader times, the town was the seat of a bishopric, home to a Carmelite order and had a Crusader church commemorating St. Elijah in its center.
- *Historic continuity*  
Archaeological evidence revealed that Sarafand was first occupied in the middle of the second millennium B.C., eventually becoming an important trading town and remaining a powerful coastal town throughout antiquity.

During the Crusader period, Sarepta, as it was then called, was a large, well-fortified town with an important castle. The place has been continuously inhabited since its first settlement in antiquity.

- *Archaeological importance*  
Sarafand has little, yet very important, archaeological remains, testimonies of the place's rich historic heritage. Unfortunately, most of them are in bad condition or ravaged by modern development. Among them, it is worth mentioning are the traces of the old port, the ruined Phoenician masonry of houses and cisterns, which are visible on the shore, the remains of the place's Crusader castle and the tell, accumulation of settlements of various dates. Besides these, the town has important religious and residential buildings such as:
  - The shrine of Abou Zer al-Ghafari, an important Muslim jurisprudent who taught there in the first century of the Hijra,
  - Residential buildings of traditional vernacular architecture dating back to the early 20<sup>th</sup> century.
  - The mosque of the Prophet al-Khodr, originally a Medieval building although nothing much of its old structure remains nowadays. Nevertheless, the religious significance of the place is still very important.
- *Trading center*  
The town of Sarafand was well known in Phoenician- Roman times for its glass industry, which made the place famous as an important trading post. It is believed, in fact, that the town took its original name from the word *seraph* which means "to melt" in Hebrew.
- *Survival of ancient crafts*  
The glass-making industry for which Sarafand became so famous in Phoenician and Roman times survives until this day. The modern town has a workshop where glass blowing is performed and where artisans produce high quality glassware just as their Phoenician ancestors did thousands of years ago. The workshop is the only surviving center for glass production in the country, uniqueness that emphasizes even further the significance of the historic craft.
- *Natural beauty of the place*  
Despite of Sarafand's uncontrolled urban development and the poor condition of the archaeological mound, one can still find some attractive unspoiled spots in the town. The remains of the Crusader watch tower, reminiscent of the warfare period between the Franks and the Arabs, is a good example of it. Situated on a steep promontory overlooking the sea.

### 13.0 ASSESSMENT OF THE CONDITION OF THE CULTURAL RESOURCES OF SARAFAND

The heritage resources of Sarafand suffer from a number of serious problems, which require some urgent measures. These problems are:

Heritage Resources	State of preservation and condition
Defensive military architecture	Very bad, continuous loss of fabric and collapse of structure
Archaeological mound	Very bad, the site is constantly getting truncated and ravaged by modern development and unsympathetic plowing. Moreover, access to the center of the old excavation is causing regular abrasion and erosion of the surface of the mound.
Vernacular and traditional architecture	Very bad, due to neglect, lack of maintenance and unsympathetic repairs and additions
Religious buildings	Bad to stable, due to demolition of old parts and new building, neglect, lack of maintenance, abandonment and unsympathetic repairs and alterations

Based on the assessment of the condition of these resources, a number of interventions are necessary in order to plan for their conservation:

Heritage Resources	Proposed actions/interventions
Defensive military architecture	Structural consolidation and conservation of fabric; provision for a regular program of maintenance
Archaeological mound	Protection of perimeter, removal of harmful vegetation and conservation and presentation of the exposed remains
Vernacular and traditional architecture	Repair and improvements using traditional materials and methods
Religious buildings	Repair and improvements using traditional materials and methods

The five main key issues that must be dealt with in the proposals for integrated management of these resources are:

- Extending legal protection to what remains of the cultural resources
- Conserving the few remaining attractions
- Providing for regular maintenance of the resources based on proposals for adaptive re-use or presentation
- Enhancing the quality of the heritage resources, increasing people's appreciation and enjoyment of their heritage
- Making sure that the management of these resources is carried out in a sustainable way and that local economic benefits are extracted from the use of these resources in a sympathetic and sustainable manner.

Accordingly, management proposals for the cultural resources of Sarafand should try to accommodate these needs within the existing constraints and the available opportunities.

## 14.0 SWOT ANALYSIS

The SWOT analysis for the town of Sarafand can be illustrated by the following table:

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>- Willingness of the municipality and interest groups and individuals in promoting their heritage</li> <li>- Good image of Sarafand, as a well-known center for artisanal glass production</li> </ul>	<ul style="list-style-type: none"> <li>- Lack of an overall strategy for protecting and managing the heritage of Sarafand</li> <li>- The lack of DGA initiative with respect to listing some of the most significant cultural resources of Sarafand</li> <li>- Limited resources in the Municipality, no funds to be allocated to conserving and upgrading the cultural resources</li> <li>- Lack of trained staff at the municipality with sufficient knowledge regarding the management of the heritage of Sarafand</li> <li>- Lack of a sufficient skilled workforce to encourage and boost the glass production</li> <li>-</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>- Integration of the cultural heritage and development within the CAMP program</li> <li>- Strategic location of Sarafand on the way to the southern part of the country</li> <li>- Potential for environmental and cultural tourism based on the resources available</li> <li>- Potential for new employment and income generating schemes linked to the development of the cultural and eco-tourism industry</li> <li>- Opportunities for new uses and adaptations that bring benefits to the community</li> <li>- Growing importance of diversification in the cultural tourist offer, opportunity to develop a tourism industry out of Sarafand's glass production</li> <li>- Uniqueness of the glass production artisanat at Sarafand</li> <li>- Opportunities for better interpretation and presentation of the heritage to the public</li> <li>- Potential for tourist development based on the preservation of the historic buildings within the core</li> <li>- Potential for vernacular architecture which once restored; can be re-used as tourist lodgings</li> </ul>	<ul style="list-style-type: none"> <li>- Potential threat of large coastal area development in the form of a sea-side resort</li> <li>- Continued loss of cultural and natural resources in the absence of a clean conservation and protection policy</li> <li>- The limitation of available skills for research, conservation, interpretation and management</li> <li>- Stagnant economic situation in the country</li> </ul>

## 15.0 MANAGEMENT POLICY FOR SARAFAND

Based on the special character of Sarafand and the nature of its cultural resources, it seems that the main policy for managing the heritage is:

1. Providing legal and municipal protection to the archaeology and the deposits that survive intact

2. Enhance the quality of the religious legacy and heritage and develop themes for the interpretation and presentation to visitors
3. Make sure that the traditional glass industry and craft remains alive and well sustained.

## 16.0 STRATEGIES FOR IMPLEMENTING THE MANAGEMENT POLICY

The management policy specified above requires a set of practical measures and strategies for their implementation, these have been detailed below:

<b>Identifying what remains of the archaeology of the mound</b>	The archaeological tell or mound of Sarafand enjoys high significance which is currently undermined by uncontrolled building and the piece-meal destruction of the site by new development and the construction of an asphalt road that truncates large sections of the mound. Delimiting the extent of the archaeology is an important task that needs to be undertaken in order to assess what is feasible in terms of management of the site.
<b>Conservation of the resources</b>	Very little remains of the traditional architecture and historic buildings at Sarafand. Nevertheless, a program of regular maintenance of the traditional buildings is needed.
<b>Extending legal protection</b>	Legal protection should be provided to the archaeological remains of the mound in order to halt further aggression.
<b>Encouraging Research</b>	Research at the archaeological mound of Sarafand started in the seventies under the form of scientific excavations. There I need to re-evaluate the archaeology in order to better understand the importance and significance of the place.
<b>Visitor information and management</b>	Upgrading the archaeological mound and the water front are possible tasks that need to be investigated
<b>Building capacities</b>	Providing training sessions for staff that will care for the preservation and management of the resources of the place, such as the archaeological park and the religious heritage.

## 17.0 TRADITIONAL GLASS PRODUCTION IN SARAFAND

Sarafand, named after the Sidonian glass factory established there, has always been known and reputed for this industry, which goes back to the 2<sup>nd</sup> millennium B.C.

Traditional glass production is still active in Sarafand and it constitutes an important tourist attraction not only to the area, but also to the rest of the country. However, the key to the success of handicraft tourist attraction lies in the way one makes them available to visitors. Selling glass objects from Sarafand in a souvenir's shop, for instance, will have a very different impact than attracting visitors to the town and sharing with them the experience of glass-making or even letting them have a go at blowing the glass. Needless to say, the experience and



memories that the visitor will take with him in the second example will be much different and richer than the first one. By buying glass from the shop, the visitor will leave with a nice handicraft object, but by experiencing the process of glass production in the original place, the visitor will leave with much more. He will not only feel actively involved in the process, but will also get a much richer and unforgettable experience. Translated into practice, this is going to be reflected in much larger benefits to the local community, benefits such as: more expenditure of visitors in glass objects (people are much prone to invest once they feel directly involved in the process), strengthening of local identity and sense of pride, enrichment at a human level by sharing the activity with others, generation of employment. What is required in terms of human resources to manage a modern well-designed centre for the history of glass production and a museum exhibit should include 1 manager, 2 shop keepers, 3 security officers and 3 staff to take care of guiding and explanation. This is the minimal requirement for starting off the center.

## 18.0 ASSESSING THE CULTURAL SIGNIFICANCE OF NAQOURA

Due to the special circumstances of Naqoura's area, with its long period of occupation and isolation from the rest of the country, the place still suffers greatly from lack of resources and years of neglect. On the other hand however, due to this isolation, the area is still unspoiled and enjoys a special local character and 'sense of place' quite unique in the whole country. The natural beauty of the area coupled with its archaeological richness gives the place aesthetic and appealing values.

Naqoura's main values can be summed up to the following:

- *Uniqueness of the cultural landscape*

The cultural landscape of Naqoura's and its surroundings (i.e., from Iskandarouna to the southern border of Lebanon, including the site of Oumm el 'Amed) is rich in ancient settlements dating back to the Phoenician period. This period is associated with a rich culture and religious beliefs as well as a developed urban history and trade. The ancient cyclopean and monumental remains of the area are juxtaposed with the outcropping vegetation and the beauty of the natural setting with the clear sea in the background. In addition to that, that fact that the place is still unaltered by modern unsympathetic development contributes highly to enhance the beauty of the region.

Naqoura's cultural landscape is unique because it represents a material culture recognized universally for its contributions to the history and development of human civilization, either through the propagation of the alphabet, or through its strong commercial relations with Mediterranean cities. The continuous settlement history of the area from the Phoenician to the Byzantine period and the fact that it is the only still preserved ancient landscape of its kind in Lebanon with monumental remains such as temples with Doric capitals and Churches with Byzantine mosaics increases the significance of the place and its historical, cultural and scientific values.

- *Important archaeological evidence*

The discovery of Phoenician stelae and inscriptions at the site of Oumm el 'Amed, in the vicinity of Naqoura, shed light on the nature of the Phoenician religion as well as on the development of the alphabet through time.

- *Crusader military towers*

There are two Crusader watch towers within Naqoura's area. One is located in Iskandarouna and the other in the town of Naqoura (inside the UN camp). Both sites offer great potential for interpretation and presentation to visitors. They are also significant as historic witnesses of the chain of watch towers which were situated all along the coast and which were used as warning posts.

- *Archaeological richness*

Naqoura and its surroundings constitute an archaeological landmark of outstanding importance, not only because of the cultural significance of the archaeological sites but also for the rich and wide variety of the remains. In

addition to the vast archaeological settlements, the area has two watch towers from the Crusaders period, funerary caves, rock shelters (some of them possible prehistoric), ancient olive press complexes and some beautiful examples of traditional vernacular houses and agricultural farms.

- *Potential for adaptive re-uses*

Some of the old residential buildings within Naqoura's town and agricultural farmhouses located on its immediate vicinity provide great opportunities for adaptive re-uses such as tourism lodgings. Naqoura's rural setting and beautiful landscape offer great opportunities for alternative tourism such as rural or cultural tourism. It is important to keep in mind that tourism can act as the driving motor for economic development, especially in rural areas such as the case of Naqoura, and can strongly contribute to the enhancement of the social, economic, cultural and environmental development of an area. Tourism has the potential to create beneficial effects on the natural and cultural environment it occurs by contributing to environmental protection and conservation. It is also a way to raise awareness of cultural and natural values and it can serve as a tool to finance protection of natural and cultural resources and increase their economic importance.

- *Natural attractiveness of the area*

Naqoura's mix between rural and coastal settings coupled with the place's rich natural and cultural landscape, provide the area with scenery of great beauty and aesthetic value. The fact that the area still preserves an unspoiled and authentic local character just adds to this appealing value.

## 19.0 ASSESSMENT OF THE CONDITION OF THE CULTURAL RESOURCES OF NAQOURA

The general condition of the heritage resources of Naqoura and its area is stable; this is due to the limited development that took place in the area due to the Israeli occupation. Nevertheless, many issues face the preservation of the resources and threaten their integrity and conservation:

Heritage Resources	State of preservation and condition
Cultural landscapes	Stable, but piece-meal destruction of archaeological remains goes unchecked, particularly in the area of Iskandarouna where construction works threaten to destroy a large part of a classical period settlement.
Old Town core of Naqoura	The core of the town is neglected; many old vernacular houses are obsolete and suffer from major structural problems and collapse of fabric, not to mention the potential threat of demolition for re-building.
Defensive military architecture	Depicted in the Crusader-Arab tower of Naqoura. The building is in stable condition but structural collapse has occurred in the past and the structure is exposed to weather action and water penetration into the fabric. The archaeological mound underneath the tower is suffering from erosion of its section and from continuous excavation through the

	digging of graves in the cemetery.
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Based on the assessment of the condition of these resources, a number of interventions are necessary in order to plan for their conservation:

Heritage Resources	Proposed actions/interventions
Cultural landscapes	What is required to maintain the integrity of these landscapes is a detailed inventory of the entire area so as to clearly identify the extents and limits of the landscapes so rich in terms of its natural and archaeological potentials.
Old town core	A comprehensive plan for conserving and rehabilitating the traditional building stock within the core of the town is necessary so as to create a mechanism for their preservation and adaptive re-use.
Defensive military architecture	Repair and improvements using traditional materials and methods, consolidation of exposed section of mound and providing an alternative location for the expansion of the cemetery.

The five main key issues that must be dealt with in the proposals for integrated management of these resources are:

- Extending legal protection to the cultural landscapes in the area
- Conserving the old traditional town core through a comprehensive plan for its rehabilitation
- Conserving the Crusader-Arab defensive tower and area
- Enhancing the quality of the heritage resources, increasing people's appreciation and enjoyment of their heritage
- Making sure that the management of these resources is carried out in a sustainable way and that local economic benefits are extracted from the use of these resources in a sympathetic and sustainable manner.

Accordingly, management proposals for the cultural resources of Naqoura should try to accommodate these needs within the existing constraints and the available opportunities.

## 20.0 SWOT ANALYSIS

Naqoura's main strengths, weaknesses, opportunities and threats are summed up in the following table:

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>- Willingness of the municipality and interest groups and individuals in promoting their heritage</li> <li>- Increased consciousness among the inhabitants about the value of the environment and the need to preserve it and manage it in a sustainable manner.</li> </ul>	<ul style="list-style-type: none"> <li>- Lack of an overall strategy for protecting and managing the heritage of Naqoura</li> <li>- Lack of an administrative mechanism at the municipality for protecting the cultural resources of Naqoura</li> <li>- Very limited resources in the Municipality, no funds can be allocated to conserving and</li> </ul>

<ul style="list-style-type: none"> <li>- Good image of Naqoura, as an area which still preserves a strong local character and enjoys an appealing natural and cultural landscape</li> </ul>	<ul style="list-style-type: none"> <li>upgrading the cultural resources</li> <li>- Lack of trained staff at the municipality with sufficient knowledge regarding the management of the heritage of Naqoura</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>- Integration of the cultural heritage and development within the CAMP program</li> <li>- World Monuments Fund possible nomination of area as a endangered cultural landscape which requires special measures for its protection</li> <li>- Unspoiled environment and uniqueness of the place</li> <li>- Potential for environmental and cultural tourism based on the resources available</li> <li>- Potential for new employment and income generating schemes linked to the development of the cultural and eco-tourism industry</li> <li>- Opportunities for new uses and adaptations that bring benefits to the community</li> <li>- Growing importance of diversification and new trends for alternative forms of tourism, which opens a great deal of opportunities for Naqoura as rural destination, adventure tourism, cultural trips, etc.</li> <li>- Growing demand for rural areas as tourist destination</li> <li>- Opportunities for better interpretation and presentation of the heritage to the public</li> <li>- Potential for tourist development based on the preservation of the historic buildings within the core</li> <li>- Potential for vernacular architecture which once restored; can be re-used as tourist lodgings</li> </ul>	<ul style="list-style-type: none"> <li>- Potential threat of large coastal area development in the form of sea-side resorts</li> <li>- Continued loss of cultural and natural resources in the absence of a clean conservation and protection policy</li> <li>- The limitation of available skills for research, conservation, interpretation and management</li> <li>- Mine hazard in some areas</li> <li>- Stagnant economic situation in the country</li> <li>- Political instability in the area</li> <li>- Rural exodus</li> </ul>

## 21.0 MANAGEMENT POLICY FOR NAQOURA

Based on the special character of Naqoura and its area and the nature of its cultural resources, the appropriate policy for managing the heritage should be as such:

- Provide legal and administrative protection to the cultural landscapes across the area
- Enhance the quality of the living environment within the town core
- Make sure that the old trade of fishing is sustained

## 22.0 STRATEGIES FOR IMPLEMENTING THE MANAGEMENT POLICY

The management policy as specified above requires a set of practical measures and strategies for their implementation, these have been detailed below:

<p><b>Inventorying the existing cultural landscapes and their geographical extents, providing special protection to these resources</b></p>	<p>The extent of the cultural landscapes around Naqoura and across the area from the border south to Ras al-Biyyada north and eastwards beyond Chamaa needs to be accurately identified. Because of the uniqueness and high significance of this area on a national and international scale, there is an urgent need to extend protection over these resources in the context of a special natural and cultural reserve or through the enforcement of rigid and monitored planning regulations. Such a task can only succeed if there is consensus and close collaboration between the municipalities of the area, the ministry of environment and the ministry of culture.</p>
<p><b>Conserving the archaeological heritage</b></p>	<p>Some urgent measures of fabric conservation are needed to stop the decay and erosion of exposed archaeological remains such as the ones at Oum all-Amad and the tower of Naqoura. These measures should be first identified in the context of an overall management plan for the resources of Naqoura with an identification of the legal and financial requirements to establish the aims.</p>
<p><b>Upgrading the quality of the living environment within the town core of Naqoura</b></p>	<p>A special rehabilitation plan for the old core of Naqoura should be drafted in order to first identify the potential for regeneration, whether it is via rural tourism development, community empowerment, etc. The Directorate General of Urban Planning can be asked to commission such a study. Otherwise, a study of this kind can be provided as part of the ongoing collaboration between the municipality of Naqoura and the Italian government. The outcome of the study could be the development of a community activity area within the core including a public library, a cultural center and a community gathering center.</p>
<p><b>Encouraging Research</b></p>	<p>Research is needed in order to identify the nature and extent of the cultural landscape around Naqoura as well as the significance of these resources. Archaeological excavations can be an option to draw more attention to the area and highlight the significance of the remains there.</p>
<p><b>Visitor information and management</b></p>	<p>The area has great potential in the context of an open cultural park with archaeological and natural attractions; it could become a primary visitor destination that needs a sustainable approach for its management.</p>
<p><b>Building capacities</b></p>	<p>Providing training sessions for staff that will care for the preservation and management of the resources of the place, such as the archaeological park.</p>

### 23.0 VISITORS' SCENARIOS

One of the most significant scenarios linked to visitors' management in the area and the development of cultural and eco-tourism could be the creation of an open-air cultural park with natural and archaeological attractions extending from the southern border to Ras al-Biyyada. This could be achieved through the designation of the area a cultural and natural reserve, or through the application of strict planning regulations in the context of a comprehensive and sympathetic master plan. The provision for tourist lodgings of the Bed and Breakfast type could be partly in Naqoura and partly in the towns and villages further east such as Aalma al-Chaab or even Chamaa.

The sites of the tower of Naqoura, Oum al-Amad and Oum al-Aafaye are already accessible archaeological attractions which require nevertheless comprehensive management plans and proposals for visitors' centers and a regional museum.

### 24.0 DEVELOPING THE CULTURAL POTENTIAL OF CAMP

The CAMP area enjoys a large cultural potential, which is mostly the result of its particular coastal geography. In fact, the coastal areas of Lebanon have been continuously inhabited since prehistoric times; the wealth and diversity of cultural places, historic features and traditions as well as archaeology is substantial. Despite the damage caused by uncontrolled development in the past, which has led to the loss of many cultural resources in the various coastal villages and localities, a lot remains so as to preserve the local and traditional character of the area as well as contribute to its sustainability and development via cultural and environmental tourism.

The cultural resources of the area are largely concentrated in and around historic towns and cities, like for example Sidon and Tyre. But all along the coast one can spot a large number of cultural sites and attractions, which could, if developed and managed properly, form a network of cultural attractions on the basis of which the tourism industry can thrive. In general, the cultural attractions one can find in the CAMP area are of the following types:

- Ancient settlements located on the coast and constituted of a superimposition of ancient cities one on top of the other like in the case of Sarafand, tell el-Burak, tell el-Maashouk near Tyre, etc. These settlements have yielded and can still yield remains from the Phoenician, Hellenistic – Roman, and Medieval periods and are to be considered very important cultural resources for the future.
- Roman and Byzantine period temples and sanctuaries with important mosaics and monumental architecture. These complexes are scattered along the CAMP area but also largely concentrated in the Naqoura area like for example the sites of Umm el-Rabb and Umm el-Amad, or the complex of Chhim and Eshmoun.
- Historic quarters and traditional vernacular architecture scattered throughout the various settlements in the CAMP area. These features give a special flavour to the place and maintain its historic and traditional character alive. They are also important resources that will support the development of a

cultural tourism industry revolving around medium income tourists seeking to enjoy the local culture by living in traditional houses and participating in traditional local activities.

- Old industries and crafts that play the role of important attractions. In this case we can name traditional silk and glass productions at the centers of Sarafand and Damour.

The three municipalities chosen for detailed analysis by CAMP, i.e., Damour, Sarafand and Naqoura, gather a wealth of cultural attractions that are in urgent need of conservation, management and presentation to visitors. It is believed that once these resources have been rehabilitated and developed comprehensively, their management will generate the finance necessary for their regular maintenance and for the sustainability of the economic infrastructure of their communities. In this context, the cultural potential of each municipality is reiterated and the major guidelines for its rehabilitation and exploitation are proposed within the appropriate financial considerations.

#### *Damour*

Features	Type	Theme
19 <sup>th</sup> century aqueduct	Historic engineering feat	Natural and educational attraction
Silk factories	Industrial heritage	Old handicraft and industry
Fine historic buildings, landmarks and vernacular houses	Traditional architecture	Traditional architecture and loggings for visitors
WWII Remains	Archaeology and History	Unique archaeological attractions

It is worth noting here that the cultural attractions of Damour are complementary to the natural attractions of the place, i.e., rivers, agricultural areas and beachside, and will contribute largely to the extension of visitors' stay and enjoyment.

The interventions required for the rehabilitation of these cultural resources and their management are:

Features	Intervention	Cost
19 <sup>th</sup> century aqueduct	Conservation plan to assess extension of works	\$40,000
Silk factories	Conservation and management plan including preliminary consolidation works	\$158,000
Fine historic and vernacular houses	Overall conservation plan to assess extension of works	\$70,000
WWII Remains	Conservation and management plan	\$20,000

#### *Sarafand*

Features	Intervention	Cost
Ancient tell of Sarafand	Management plan and access	\$25,000



Traditional glass production	Information center and museum for glass production	\$150,000
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**Naqoura**

Features	Intervention	Cost
Crusader towers at Naqura and Iskandarouna	Conservation plan and works	\$140,000
Hellenistic-Roman remains of Umm al-Amad and Umm al-Rabb	Conservation, management plan and access	\$80,000

Other cultural resources in the area that are complementary to CAMP cultural and eco-tourism development:

Features	Type	Theme
Chhime temple with unusual reliefs of human heads. The temple was later converted into a factory for olive oil and wine. The area includes also a complete hermitage with monk cells	Archaeology	Archaeological attraction. Mythological and religious significance of the place
Mazboud: a major center for pressing olives in the Roman era	Archaeology	Archaeological attraction
Es Saadiyat: three great stone basins	Archaeology	Archaeological attraction
Ras es Saadiyat: place where, in 218 B.C., Antiochus the Great the Seleucid, crushed the army of Ptolemy IV of Egypt.	Historic heritage	Historic significance of the place
Area south of the Damour river, known as <i>Passus Daughie</i> by the Crusaders. In 1283, a Moslem force installed there a roadblock and captured the horses of Henry of Cyprus	Historic heritage	Historic significance of the place
El-Jiye: area inhabited since prehistoric times. In the past, the place was famous for its murex fisheries.	Archaeology and industrial heritage	Archaeological attraction. Old industrial significance
Nabi Younis: place where according to tradition the whale swallowed Jonah and then restituted him safely onto dry land. A mosaic from the site, dating 585 A.D., was offered to Napoleon III in 1863	Archaeology	Historic and religious significance of the place
Ain es Samake: basilica with	Archaeology	Archaeological attraction

mosaics and a section of a column carved with the forked cross		
Joun: final home of Lady Hester Stanhope, the eccentric niece of England's primer minister	Historic heritage	Historic significance of the place
Echmoun: the only exclusively Phoenician temple in Lebanon	Archaeology	Archaeological attraction Mythological and historic significance of the site
Sidon	Historic city and archaeology	Major city attraction
Aabra: first seat of Lady Hester	Historic heritage	Historic significance of the place
Darb el-Sim: Place of a muslim cult with remains of a temple dedicated to the Moon god	Archaeology	Archaeological attraction and religious significance
Maghdouche: Grotto of the Virgin where according to tradition Virgin Mary waited for Jesus preaching in Sidon	Archaeology and history	Archaeological attraction, historic and religious significance
Brak el-Tell: remains of four large reservoirs	Archaeology	Archaeological attraction
Aadloun: ancient necropolis with over 200 burial chambers	Archaeology	Archaeological attraction
Bridge over the Litani river: Known as the Chihon Libnat in Old Testament. Nearby is a Khan built with antique debris from an unknown site.	Archaeology	Archaeological attraction, biblical significance
Tyre	Archaeology, historic city	World Heritage Site
Ras el-Ain: famous Roman period tanks which supplied Tyre with water via a Roman Aqueduct	Archaeology	Archaeological attraction
Qulayle: believed to be the site of the tomb of prophet Omran, Virgin Mary's father. Byzantine and Crusader church	Archaeology	Archaeological and religious significance

## 25.0 CONCLUSIONS

The inventory of the CAMP resources and the assessment of the various strengths and weaknesses, opportunities and threats respectively for each municipality have enabled the identification of a number of important issues that are central to the integrated management of the coastal area of CAMP. These issues relate to:

- The deteriorating condition of the cultural resources
- The lack of legal protection for the majority of the resources
- The lack of knowledge about the existence of sites and features of high significance and value
- The absence of monitoring the state of the historic heritage and the rate of loss and decay
- The lack of qualified personnel to deal with the management of the heritage resources at each municipality
- The incapacity of the responsible authorities to manage the resources of CAMP.

Despite of these major constraints the potential for managing the heritage in a comprehensive manner is there but requires a clear plan of action that should be drafted at the level of each municipality in coordination with the various local NGO's and interest groups and with the support of the concerned authorities. The potential for proper management consists of:

- The motivation of the municipality and its involvement in the management mechanism which already started with the CAMP project via the assessment of the current situation.
- The involvement of the local inhabitants and interest groups in the management of the heritage resources. In fact, the inhabitants can enter into negotiations with private property owners to get access permission and even limited usage of the heritage resources for cultural manifestations. A good example on this is the Banana festival which is organized by an interest group from Damour and intended to take place at the Silk Factory in the fields.
- The availability of volunteers to undertake limited rehabilitation works, such as cleaning cultural properties, providing guided tours and explanations, etc. thus reducing largely the need for large unavailable budgets for commissioning these works.
- Better interpretation of the local heritage and better presentation associated with the significance as depicted by the local inhabitants who have a bigger stake in their heritage.

Based on the above, it seems more reasonable to invest in the local human resources of each municipality by providing training so as to help develop a nucleus for managing the heritage resources available. It is also important that each municipality develops its own strategy for managing its heritage so that they could better plan sustainable physical and economic development within their areas.

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*Bulletin du Musee de Beyrouth*

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*Compte Rendue de l'Universite St-Joseph*

*APPENDIX A*  
*The heritage inventory*

*DAMOUR*  
*CULTURAL RESOURCES*

*SARAFAND  
CULTURAL RESOURCES*

*NAQOURA  
CULTURAL RESOURCES*