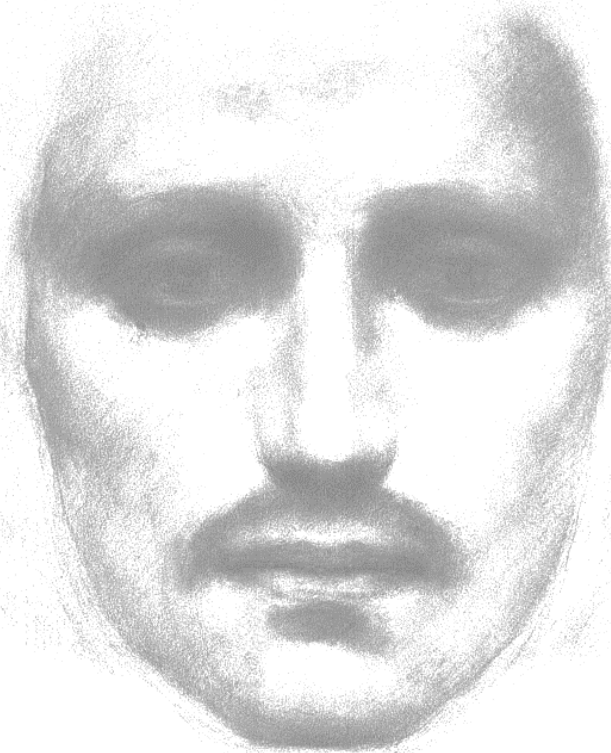


If Lebanon were not my country. I would have chosen it to be



Gibran Khalil Gibran

Why “Eco-Vert Boutique Resort”?

A more rewarding place for pleasure and leisure, luxurious yet pocket friendly with affordable prices compared to chains hotels “Eco-Vert Boutique ” is the perfect getaway for nature lovers.

We are pleased to introduce you to our eco-vert resort perfectly designed to mountain enthusiast that fulfill every individual needs and style made in Lebanon furniture, Lebanese raw material and style made in Lebanon furniture, Lebanese raw material and ingredients, They are niche and look for a special and different accommodation to fulfil their individual needs and Style “Made in Lebanon” furniture, material and ingredients. Bespoke and exclusive: located 1250 m above sea level, 35 km east of Beirut a typical Lebanese village to enjoy the magic of its nature and extreme hospitality, where u can enjoy the four season resort starting from the yellow autumn heaven, white snow covering mountains in winter to a multicolored spring and dark green summer

Living in Falougha is a highly sought which is minutes away from the neighboring Hammana and around five minute- drive from the famous Bhamdoun resort, less than one hour drive from Damascus. So while offering the tranquility of Lebanese mountain and exclusivity of a high end gated community “Eco-Vert Boutique Resort” will serve as a perfect base for enjoying the thrills and excitement of Lebanese seasons and festive holidays. The Vision to create “Eco-Vert Architecture “ Came from the understanding from one of our companies “Dolmen” of the sustainable method of green building design and construction with the environment in mind. Green architects generally work with the key concepts using full solar energy, environment friendly houses.

The natural ecology of the planet should be the macro model for architects to use as a model for a green building. Architecture can model itself on the planetary system to copy the natural green environment, making a new feeling or adopting on existing volumes both environmentally friendly in terms of natural resources used and the space it occupies depending on solar energy, windmills and everything related to green architecture In the Developers vision, the Projects development revolves around the heart of the project “The eco-vert Spa”, which plays an important role in the leisure element and acts as a catalyst for the animation of the project To design and launch a new and distinct boutique hotel brand that reflects the traditional Lebanese lifestyle with hybrid language, its heritage and values to deliver to the consumer.

Focused on service, people, integrity and innovation, The Eco resort will be recognized for its unique prime location, traditional designs, modern amenities and its “back to authenticity” approach to deliver a complete unique Stay with truly impeccable services and products and products

Mohamad Ayash – Chairman and CEO



I am greatly honored to be part of this project, alongside an honorable person as our CEO, Sharing the vision of Arch.Ayash for the future of Lebanon, I strongly believe that “Eco-Vert Boutique Resort “is an opportunity not to be missed.

As Deputy CEO of Dolmen Development Group, I am glad we've been offered this opportunity to operate in Falougha. The Holding proudly involves a unique business development unit to carry out functions within the real-estate, construction and energy efficiency. We serve to comply with international standards in project designs, as well as research and development of proposals, thus adding value to the bottom line.

Lebanon has to be considered one of the world's best tropical holiday destinations, with miles of unspoiled coastline and untouched natural areas My interest in this project rises above the vision of Dolmen Holding's CEO; it comes from acknowledging this country as a land of opportunities for any developer.

Diana Ayash – Deputy CEO



Every corner in this region whispers a precious story. We embraced them by translating them into an exceptional design reflecting the lively beat of the city, through heartfelt green spaces within every house unit.

I thank you in advance for any moral support you would offer. The consent of the Lebanese government is extremely valuable to us as developers and investors. We hope that you share our vision of bringing Lebanon to a whole new level in development.

Dolmen Development currently employs 40 engineers and more than 60 employees, brings forward a group that is ready to serve in every aspect of construction, from conceptual design to the last detail of finishing. Our vision is to mark Dolmen's presence internationally; serving the most eminent corporate names and meeting the most challenging design criteria

Ibrahim Ayash – Assistant CEO



“Eco-Vert Boutique Resort” Developers

Dolmen Development Group, a holding company for 10 subsidiaries. Balancing between strategic decisions and financial capabilities, the founder Architect Mohamad Ayash navigated his crew in the right direction for over 2 decades, stewarding efforts towards a multi-disciplinary, highly capable Dolmen Development.

In brief, our group works in the below major sectors:

1. Development / Contracting

- a. **Dolmen Development:** works on residential and mixed use projects, with full fledge services from design to execution.
 - i. **Sakani By Dolmen:** is one of the essential products in Dolmen Development that provides a new technology for low cost housing
- b. **Superstille By Dolmen:** works on mega projects, especially infrastructure projects including Sewage treatment plans, Dams, Electricity Generation.

2. Trading

- a. **Zanette By Dolmen:** This is our specialty hub that provides solution for real estate projects. We have the license of more than 54 brands, mainly focusing on finishing material, MEP material and facades and hotel furniture
 - i. **AMA Italia:** AMA Italia is a part of Zanette By Dolmen, with a huge show room in Kuwait and covers all the GCC area
- b. **COMEDIT:** It is the chamber of commerce and trade in Milano, and our strategic partnership with it provides us global exposure for selling building material and attracting projects

3. Services:

- a. **ICETULIP:** Branding, Marketing and Advertising agency with very creative ideas to move any business to the next level in terms of exposure and digital wise
 - i. **EFM: Facility management company** that can handle simple to complex projects with excellent services
- b. **ULTRASPAZIO By Dolmen:** with the new evolution of shared offices, ULTRASPAZIO provides a full service for shared offices through the experience it gained in its projects in Italy and China

Adnan Abo Ghazaleh – CFO

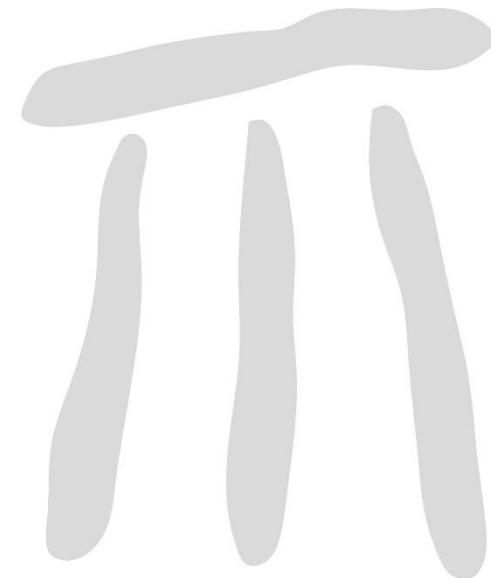


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1. **Area and Boundaries**
2. **Location of Lebanon on the map**
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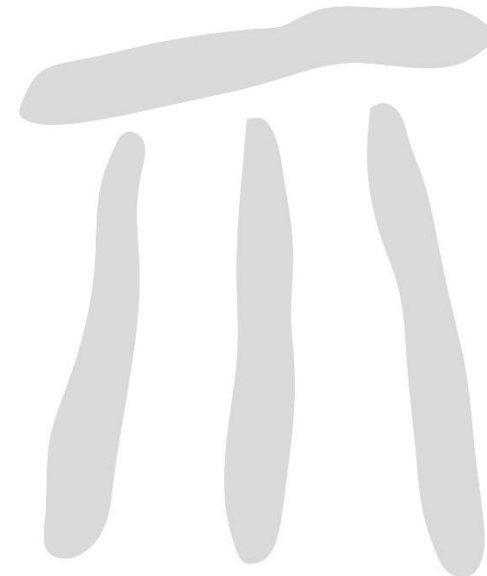


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 1. Find your focus.
 2. Determine startup costs.
 3. Keep it simple.
 4. Identify your target market.
 5. Look for the right location.
 6. Let your services guide your space selection.
 7. Get proper licenses and insurance.
 8. Name your health and wellness center.
 9. Check out your competition.
 10. Get help.
2. **Spa and Wellness center Facilities**
 1. Spa Treatments
 2. Types of Massages



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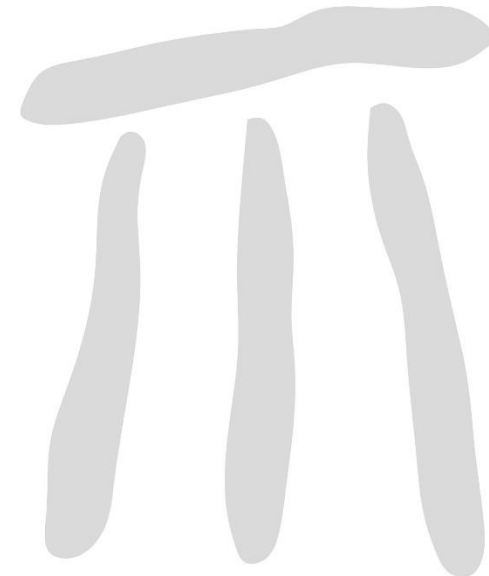
- 1. How to Apply Sustainable Principles**
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- 2. Solar energy**
 1. Solar heating
 2. Solar electricity
- 3. Wind turbines**
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 3. The Lemon Grass Mood
 4. The Mint Mood
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 1. The Caramel Mood
 2. The Chili Mood
 3. The Mint Mood

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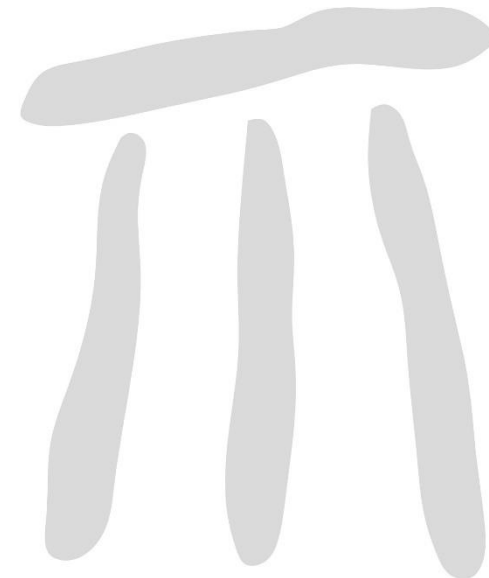
- i. Kiva Food Cluster
- ii. Gastronomic Lebanese Restauroat
- iii. Retros International Restaurant
- iv. kiva Eco Dukkan
- v. Café Vergnano
- vi. Kiva Fruit Haven
- vii. Kiva Bio Wine

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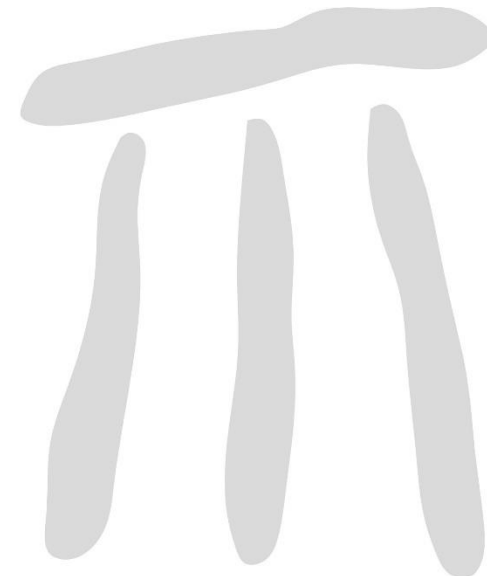
1. Blue Print Site map
2. Plot Certificate and Areas
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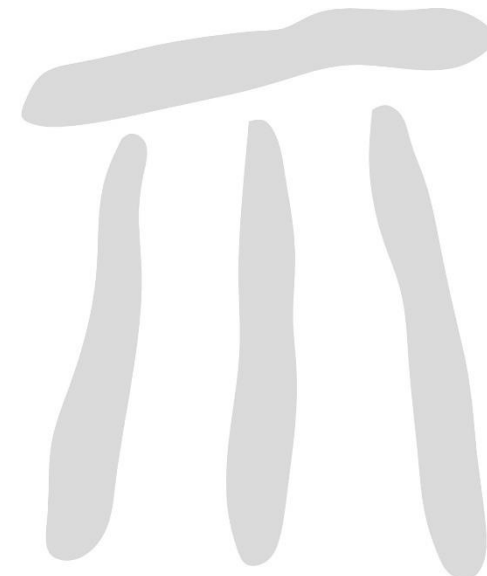
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1. **Executive Summary**
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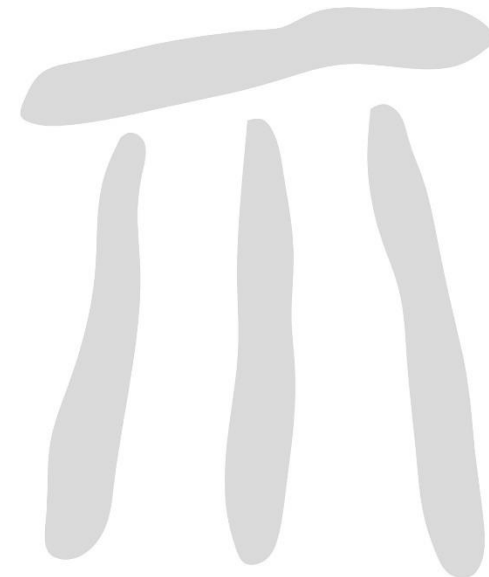
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1. **Our history**
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Introduction to Lebanon

Lebanon is the mother of Europe. Europa was the daughter of the king of Tyre, carried away by the god Zeus who appeared to her under the form of a bull and with her scoured the continent that now bears her name. The awesome valley of the river Nahr Ibrahim was the scene of the Dionysian Mysteries which celebrated the love of Ishtar (Aphrodite, Venus) and Adonis, who died and was reborn with the bacchanalia.

The genius of our Phoenician ancestors revealed itself in various fields. With the alphabet and its ability to make abstraction, they gave a symbol for each sound. They were the first to observe that the phonetic sounds number only a little over twenty, whereas the Egyptian hieroglyphs or the Babylonian or Sumerian pictographs ran into many thousands, so making communication and exchanges difficult, complicated and long.. The alphabet is simple, easy, approachable and intelligible. The alphabet has permitted the advance of civilization, history, culture and exchange of ideas.

Area and boundaries

Area:

Total: 10,452 km² (4,036 sq mi)

Land: 10,282 km² (3,970 sq mi)

Water: 170 km² (66 sq mi)

Land boundaries:

Total: 454 km (282 mi)

Border countries: Palestine 79 km (49.1 mi), Syria 375 km (233 mi)

Coastline: 225 km (140 mi)

Maritime claims:

Territorial sea: 12 nmi (22.2 km; 13.8 mi)

Exclusive Economic Zone: 19,516 km² (7,535 sq mi)

Elevation extremes:

Lowest point: Mediterranean Sea 0 m (0 ft) (sea level)

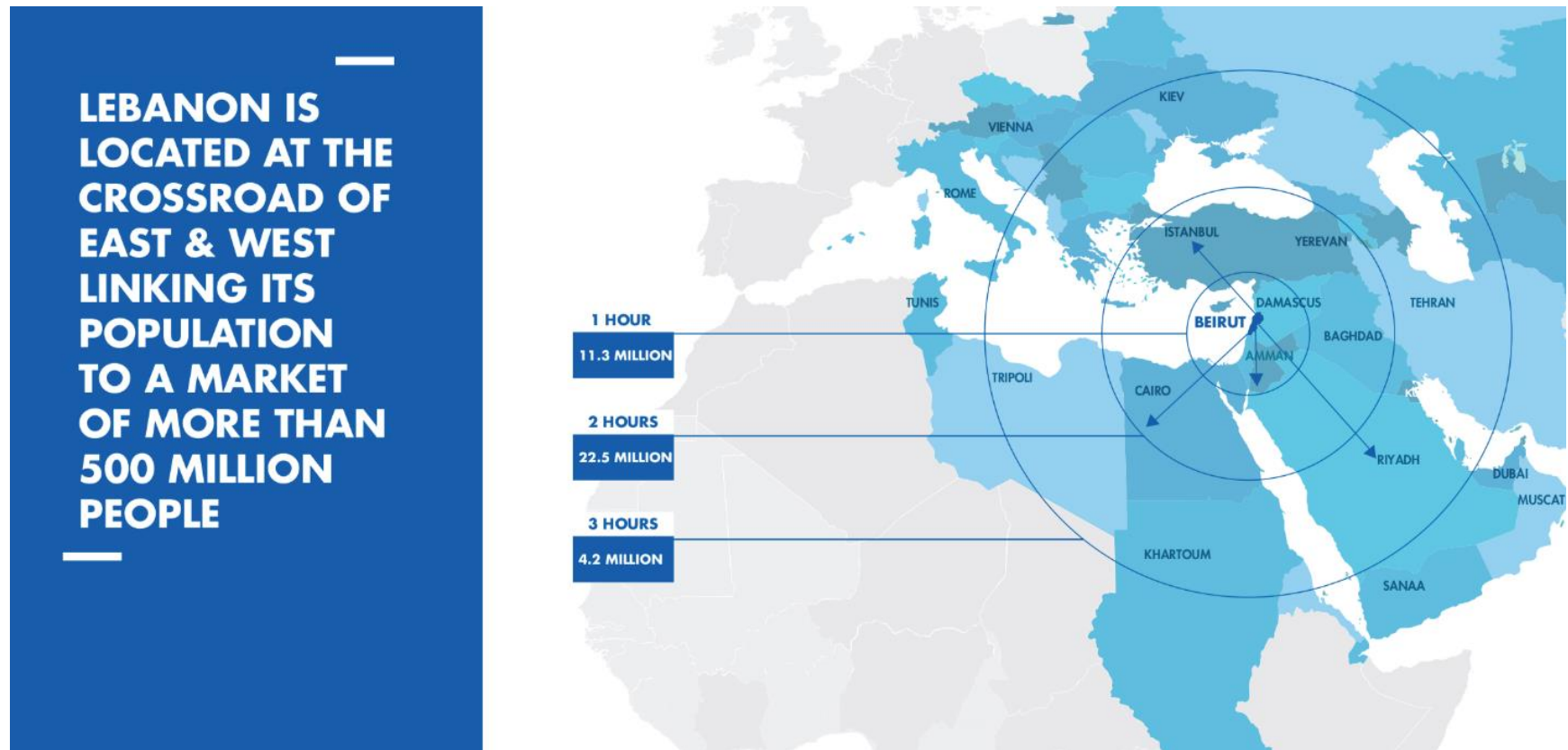
Highest point: Qurnat as Sawda' 3,088 m (10,131 ft)



Location of Lebanon on the Map

Located in the continent of Asia, Lebanon covers 10,230 square kilometers of land and 170 square kilometers of water, making it the 171st largest nation in the world with a total area of 10,400 square kilometers. Lebanon became an independent state in 1943, after gaining its sovereignty from Turkey. The population of Lebanon is 4,140,289 (2012) and the nation has a density of 405 people per square kilometer. The currency of Lebanon is the Lebanese Pound (LBP). As well, the people of Lebanon are referred to as Lebanese. The dialing code for the country is 961 and the top level internet domain for Lebanese sites is .lb. Lebanon shares land borders with 2 countries: Palestine, Syrian Arab Republic.

Beirut is the capital city of Lebanon. It has a population of 1,916,100, and is located on a latitude of 33.89 and longitude of 35.49. Beirut is also the political center of Lebanon, which is considered a Republic, and home to its Executive head of state.



Language

Article 11 of Lebanon's Constitution states that "Arabic is the official national language. A law determines the cases in which the French language is to be used". The majority of Lebanese people speak Lebanese Arabic, which is grouped in a larger category called Levantine Arabic, while Modern Standard Arabic is mostly used in magazines, newspapers, and formal broadcast media. Lebanese Sign Language is the language of the deaf community. Almost 40% of Lebanese are considered francophone, and another 15% "partial francophone", and 70% of Lebanon's secondary schools use French as a second language of instruction. By comparison, English is used as a secondary language in 30% of Lebanon's secondary schools. The use of French is a legacy of France's historic ties to the region, including its League of Nations mandate over Lebanon following World War I; as of 2005, some 20% of the population used French on a daily basis. The use of Arabic by Lebanon's educated youth is declining, as they usually prefer to speak in French and, to a lesser extent, English, which are seen as more fashionable.

English is increasingly used in science and business interactions. Lebanese citizens of Armenian, Greek, or Assyrian descent often speak their ancestral languages with varying degrees of fluency. As of 2009, there were around 150,000 Armenians in Lebanon, or around 5% of the population

Education

Listed by the World Economic Forum's 2013 Global Information Technology Report, Lebanon has been ranked globally as the fourth best country for math and science education, and as the tenth best overall for quality of education. In quality of management schools, the country was ranked 13th worldwide. The United Nations assigned Lebanon an education index of 0.871 in 2008. The index, which is determined by the adult literacy rate and the combined primary, secondary, and tertiary gross enrollment ratio, ranked the country 88th out of the 177 countries participating.

All Lebanese schools are required to follow a prescribed curriculum designed by the Ministry of Education. Some of the 1400 private schools offer IB programs, and may also add more courses to their curriculum with approval from the Ministry of Education. The first eight years of education are, by law, compulsory.

Lebanon has forty-one nationally accredited universities, several of which are internationally recognized. The American University of Beirut (AUB) and the Université Saint-Joseph (USJ) were the first Anglophone and the first Francophone universities to open in Lebanon, respectively. Universities in Lebanon, both public and private, largely operate in French or English.

The top-ranking universities in the country are the **American University of Beirut** (#237 worldwide, #2 in the Middle East as of 2019), **Lebanese American University** (#580s worldwide as of 2019), **Université Saint Joseph de Beyrouth** (#500 worldwide as of 2019), **Université Libanaise** (#3,826 worldwide) and **Holy Spirit University of Kaslik** (#600s worldwide as of 2019).

Administrative Divisions of Lebanon

Lebanon is divided into eight governorates (mohaafazaat, Arabic: محافظات; singular mohafazah, Arabic: محافظة) which are further subdivided into twenty-six districts (aqdya—singular: qadaa). The districts themselves are also divided into several municipalities, each enclosing a group of cities or villages. The governorates and their respective districts are listed below:

Governorates of Lebanon (محافظات لبنان)

Lebanon has eight governorates, as shown on the following map. Click on the audio files to hear how their names are pronounced in colloquial Lebanese Arabic.

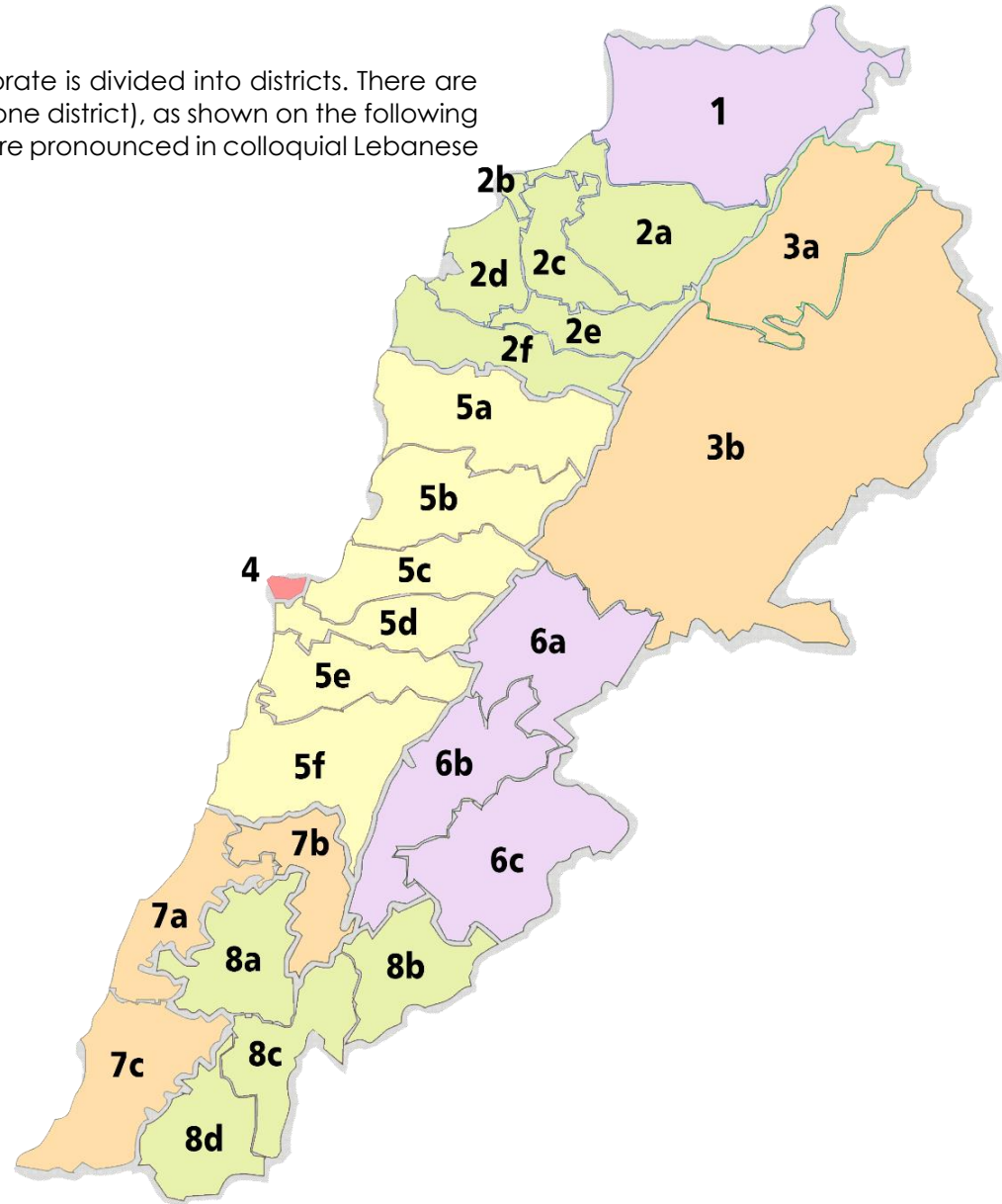
Governorate	Capital City	ISO code	Area (km ²)	Population
<u>Akkar</u>	<u>Halba</u>	LB-AK	788	389,899
<u>Baalbek-Hermel</u>	<u>Baalbek</u>	LB-BH	3,009	416,427
<u>Beirut</u>	<u>Beirut</u>	LB-BA	19	432,645
<u>Begaa</u>	<u>Zahleh</u>	LB-BI	4,429	536,768
<u>Mount Lebanon</u>	<u>Baabda</u>	LB-JL	1,968	1,831,533
<u>Nabatieh</u>	<u>Nabatiye</u>	LB-NA	1,098	368,077
<u>North</u>	<u>Tripoli</u>	LB-AS	1,236	782,436
<u>South</u>	<u>Sidon</u>	LB-JA	930	578,195



Districts of Lebanon (أقضية لبنان)

With the exception of Beirut and Akkar, each governorate is divided into districts. There are 26 districts in total (counting Beirut and Akkar each as one district), as shown on the following map. Click on the audio files to hear how their names are pronounced in colloquial Lebanese Arabic

1	Akkar	6a	Zahle
2a	Minieh-Dannieh	6b	Western beqaa
2b	Tripoli	6c	Rachaya
2c	Zgharta	7a	Sidon
2d	Koura	7b	Jezzine
2e	Bsharre	7c	Tyre
2f	Batroun	8a	Nabatieh
3a	Hermel	8b	Hasbaya
3b	Baalbeck	8c	Marjeion
4	Beirut	8d	Bent jbeil
5a	Byblos		
5b	Kesrwan		
5c	Matn		
5d	Baabda		
5e	Aley		
5f	Chouf		



Geography of Lebanon

Lebanon is located in Western Asia between latitudes 33° and 35° N and longitudes 35° and 37° E. Its land straddles the "northwest of the Arabian plate". The country's surface area is 10,452 square kilometers (4,036 sq mi) of which 10,230 square kilometres (3,950 sq mi) is land. **Lebanon has a coastline and border of 225 kilometers (140 mi)** on the Mediterranean Sea to the west, a 375 kilometers (233 mi) border shared with Syria to the north and east and a 79 kilometres (49 mi) long border with Palestine to the south.

The narrow and discontinuous coastal plain stretches from the Syrian border in the north where it widens to form the Akkar plain to Ras al-Naqoura at the border with Palestine in the south. The fertile coastal plain is formed of marine sediments and river deposited alluvium alternating with **sandy bays and rocky beaches**. The Lebanon Mountains rise steeply parallel to the Mediterranean coast and form a ridge of limestone and sandstone that runs for most of the country's length. **The mountain range varies in width between 10 km (6 mi) and 56 km (35 mi)**; it is carved by narrow and deep gorges. The Lebanon mountains peak at 3,088 meters (10,131 ft) above sea level in Qurnat as Sawda' in North Lebanon and gradually slope to the south before rising again to a height of 2,695 meters (8,842 ft) in Mount Sannine. The Beqaa valley sits between the Lebanon Mountains in the west and the Anti-Lebanon range in the east; it's a part of the Great Rift Valley system. **The valley is 180 km (112 mi) long and 10 to 26 km (6 to 16 mi) wide**, its fertile soil is formed by alluvial deposits.



The mountains of Lebanon are drained by seasonal torrents and rivers foremost of which is the 145 kilometres (90 mi) long Leontes that rises in the Beqaa Valley to the west of Baalbek and empties into the Mediterranean Sea north of Tyre. Lebanon has 16 rivers all of which are non-navigable; 13 rivers originate from Mount Lebanon and run through the steep gorges and into the Mediterranean Sea, the other three arise in the Beqaa Valley.



Land Fertility

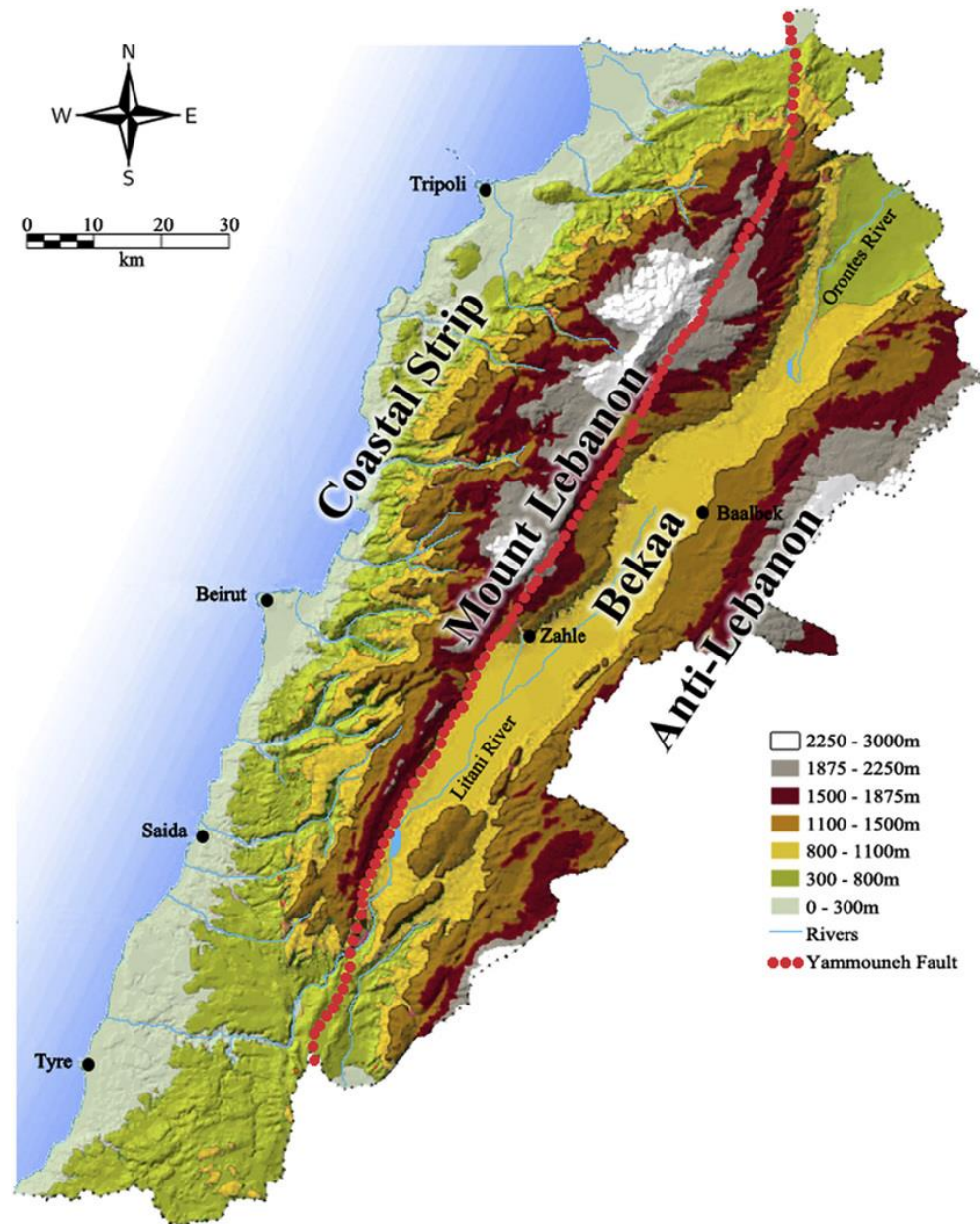
Two-thirds of Lebanon's total surface consists of agricultural land, half of which is to be found in the Beqaa Valley, irrigated by the 145 kilometre long Litani River. The other half of the agricultural land is located mainly on the coast and in the northern mountains, where reddish topsoil with high clay content provides fertile land for agriculture.

The higher parts of the mountains are covered by a thin layer of limestone soil, which is relatively poor. The lower and middle slopes are intensively cultivated (terraced hills). Lebanon produces a large quantity of vegetables and fruits, such as citrus, grapes, tomatoes, apples, vegetables, potatoes, olives, and tobacco; it also herds sheep and goats. The agricultural sector accounts for 6 percent of GDP.

20 percent of the agricultural land is irrigated, and 42 percent of the cultivated land is irrigated at least once a year (statistics of 1999; more recent data are not available), representing some 104,000 hectare. This surface is expected to be extended to 150,000 hectare before 2018, if all the irrigation projects are realized.

Natural Resources

Timber used to be an important resource, but extensive exploitation of the ancient (cedar and oak) forests, as well as the traditional herding of goats and sheep have led to deforestation. Lebanon's mineral resources are few: iron ore, lignite, lime, and high-quality sand, which is suitable for glass manufacture. There are also building-stone quarries. The Litani River provides electricity (Litani River hydroelectric project).



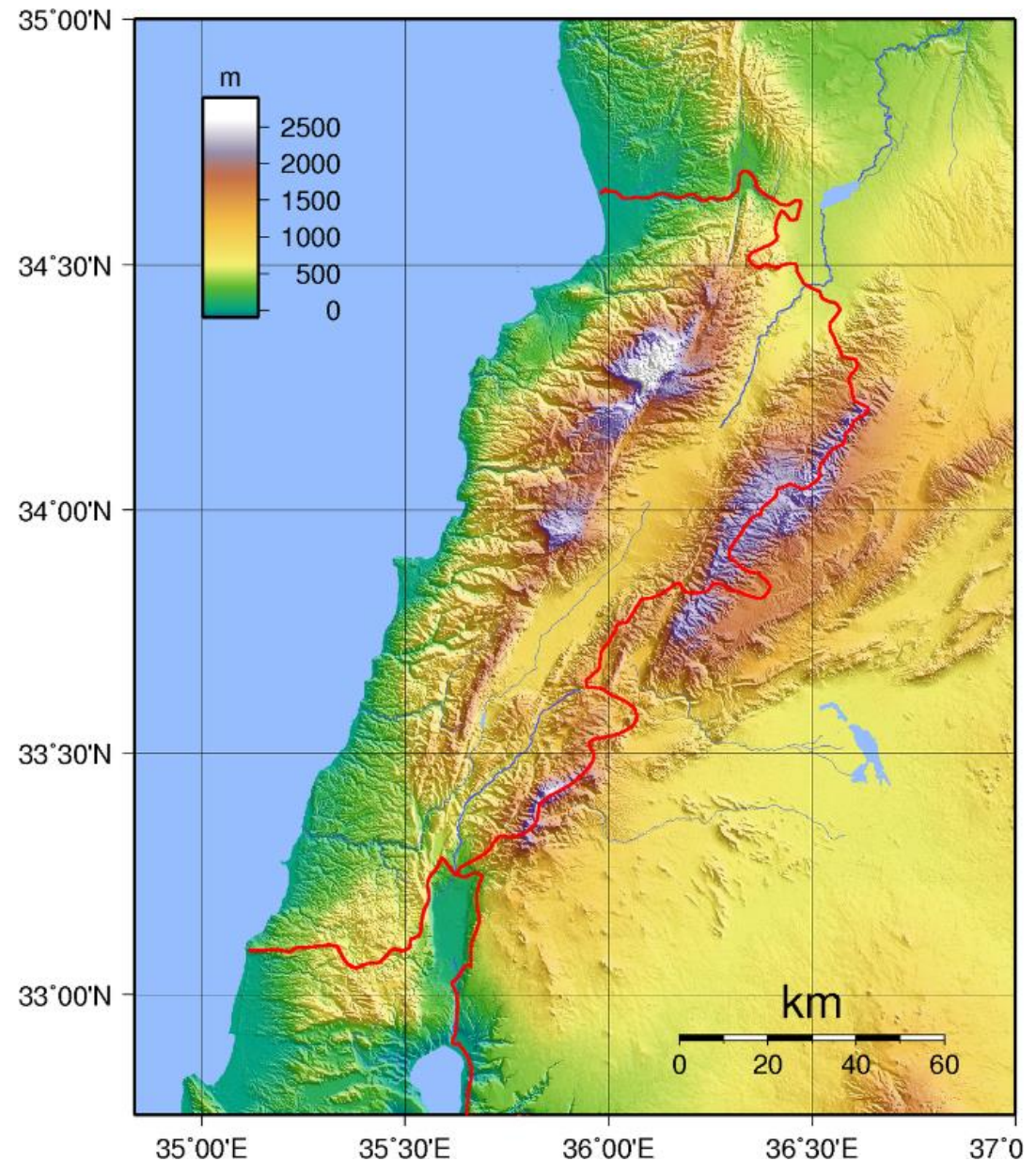
Topography of Lebanon

The Mount Lebanon area is rugged; there is a rise from sea level to a parallel mountain range of about 2,000–3,000 m (6,600–9,800 ft) in less than 40 km (25 mi), and heavy downpour of winter rains has formed many deep clefts and valleys in the soft rock.

The terrain has profoundly affected the country's history in that virtually the whole landscape is a series of superb natural fortresses from which guerrilla activities can render the maintenance of control by a centralized government an intermittent and costly affair.

East of the Mount Lebanon Range is the Bekaa Valley, an extremely fertile flatland about 16 km (10 mi) wide and 129 km (80 mi) long from north to south. At the eastern flank of the Bekaa rise the Anti-Lebanon Range and the Hermon extension, in which stands Mount Hermon straddling the border with Syria.

Lebanon contains few rivers, and its harbors are mostly shallow and small. Abundant springs, found to a height of 1,500 m (4,900 ft) on the western slopes of the Lebanon Mountains, provide water for cultivation up to this height.



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Continent	<u>Asia</u>
Region	<u>Middle East</u>
Coordinates	<u>33°50'N 35°50'E 33.833°N 35.833°E</u>
Area	<u>Ranked 161th</u>
Total	10,452 km ² (4,036 sq mi)
Land	98.37%
water	1.63%
Coastline	225 km (140 mi)
Highest point	<u>Qurnat as Sawda'</u> 3,088 m (10,131 ft)
Lowest point	<u>Mediterranean Sea</u> 0 m (0 ft)
Longest river	<u>Litani River</u> 140 km (87 mi)
Largest lake	<u>Lake Qaraoun</u> 1,600 km ² (620 sq mi)
Climate	<u>Mediterranean</u>
Natural Resources	Limestone, iron ore, salt, water-surplus state in a water-deficit region, arable land
Natural Hazards	<u>dust storms</u>
Environmental Issues	<u>deforestation, soil erosion, desertification, air pollution</u>

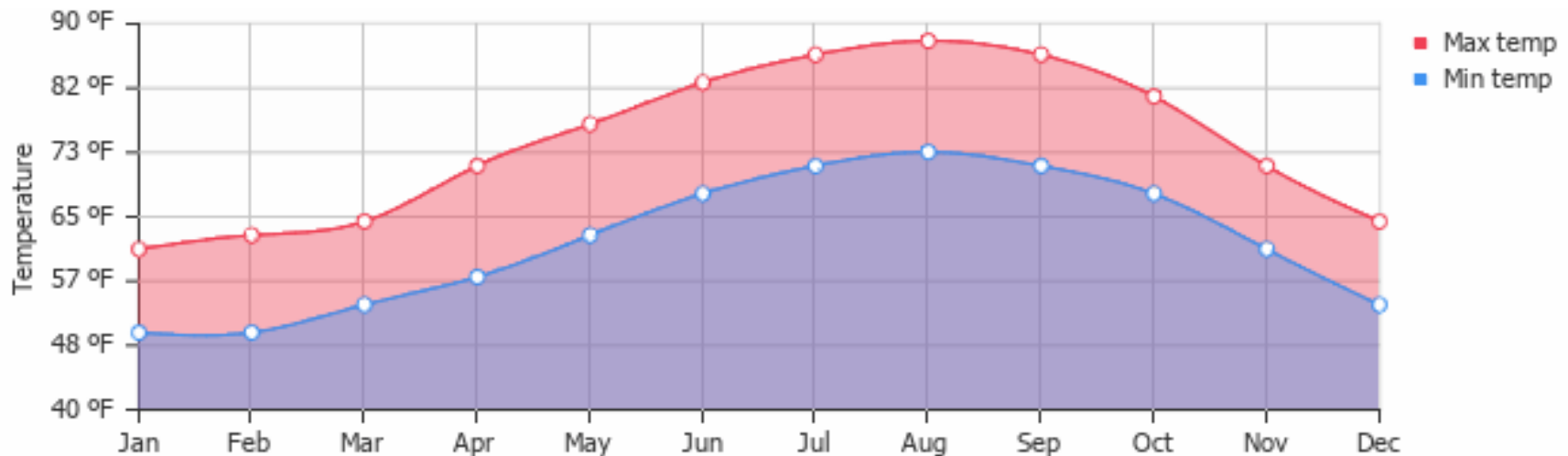
Climate of Lebanon

Lebanon has a Mediterranean climate characterized by long, hot, dry summers and short, cool, rainy winters. The climate is determined by Lebanon's location between the subtropical aridity of the African continent and the subtropical humidity of the eastern Mediterranean area. January is the coldest month, with temperatures from 5°C to 10°C, and August is the hottest month at 18°C to 38°C. Daily temperatures can be very hot, especially in the summer; on some day it can be 40°C or more, especially when the Shirocco, a hot, dry southerly wind blows. These winds can sometimes be very strong and can cause Sandstorms. About 70 percent of the average rainfall in the country falls between November and March; June through August are often rainless. Rainfall varies from season to season and from year to year. Precipitation is often concentrated in violent storms, causing erosion and local flooding, especially in the winter months.

The coast

Beirut

On the Lebanese **coast**, where Beirut and other cities such as Tripoli and Tyre are found, the climate is typically Mediterranean. Winters are very mild, with average temperatures in January around 14 °C (57 °F), but they are also rainy, with particularly abundant rains in December and January. Summers, from June to September, are constantly sunny, hot and muggy but tempered by sea breezes. In summer, average highs are around 28/30 °C (82/86 °F).



Inland areas

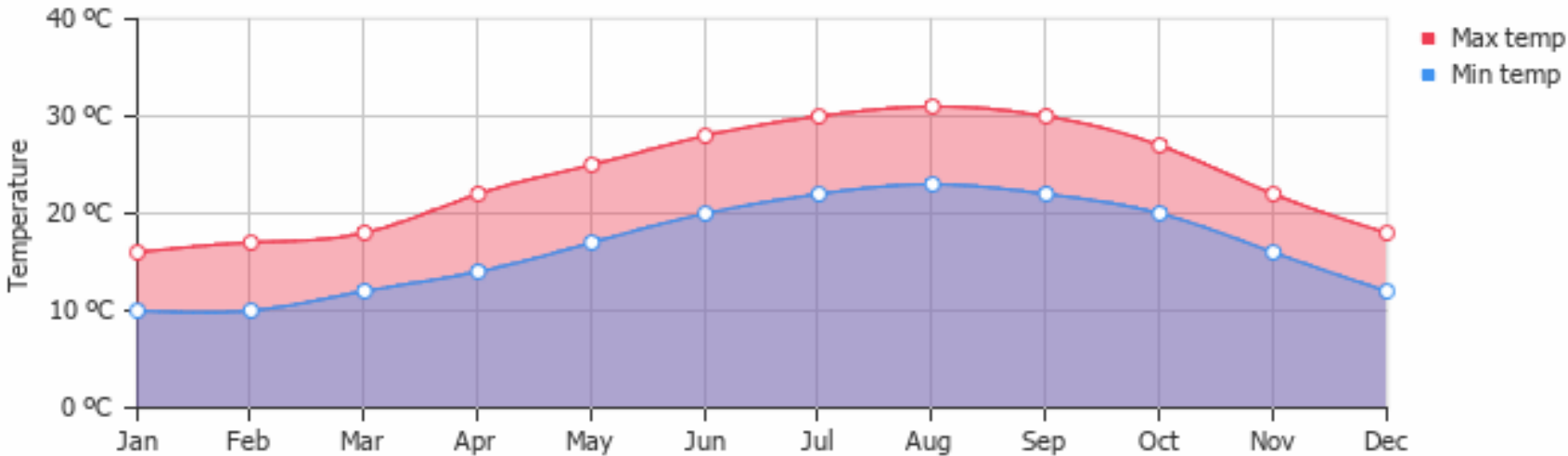
Mount Lebanon

On the range of **Mount Lebanon**, the winter rains are even more abundant than on the coast, at least on the western slope, the one directly exposed to maritime currents, which are forced to rise and condense in clouds. The temperature naturally decreases with increasing altitude, so in winter these mountains experience heavy snowfalls, and in the worst winters, large amounts of snow can fall.

Mount Lebanon is the highest chain in the country, culminating in Qurnat as Sawda', 3,087 meters (10,128 feet) high. Snow covers the mountains above 2,000 meters (6,500 feet) for almost 4 months a year, and above 2,500 meters (8,200 feet) for about 6 months a year. At 2,000 meters (6,500 feet) above sea level, the average temperature in January is about 0 °C (32 °F), as we can see from the data of the Cedars Ski Resort, located in the north of the country, east of Tripoli.

Bekaa Valley:

n the **Bekaa Valley**, located between the chains of Lebanon and Anti-Lebanon, and at an altitude ranging between 600 and 1,200 meters (2,000 and 3,900 feet), in winter the climate is colder than on the coast, also because of the altitude, while it is still quite hot in summer, despite the altitude.



Water in Lebanon

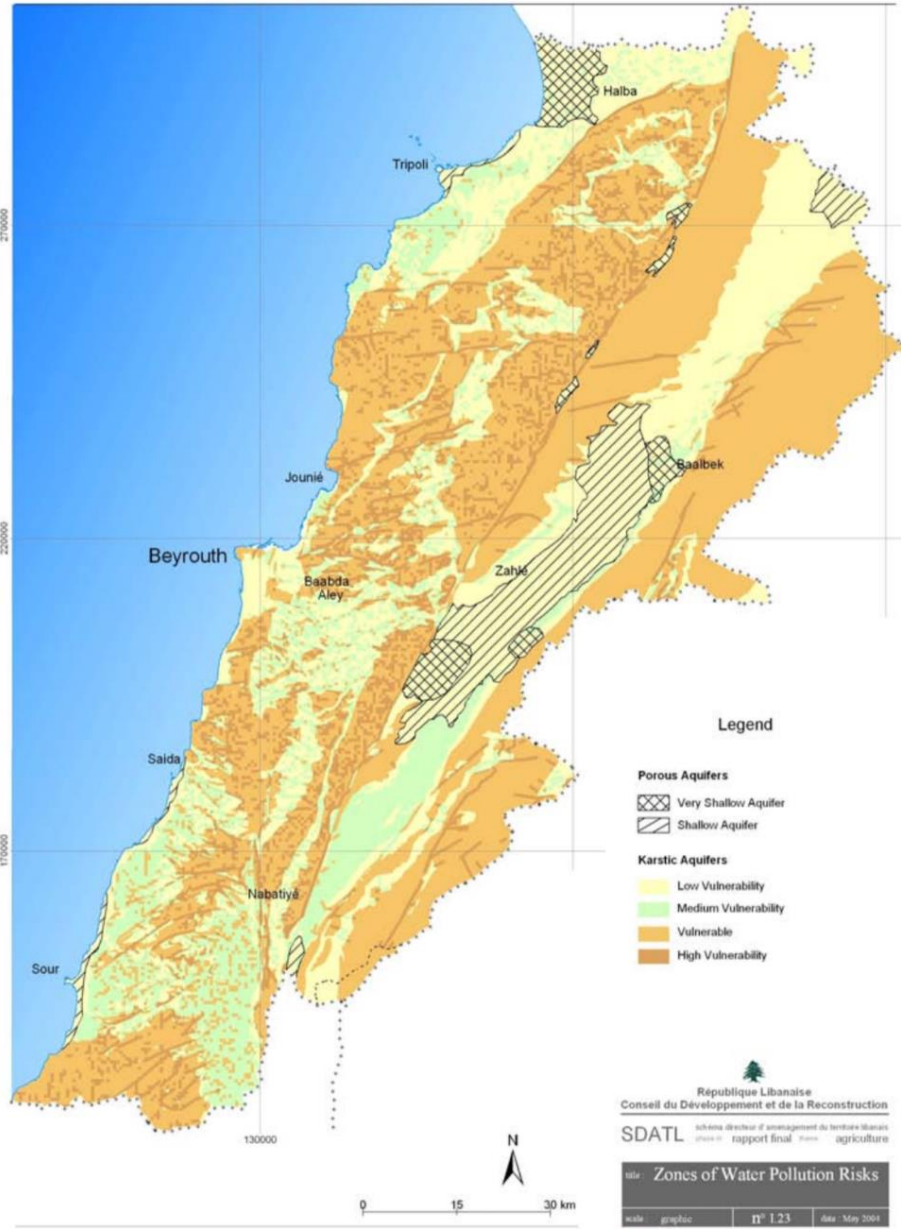
Main rivers of Lebanon

Water is becoming a scarce resource in Lebanon due to climate change, which leads to different rainfall patterns as well as to inefficient methods of distribution within the country.

Most of Lebanon's rainfall is in the four months of winter, but over the last 45 years, the Ministry of Environment (Lebanon) estimates that rainfall has decreased overall between 5 and 20 percent. The coastal strip of Lebanon gets approximately 2,000 mm of rain per year, while the Beqaa Valley to the east gets only one-tenth as much. In 2004, only about 21% of households across Lebanon had constant access to water in the summer months, with most of those households concentrated in or near Beirut.

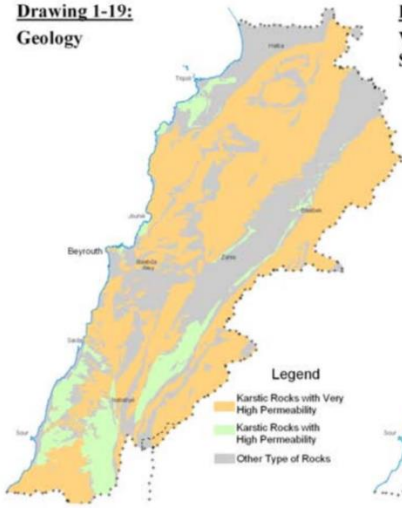
It is predicted that in future years, there will be higher temperatures, lower rainfall, and longer droughts, leading to even less access to water. According to the Ministry of Environment, several factors that are putting stress on Lebanon's water resources are unsustainable water management practices, increasing water demand from all sectors, water pollution, and ineffective water governance.

Lebanon has struggled with inadequate water and sanitation services for many years. The factors with the greatest effect on quality and quantity of water resources in Lebanon are population growth, urbanization (88% of the population now lives in urban areas), economic growth, and climate change.

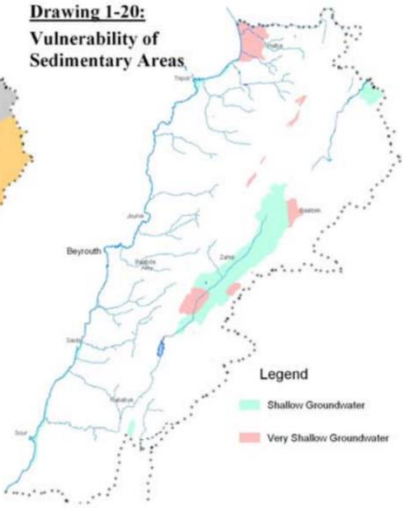


Methodology for Mapping Water Resources Vulnerability

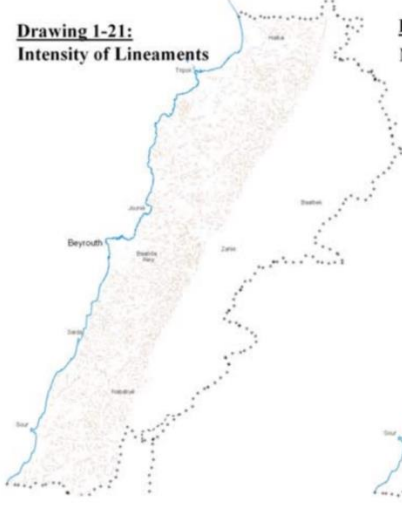
Drawing 1-19:
 Geology



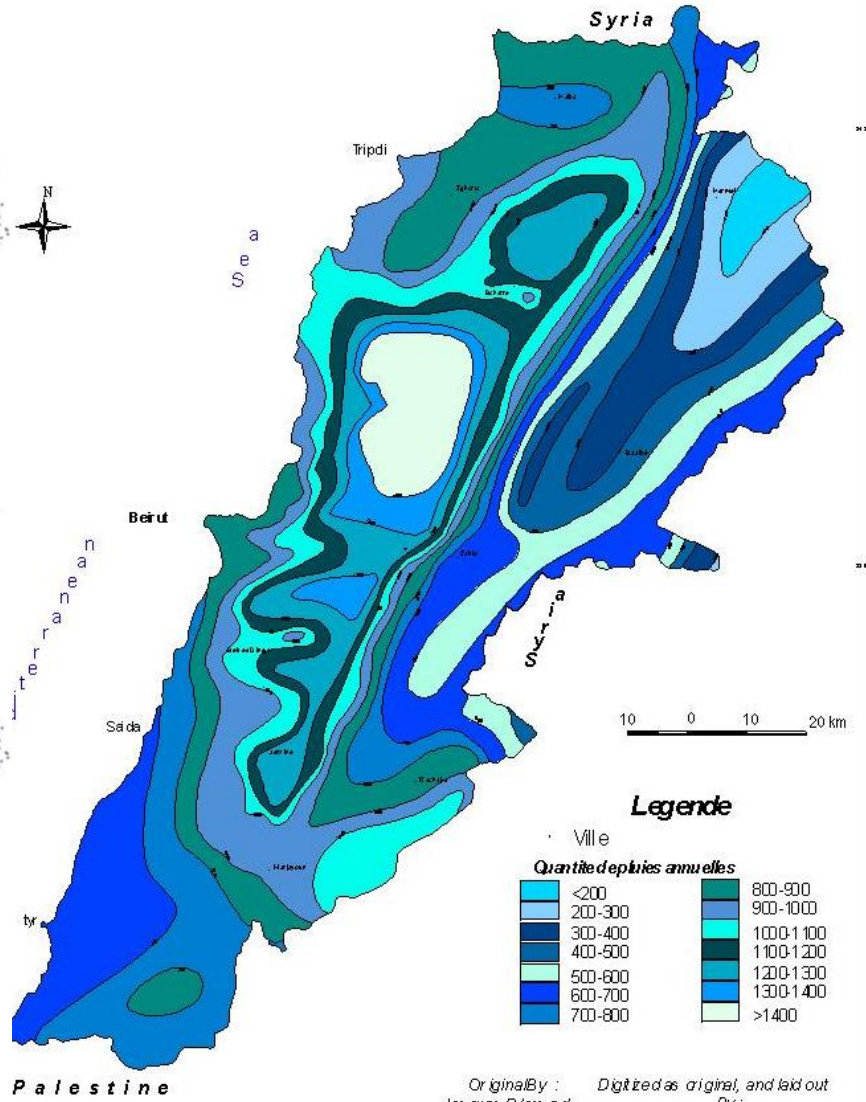
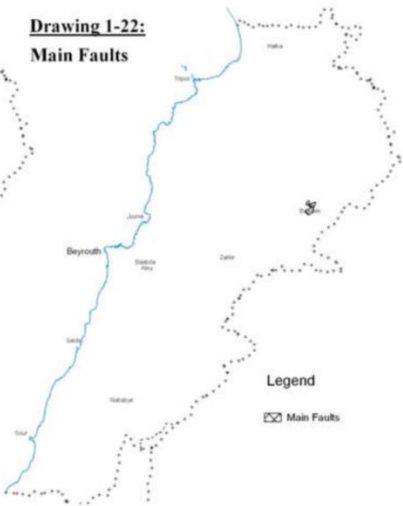
Drawing 1-20:
 Vulnerability of Sedimentary Areas



Drawing 1-21:
 Intensity of Lineaments



Drawing 1-22:
 Main Faults



Legende

Ville

Quantité de pluies annuelles	
<200	800-900
200-300	900-1000
300-400	1000-1100
400-500	1100-1200
500-600	1200-1300
600-700	1300-1400
700-800	>1400

Original By : Jacques Plassard (1971)
 Digitized as original, and laid out By National Center for Remote Sensing National Council for Scientific Research (Feb, 2001)

Transportation in Lebanon

Transportation in Lebanon varies greatly in quality from the ultramodern Beirut International Airport to poor road conditions in many parts of the country. The Lebanese civil war between 1975 and 1990 and the 2006 Lebanon War with Israel severely damaged the country's infrastructure.

Airport

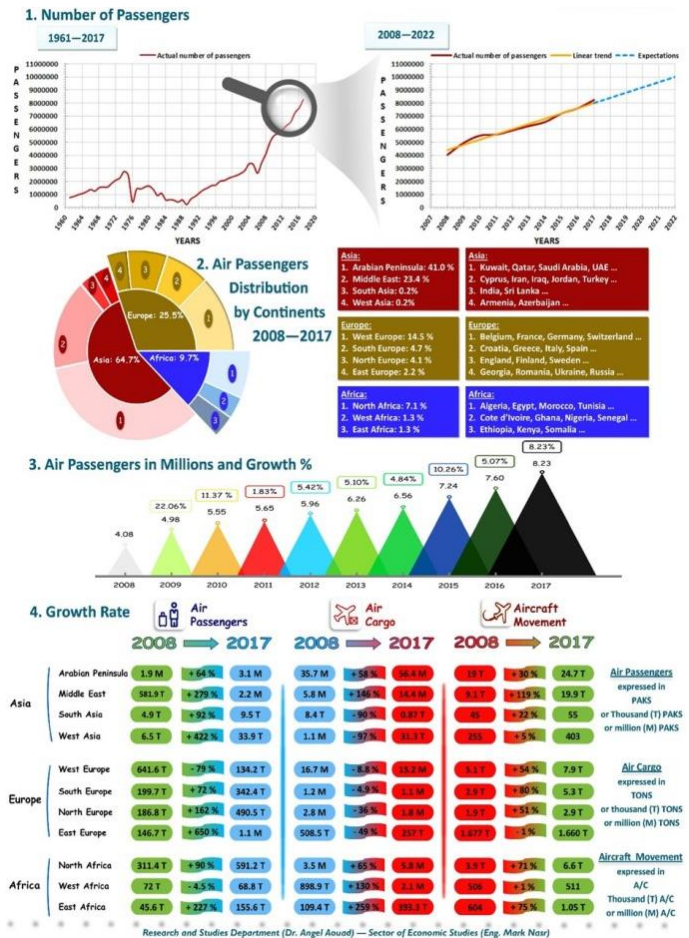
Beirut–Rafic Hariri International Airport (Arabic: مطار بيروت رفيق الحريري الدولي, Maṭār Bayrūt Rafīq al-Ḥarīrī ad-Dwaliyy) (French: Aéroport international de Beyrouth Rafic Hariri) (IATA: BEY, ICAO: OLBA), formerly Beirut International Airport, is located 9 kilometres (5.6 mi) from the city center in the southern suburbs of Beirut, Lebanon, and is the only operational commercial airport in the country.

It is the hub for Lebanon's national carrier, Middle East Airlines (more commonly known as MEA). It is also the hub for the Lebanese charter carrier Wings of Lebanon, and was the hub for the Lebanese cargo carrier TMA cargo before its collapse. It is the main port of entry into the country along with the Port of Beirut.

The airport is managed and operated by the Directorate General of Civil Aviation (DGCA), which operates within the Ministry of Public Works and Transport. The DGCA is also responsible for operating the air traffic control (ATC) at the airport as well as controlling Lebanon's airspace. DGCA duties include maintenance and general upkeep ranging from cleaning the terminal to de-rubberizing the runways.

Lebanon City Distances from - Beirut-Rafic Hariri International Airport [RHIA]

To	Estimated Distance
Tripoli	87.53 km To 95.14 km
Baalbek	116.59 km To 126.72 km
Zahle	44.31 km To 48.16 km
Saida	35.34 km To 38.41 km
Tyre	76.73 km To 83.4 km
Nabatiye	58.44 km To 63.52 km
Jezzine	37.14 km To 40.38 km



Flights from Lebanon around the World



Ports of Lebanon

The Port of Beirut

The Port of Beirut is Lebanon's biggest city, capital, and main seaport. Lying at the foot of the Lebanon Mountains, it is about 67 kilometers south-southwest of the Port of Tripoli and some 100 nautical miles southeast of Cyprus' Port of Famagusta. Until the mid-1970s, many Westerners viewed the Port of Beirut as the most westernized city of the Arab Middle Eastern states.

Unfortunately, 15 years of civil war created terrible physical and cultural damage to the community. In spite of the violence, the Port of Beirut still has a tolerant liberal atmosphere. In the 1990s, the Port of Beirut began to rebuild, and tourists are beginning to return to this jewel of the Mediterranean. In 2003, almost 1.2 million people lived in the city, and over 1.7 million called the urban area home.

The Port of Beirut is one of the biggest seaports in the Mediterranean region. The Port of Beirut's central location and deep waters accommodate the largest of modern vessels. Tourism, especially among Arabs, thrives, and the Port of Beirut is investing significantly in new tourism-oriented infrastructure. The Port of Beirut is the seat of Lebanon's government, and it plays a vital role in the country's economy. Many corporate headquarters and banks are located in the Port of Beirut, and its redesigned city center, nightlife districts, and marinas attract tourists from around the world. The New York Times listed the Port of Beirut as the best place to visit in 2009.



Port of Tripoli

The Port of Tripoli (Arabic: مرفأ طرابلس) is the 2nd major port in Lebanon. The port covers an approximate area of 3 square kilometres (1.2 sq mi), with a water area of 2.2 square kilometres (0.85 sq mi), and the land area composing of 320,000 square metres (3,400,000 sq ft), and a 420,000 square metres (4,500,000 sq ft) dump area adjacent to the current port, reserved for the future Container Terminal and Free Market Zone.



Services and Facilities

Warehouses & Yards

- 4 Warehouses for dry drainage goods, with an area of 11,000 m²
- 10 Warehouses for dry drainage goods and Wood, with an area of 17,500 m²
- 5 Yards to store vehicles, with an area exceeding 10,000 m²
- 1 Yard to store Containers, with an area of 10,000 m²
- 1 Yard for general purpose, with an area of 15,000 m²
- 2 Yards with an area of 3,000 m² to store fir wood

Water Supply

- 8 outlets to supply ships with water using modern technologies
- A shalon with a reservoir to supply ships with water inside and outside the basins (this service is provided by the guidance station)

Port Equipment

- 6 Mobile cranes with capacity of 125–165 tons
- 7 Mobile cranes with capacity of 100–120 tons
- 10 Mobile cranes with capacity of 70–90 tons
- 20 Mobile cranes with capacity of 40–65 tons
- 11 Mobile cranes with capacity of 25–38 tons
- 15 gafs for drainage goods
- 24 Forklifts
- 8 Bulldozers
- 30 Trucks
- 4 Tractors
- Equipment for stowage of dry drainage goods

Other Services

- 3 Cafeterias to serve the Administration building and the Berths
- A Hospital (under construction)
- An office for the Workers' Union

Roads

Lebanon has approximately 8,000 kilometers of roads, as well as a highway network linking the country with Syria.

There are **three key road routes in the country**, each radiating from Beirut. **To the north is the road to Tripoli**, Lebanon's second largest city, a route that also passes through such major towns as Jouniyeh and Jubayl. **To the east, crossing the Lebanon Mountains** is the highway to Damascus, passing through the key town of Chtaura. **To the south is the road to Saida and Tyre**.

Lebanon possesses a second north-south road axis, running along the length of the Bekaa Valley. Roads in the northern valley converge on the Beirut-Damascus highway at Chtaura and link the important market towns of Baalbek and Zahle with the primary road network. The southern valley's local road network also centres on Chtaura at its northern end.

Cross-mountain routes, which link the northern Bekaa Valley with Jouniyeh and Tripoli, and the southern valley with Saida, are of importance during times of conflict/adverse weather conditions. While 95% of the roads are paved, the traffic rate is increasing very rapidly.

Currently, Lebanon has one of the highest car/people ratios in the world with one car for every three people. The relevant government agency, the Ministry of Public Works and Transport in Lebanon is organized into four directorates:

1. Directorate General of Land and Maritime Transport, responsible for setting, implementing and monitoring all policies related to land and maritime transport
2. Directorate General of Roads and Buildings, which is responsible for the construction, rehabilitation, and maintenance of public roads and government buildings



3. Directorate General of Civil Aviation, responsible for setting and implementing air transport policies within the country in compliance with international policies, and for controlling the air traffic within the Lebanese territory
4. Directorate General of Urban Planning, responsible for setting and putting into practice land use policies

Transport Corridors: Lebanon has three operating corridors with Syria. These corridors are:

1. **Al Masnaa- Al-Jdeidah border entry point** (at the eastern part of Lebanon) 60 km from Damascus and 110km from Beirut. This is the main corridor that connects the Lebanese and Syrian capitals.
2. **Al-Arida-Tartous border entry point** (at the northwest end of Lebanon). This corridor is located at the coastal area and widely used for cargo transportation between Syria and Lebanon. It is 45km far from Tartous on the Syrian side and 170km far from Beirut on the Lebanese side.
3. **Al-Abboudiyeh - Al-Dabouseyah border entry point** (at the northeast end of Lebanon). This corridor connects Homs governorate (from the Syrian side) with Tripoli (from the Lebanese side). It is widely used for cargo transportation (especially in-transit cargo to Iraq).

Distance Matrix

Distances from Capital City to Major Towns (km) / (mins)								
	Beirut	Tripoli	Sidon	Batroun	Tyre	Aley	Chtaura	Halba (akkar)
Beirut		88 / 1.2 hrs	46 / 45 min	56 / 1hr	91 / 1.5 hrs	14 / 15 mins	40 / 45 mins	114/ 2 hrs
Tripoli			130 / 2hrs	33 / 30 mins	175 / 2,5 hrs	92 / 1.5 hrs	86 / 1.5 hrs	30 / 30mins
Sidon				100 / 2hrs	45 / 45 mins	43 / 45 mins	66 / 1 hr	55 / 1 hr
Batroun					147 / 2 hrs	63 / 1 hr	65 / 1 hr	63 / 1 hr
Tyre						54 / 1 hr	106/ 2 hrs	204 / 2.5 hrs
Aley							28 / 30 mins	116 / 2 hrs
Chtaura								104 / 1.5 hrs

Buses

Minibuses travel between Beirut and all of Lebanon's major towns; the only route that has large, Pullman-style buses is Beirut–Tripoli. The best of the buses on that route are operated by Connexion and will drop passengers off at any point along the Beirut–Tripoli highway on request.

Buses usually have a route number and the destination displayed in the front window, but this is usually in Arabic only. Government-run buses have red number plates, and there are a number of independently owned minibuses that cover the same routes; note that the embassies of foreign countries recommend using the government-run buses only. You pay for your ticket on board, either at the start or end of the journey. Some towns, including Beirut, have privately owned buses that operate a hail-and-ride system. Fares are generally LL1000 for intra city destinations and LL1500 for intercity destinations.

There are two ways to reach the North, you can go to Charles Helou Station and use the Connexion bus that takes you to Tripoli or you reach Dora's roundabout under the bridge and take a bus to the North (Estephan buses go straight to Bsharri) Pic #1

If you want to go to the South, you have to reach the Cola/Barbir Bridge, and from there take a bus to Sidon. Pic #2

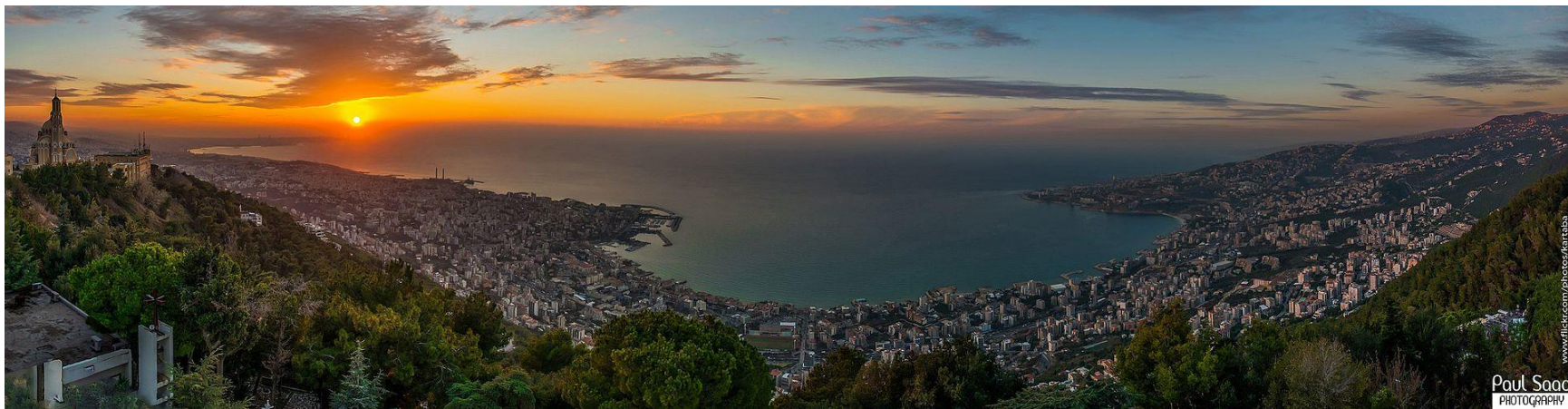


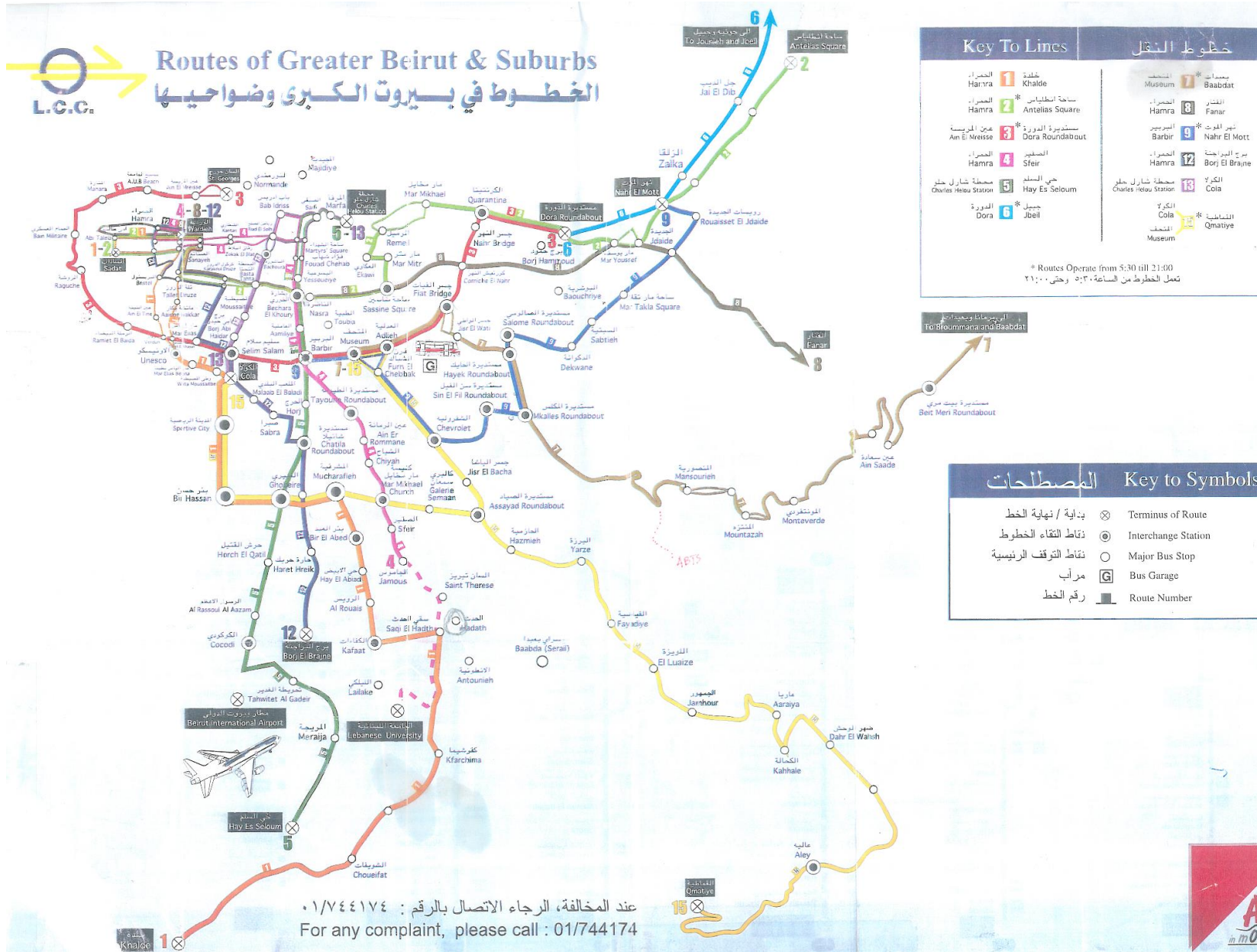
On the map you will find 11 routes, each route in a different color, I will site them below to make reading the map easier:

- **Bus number 1: From Hamra To Khalde**
- **Bus number 2: From Hamra To Antelias**
- **Bus number 3: From Ain El Mreisse To Dora**
- **Bus number 4: From Hamra To Sfeir**
- **Bus number 5: From Charles Helou Station To Hay El Selloum**
- **Bus number 6: From Dora To Jbeil**
- **Bus number 7: From Museum To Baabdat**
- **Bus number 8: From Hamra To Fanar**
- **Bus number 9: From Barbir To Nahr El Mott**
- **Bus number 12: From Hamra To Borj El Brajne**
- **Bus number 13: From Charles Helou Station To Cola**

The Public Works and Transport Ministry is devising a strategy for managing the sector in Lebanon by purchasing 250 new buses to operate on 20 routes inside Beirut while linking it with stations in other areas such as Tripoli, Sidon and Chtaura, according to the head of the parliamentary commission for Public Works, Energy, Water and Transportation.

MP Mohammad Qabbani said during a meeting to discuss this issue Tuesday that 200 buses would be dedicated to Beirut while the other 50 would work in between other governorates.





Beirut's New Sightseeing Bus Service

Beirut joined 100 cities in 30 countries, including places like New York, Dubai, Barcelona and Berlin, all offering a fun and convenient way to explore a city's top attractions, heritage sites and hidden gems.

"It's an honor to be the pioneer of using this hop-on hop-off concept in Lebanon," founder and CEO of City Sightseeing Lebanon Viviane Nasr said at the launch. "I'm really thankful to City Sightseeing for supporting me and I'm sure it will be a great success in the city and an amazing way to showcase the country."

The open-top double-decker buses will pass by 15 stops, such as Raouche Rock, the Roman Baths, St. Elias Cathedral and the St. Nicholas Steps. Passengers can choose to hop-on or off at any stop during the day, with buses taking the 90-minute tour route every half hour. For those wanting to stay onboard, the buses are equipped with pre-recorded commentary in six languages.

"Everyone who has visited Beirut has fallen in love with this beautiful city, with the diversity of its culture, the richness of its history and the welcoming, fun-loving people," Nasr added. "City Sightseeing is giving...a beautiful and unique touristic concept that didn't exist in Lebanon before."

Plans to run the service throughout the country and expand to Byblos, Jeita and the Harissa cable car are already in the pipeline. Those interested in getting on board may purchase either a 33 USD ticket for 24 hours or a 48-hour ticket for 53 USD. Tickets include a guided walking tour of Downtown on Saturdays and free admission to the National Museum.



Taxis and services

In order to get from one place to another, people can either use a service or taxi. A "service" is a lot cheaper than a "taxi" as the passenger would be sharing the cab in the first place unlike the latter, where he would have the cab to himself. Cabs can be recognized by their red license plates (indicating that it is licensed for public transportation).

Types of taxis in Lebanon

- **Service-Taxi Taxi**
 - **Local:** LBP 2000 (\$1.33) per person or LBP 4000 (\$2.66) per person depending on how close/far the destination is. Prices within Beirut could vary depending on traffic and distance but overall should not exceed LBP 4000 per person (Maximum of LBP 5000 for Beirut outskirts). However, the driver could ask for more if the passenger intends to go to an area with high traffic like Hamra Street.
 - **Long Distance:** Starts from LBP 5,000 (\$3.33) and goes up from there. For example, from Beirut to Sidon, the drivers usually charge in between LBP 50,000 (\$33.33) and LBP 75,000 (\$50).
- **Traditional Taxis:** The driver must not pick up additional passengers. Most of these taxis are not equipped with meters, so it is important to negotiate the fare before embarking. The regular taxi fare starts at LBP 10,000 (\$6.66).
- **On-call taxis:** Pick up people who have pre-booked by phone. They don't respond to hails in the street. They don't have a meter so passengers should ask the operator the price when they are booking the taxi, and double check with the driver at the end of the journey.
- **Transportation network companies:** Uber, a transportation network company operates in Beirut and quotes the fare before the ride is accepted.



Figure IV.6: Principle for Public Urban Transport

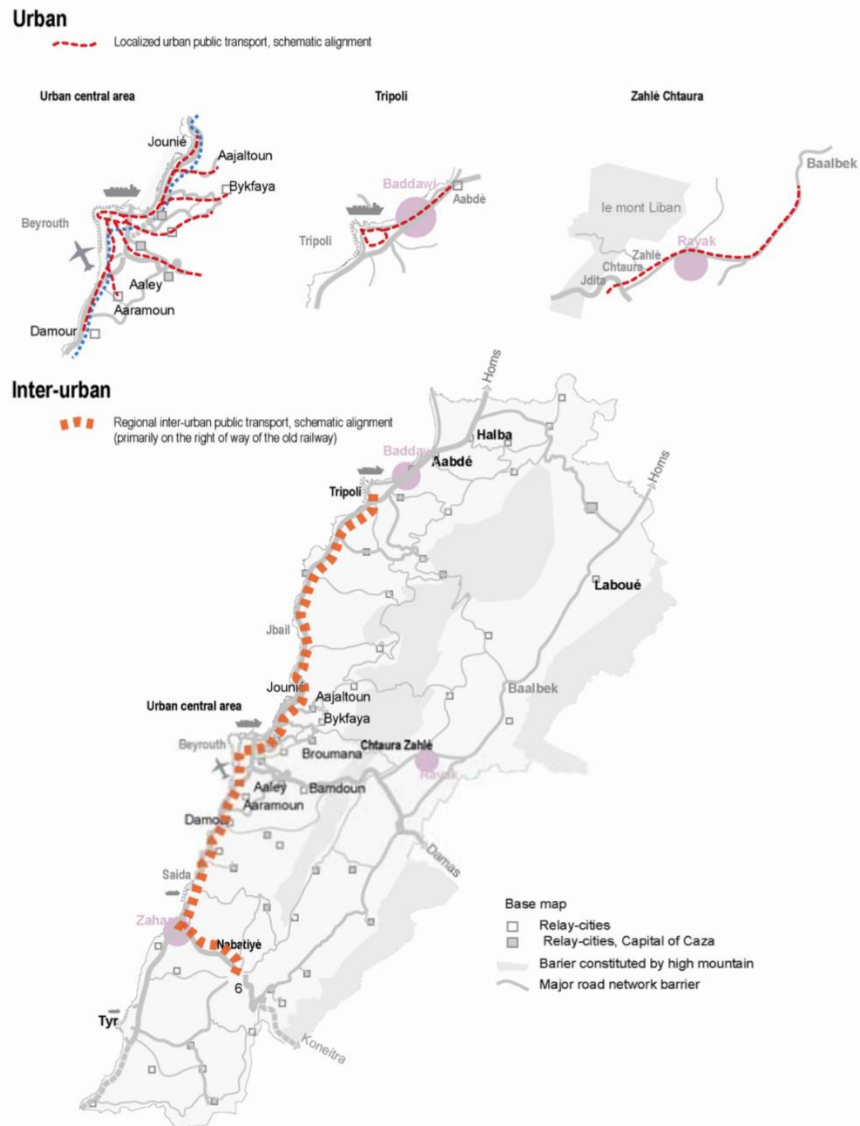
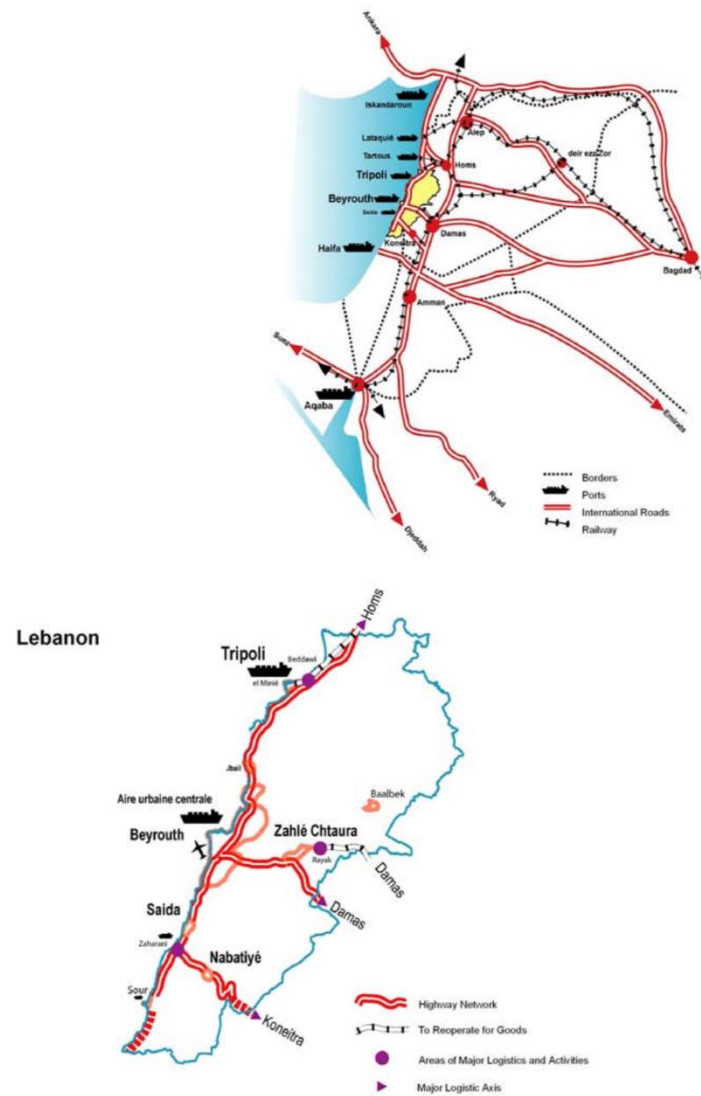


Figure IV.4. Principles of transportation of goods



Quality of life in Lebanon

Invest in Lebanon and enjoy the most hospitable MENA destination for business, culture and leisure with a Mediterranean climate, cosmopolitan lifestyle and a variety of touristic attractions and activities across breath-taking natural landscapes. Strategically located at the intersection of Europe, Asia and Africa, Lebanon can provide companies easy access to regional and global markets. Lebanon also boasts state-of-the-art health care services, internationally renowned for the quality medical centers and staff. A historic melting pot for multiple civilizations, Lebanon is a small, multilingual haven of culture and diversity that is worth the journey. Lebanon, with its official non-interventionist stance toward private investments, offers one of the most liberal investment climates in the Middle East. The economic openness of the country is harnessed through the absence of legal restrictions on the entry or exit of many firms, encouraging free market competition and furthering the development of the private sector. Liberal trade and investment policies have allowed foreign direct investments to account for a considerable share of Lebanese GDP.

Lebanon is among the most hospitable Mena destinations for tourism & leisure

1. In 2016, Beirut ranked 1st International city for food by Travel & Leisure.
2. In 2016, Byblos was crowned Arab Tourism Capital by the Arab Council of Tourism and crowned as the best touristic city in Arab states for 2016.
3. In 2013, Beirut made it as one of the Best Top 25 Cities in the World by Condé Nast Traveler.
4. In 2009, The New York Times recommended Beirut as the number one place to visit among 44 destinations worldwide.
5. 5 Sites Inscribed On The World Heritage List: Anjar, Baalbek, Byblos, Wadi qadisha and the forest of the cedars of God and Tyre.
6. Lebanon hosts over 15 international music and entertainment festivals during the summer season.
7. In 2018, the Vatican reintroduced Lebanon to its list of worldwide pilgrimage destinations.

Lebanon makes for a desirable place to live and to do business, thanks to its rich culture, its high quality education, and its pleasant lifestyle.



Culture and health: Invest in Lebanon and enjoy the most hospitable MENA destination for business, culture and leisure with a Mediterranean climate, cosmopolitan lifestyle and a variety of touristic attractions and activities across breathtaking natural landscapes. Strategically located at the intersection of Europe, Asia and Africa, Lebanon can provide companies easy access to regional and global markets.

Top-notch education: Lebanon ranks among the best countries for education in the Middle East. Some of its top-notch universities attract students from around the world and are globally renowned.

1. Best Arab university: American University of Beirut (AUB)
2. 18th globally for the Overall Quality of Education
3. 6th globally for the Quality of Math and Science Education
4. Multilingual population: Arabic, French, English
5. 54.1% of students learn French as a second language and 45.1% learn English as a second language

Fun, discovery and leisure: There is a reason why Lebanon is a top tourist destination! Here, there is something for every taste: Ruins and relics of ancient civilizations for history lovers, the picturesque Mediterranean Sea and mountainous regions for adventurers, festivals, concerts, and night-clubs for partygoers, and an exceptional culinary culture for gourmets.

1. Beirut among 25 best cities in the world
2. Jbeil crowned Arab tourism capital for 2016
3. Beirut, first international city for food
4. Beirut ranked #3 on the top list of nocturnal cities 2011



Lebanon Important Sightseeing

Baalbek

Located about 85 kilometers northeast of Beirut and 35 kilometers northeast of Zahle, Baalbek is a rugged but friendly modern place and home to the world-class and most impressive must-see of Lebanon: The UNESCO-recognized Roman archeological site. Dominated by Shi'ites, this relatively poor and traditional town is the administration center of the northern Beqaa Valley, yet better known as one of the Hezbollah strongholds in the country.

The city was renamed Heliopolis, meaning 'city of the sun'. Heliopolis became a Roman colony under Julius Caesar in 47 BC, who named the city after his daughter Julia. During this period, the city - with its huge temples - became one of the prime places of worship of the Roman Empire.

Aanjar

Located about 60 kilometers from Beirut and named after the spring one kilometer east, Aanjar is a tranquil and pleasant small village situated against the backdrop of the anti-Lebanon Mountains.

Its main inhabitants are Armenians who fled Turkey in 1915 during the Ottoman genocide or were grouped here in 1939, after the country took over their territory from the French. During the Civil War, Aanjar was an important base for the Syrian troops. Aanjar's most important attraction is the impressive Umayyad site. In addition, the village is a lovely place to enjoy a lunch or dinner in one of its restaurants, where excellent Lebanese mezze is served.

Deir el-Qamar

Signifying Monastery of the Moon, Deir el-Qamar is a small and charming Christian town located in a serene environment just a one hour away from Beirut. In 1590, Deir al-Qamar became the capital of Mount Lebanon after a water shortage in Baaqline forced Fakhr el-Dine Maan II to shift his power base to another location. At the beginning of the 19th century, after the migration of Emir Shehab II, Deir el-Qamar slowly lost its position to Beiteddine. For the Druze, the town remained the center of their feudal power during the 19th century and between 1841 and 1860, it became the scene of bloody conflicts between the Druze and the Christians.



Beiteddine Palace (House of Faith)

The construction of the Beiteddine Palace (+961 (0)5 500 077 / 503 650) started in 1806, when Emir Bashir Shehab II, the governor appointed by the Ottomans, decided to leave Deir el-Qamar and move to a safer haven in Beiteddine. He hired Italian architects and artisans from all over Syria and after 30 years of construction, the palace was finished in 1818. Emir Bashir Shehab II kept residence there until 1840, when he was forced into exile to Turkey after turning against the Ottomans. Destroyed during Israeli invasions, the palace was renovated in 1984, a process initiated by Walid Jumblatt, who renamed it The Palace of the People.



Byblos

Byblos is a charming and laid-back village situated on the shore about 40 kilometers north of Beirut. It has a picturesque ancient fishing harbor and an attractive and quiet historical center; at some places surrounded by old walls. With its 7,000 years of history, Byblos - known as Gibal in the bible - received the UNESCO World Heritage Site status in 1984. Around 3000 BC, it was the most important port in Lebanon with the Canaanites as its first known merchants, exporting cedar wood to Egypt in exchange for gold and linen; a position that was lost to Saida and Tyre during the first millennium BC.



Jeita Grotto

The astonishing nine kilometers long cave of Jeita Grotto has some splendid and stunning rock formations and is filled with beautiful stalactites and stalagmites - a must see if you visit Lebanon. During the Civil War, the Lebanese Forces used the cave as a munition storage facility. After 15 months of reconstruction, the badly damaged site reopened in 1995. The cave has two levels that can be visited. The upper grotto, reachable by cable car or a Disney-like train, provides a 750-meter long walking tour and is definitely the most interesting part.



Mleeta

Located in a mountainous area about 30 kilometers southeast of Saida, between Ain Bousouar and Jba`a, Mleeta - the so-called Hezbollah museum - was opened in 2010. From the first withdrawal of the Israeli occupation in 1985, until its final withdrawal in 2000, this 60,000 square meter area served as the strategic and military base of the resistance against Israel.

The museum was created in memory of the faith, endurance and free will of men (the mujahideen), fighting against the Israeli occupation of their country. Symbolizing the defeat, it displays captured Israeli tanks, Jeeps, helicopter parts, bombs, weapons and other Israeli army equipment.



Qadisha Valley

The Qadisha Valley, a UNESCO World Heritage site, is a must see in Lebanon. Located in a deep gorge, it stretches for 50 kilometers all the way from al-Koura to Bcharre. With its spectacular scenery, the valley houses the first Christian monasteries and (cave) churches of Lebanon.

Virtually inaccessible to hostile armies, it served as the ideal refuge for religious minorities and this is how it started to become the most important Maronite settlement region. To explore the Qadisha Valley, you will need about a full day.



Saida (Sidon)

Located about 45 kilometers south of Beirut and Lebanon's southern commercial and governmental center, Saida is a pleasant and laid-back port city. Unfortunately, many of its Phoenician remnants have been lost to fire and theft or reside under newly constructed buildings. In the Old Testament, Saida is referred to as the first born of Canaan, the ancestor of the tribes who originally occupied the ancient land of Canaan (nowadays Lebanon, Palestine, western Syria and parts of Jordan). Around 1200 BC, it was one of the most important Phoenician cities, internationally famous for its blown glass and purple dye extracted from murex (molluscs).



Shouf Cedar Reserve

Situated about 60 kilometers from Beirut, the Shouf Cedar Reserve is known as the largest nature reserve in Lebanon. It is home to about 25% of all cedars in Lebanon, divided over three forests: the Barouk forest, covering over 400 ha, the Ain Zhalta Forest and the smallest but oldest forest of Maasser al-Shouf. A fourth, non-cedar forest called Niha, is located in the south of the reserve.

Since 1996, the Shouf Cedar Society, having its main office in Maasser al-Shouf, protects the area and runs activities such as guided hikes, trekking and eco-tourism trips. In 2005, the area received the status of a protected Biosphere Reserve by UNESCO.



Tripoli (Trablos)

Located 85 kilometers north of Beirut, Tripoli is the country's second largest city and one of the most traditional places in Lebanon. Predominantly Sunni, it is a friendly and lively place with most remains dating from the Mamluk period. Its name is Greek for 'three cities', referring to the three trading areas of Saida, Tyre and Arados that Tripoli used to be part of during Persian times.

Although its first settlement goes back to the 14th century BC, the prosperity of Tripoli started during the Phoenician period in the ninth century BC. Unfortunately, few traces from this period remain. Like Saida and Tyre, its earliest inhabitants were Assyrians, Persians, Greeks, Romans and Byzantines.



Tyre (Sour)

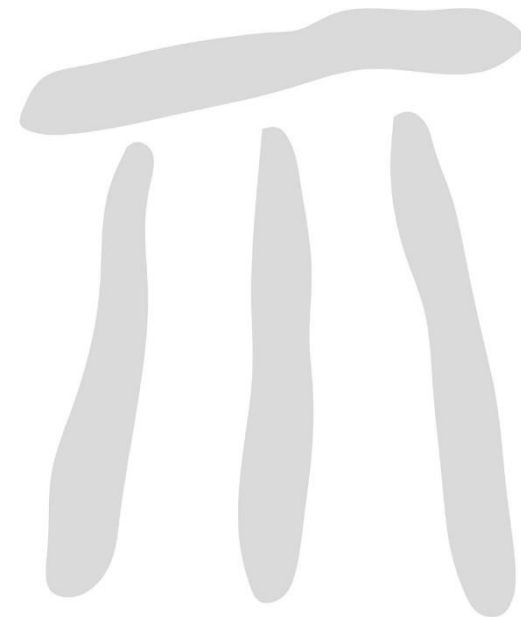
Located about 80 kilometers (1.5 hour drive) from Beirut and 40 kilometers from Saida, the old and pleasant port city of Tyre used to be a flourishing international trade center and has a rich history. Although nowadays it is one of the least economically developed cities of Lebanon, few yet important traces of its golden past remain.

The history of Tyre goes back about 5,000 years, starting with Egyptian influence in the 14th century BC, yet the actual power and wealth of the city commenced in the 10th century BC under the rule of King Hiram I. His close connection with King Solomon and David helped develop trade of cedar wood, gold and other luxury goods to Jerusalem, Arabia and Africa. As in Saida, the purple dye extracted from murex (molluscs) brought the city great prosperity.



Chapter Two: Introduction to Baabda District

1. Location to Baabda District
2. Demography
3. Baabda Palace
4. Map of Baabda District

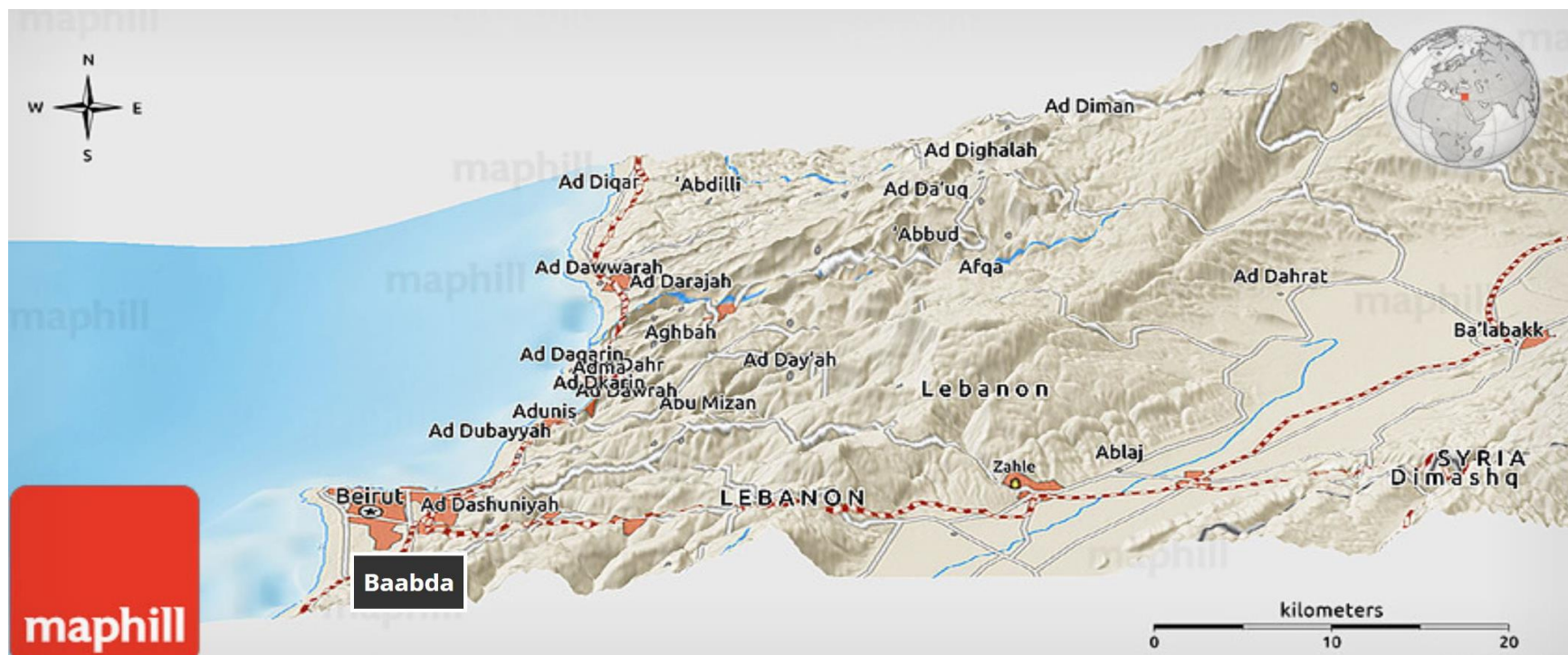


Introduction to Baabda District

Baabda District (Arabic: قضاء بعيدا, transliteration: Qada' Baabda), sometimes spelled B'abda, is a district (qadaa) of Mount Lebanon Governorate, Lebanon, to the south and east of the Lebanon's capital Beirut. The region is also popularly known as "Southern Matn" (المتن الجنوبي, transliteration: al-Matn al-Janoubi), as distinct from Matn District, which is popularly known as "Northern Matn" (المتن الشمالي; transliteration: al-Matn ash-Shimali). The capital of Baabda District is the city of Baabda.

Demographics

The inhabitants of the Baabda district are mainly Maronite Catholics, Shi'a Muslims and Druze. The Maronites are the largest group, followed by Shi'a Muslims and Druze. However, Sunni Muslims, Melkite Catholics and Orthodox Christians also inhabit the area. It is important to note that Shi'ite Muslims in the Baabda district mostly inhabit the coastal area of the district which lies directly south of Beirut. This area is also known as "Dahieh" or the southern suburbs of Beirut. The Druze on the other hand, live in the mountainous area further inland.



Baabda Palace

Baabda Palace (French: Palais Présidentiel de Baabda), (Arabic: قصر بعيدا), also known as Qantari Palace, is the official residence of the President of Lebanon. The palace was built in 1956 on a hill in the mountain town of Baabda overlooking the Lebanese capital, Beirut. The first President to reside in it was President Charles Helou.

Historic

Baabda Palace is the official residence of the President of Lebanon. Built during the 1960s it is situated on a hill in the mountain town of Baabda overlooking Beirut and the first president to reside here was H.E. President Charles Helou.

Visit the presidential palace

Lebanese citizens and foreigner guests who wish to see the Presidential Palace and get acquainted with the activities of the institution of the President are offered free-of-charge tours

Guided tours are organized on visitors the first Saturday of every month starting June. Looking at the pictures, it is definitely worth a visit.

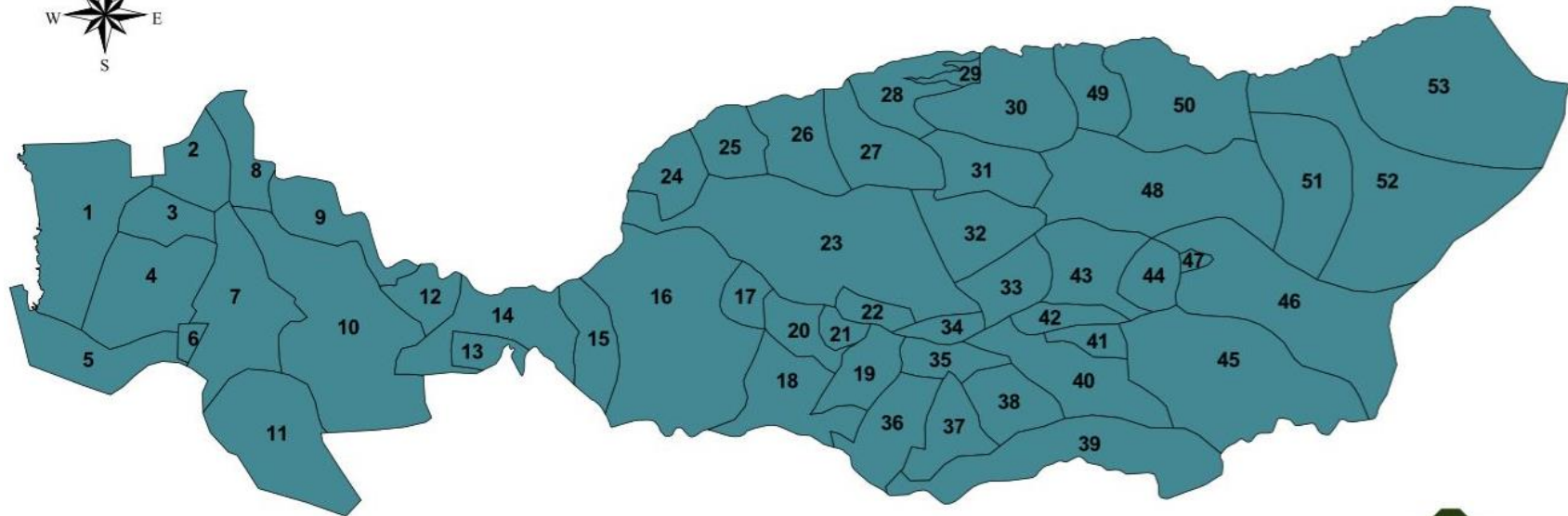
The first Saturday of every month, beginning in June, will be an opportunity for people to visit the presidential palace in Baabda. Visiting times will be from 9 a.m. until 2 p.m.

The guided visit includes the office of the president, notable halls and the gardens among other locations. Those interested in making a visit may consult: www.presidency.gov.lb for further details.

At least three weeks are needed to process applications for a visit



District in Mount Lebanon Governorate, Lebanon



- 1- Bir Hassan
- 2- Chiyah
- 3- Haret Hreik
- 4- Borj El Brajneh
- 5- Tahouitat el Ghadir
- 6- Lailaki
- 7- Hadath
- 8- Forn Ech Chebbak
- 9- Hazmiye
- 10- Baabda
- 11- Kfar Shima
- 12- Mjadeaa
- 13- Louaize
- 14- Jamhour
- 15- Aaraiya
- 16- Chouit
- 17- El Aabadiyeh
- 18- El Hlaliye
- 19- Baalchmay
- 20- Roueissat El Ballout

- 21- mazraet El Mzeira
- 22- Deir Khouna
- 23- Ras EL Metn
- 24- Qortada
- 25- Zandouka
- 26- Ksaibeh
- 27- El Kneisse
- 28- El Aarbaniye
- 29- Dlaibe
- 30- Salima
- 31- Arsoun
- 32- Deir El Harf
- 33- Btebiat
- 34- El Chmeice
- 35- Ktale
- 36- Ras El Harf
- 37- El Graye
- 38- Qoubbey
- 39- Ain Saoufar
- 40- Chbaniyeh

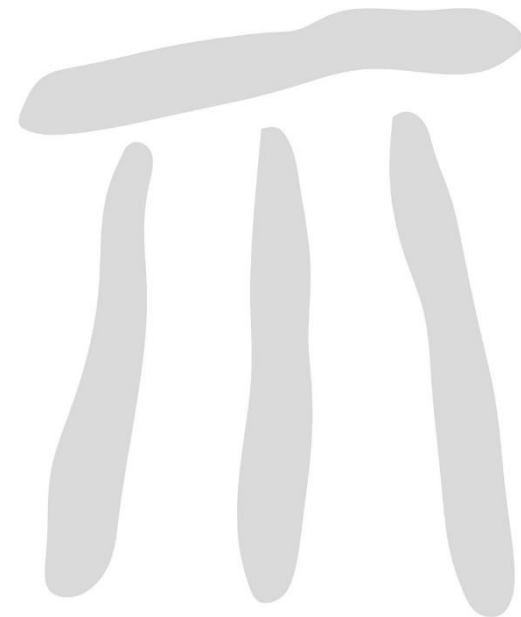
- 41- El Khraibe
- 42- Bmariam
- 43- Btekhmay
- 44- El Qalaa
- 45- Hammama
- 46- Falougha
- 47- El Khalouat
- 48- Qornayel
- 49- Hasbaya
- 50- Bzebdine
- 51- Jouar El Haouz
- 52- Kfar Selouane
- 53- Tarchich



localiban
مركز المعلوماتية للتنمية المحلية

Chapter Three: Introduction to Falougha

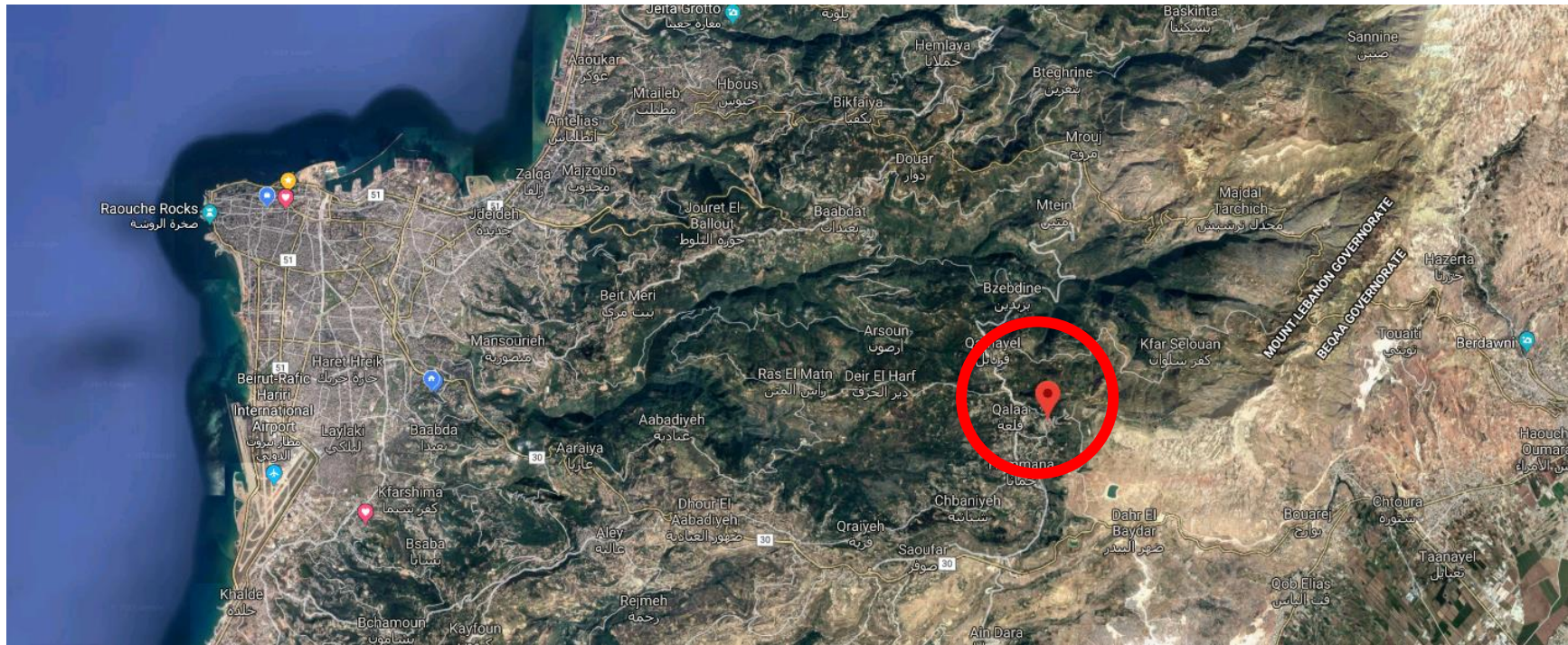
- 1. Location of Falougha**
- 2. Aerial Photos of Falougha**
- 3. Weather Average in Falougha**
 - a. Temperature Graph
 - b. Rainfall Graph
 - c. Daylight Graph
- 4. Things to do in Falougha**
 - a. Hiking in Falougha
 - b. Biking in Falougha
 - c. Ralling in Falougha
 - d. ATV Ride in Falougha
 - e. Off-road in Falougha
- 5. Hotels and Restaurants in Falougha**
 - a. Sohat Village Resort
 - b. Rami Hotel
 - c. Qaser al Wadi – Valley Hotel
 - d. Cherrylane Restaurant and Bar



Introduction of Falougha

Falougha - Khalwat Falougha (Arabic: فالوغا) is a municipality in the Baabda District of Mount Lebanon Governorate, Lebanon. The municipality consists of the villages of Falougha and Khalwat Falougha. It is 35 kilometers east of Beirut.

Falougha - Khalwat Falougha has an average elevation of 1,250 meters above sea level and a total land area of 1,563 hectares.[1] In 2016, Falougha had 3,400 registered voters while Khalwat Falougha had 600.



There is a public school in the village with 150 students as of 2016 and a local hospital with thirty beds. There are seven companies that each employ over five employees operating in Falougha. Falougha has a mixed population of Druze and Christians from the Maronite, Melkite (Greek Catholic) and Greek Orthodox denominations, while Khalouat Falougha's inhabitants are entirely Druze.

Location of Falougha

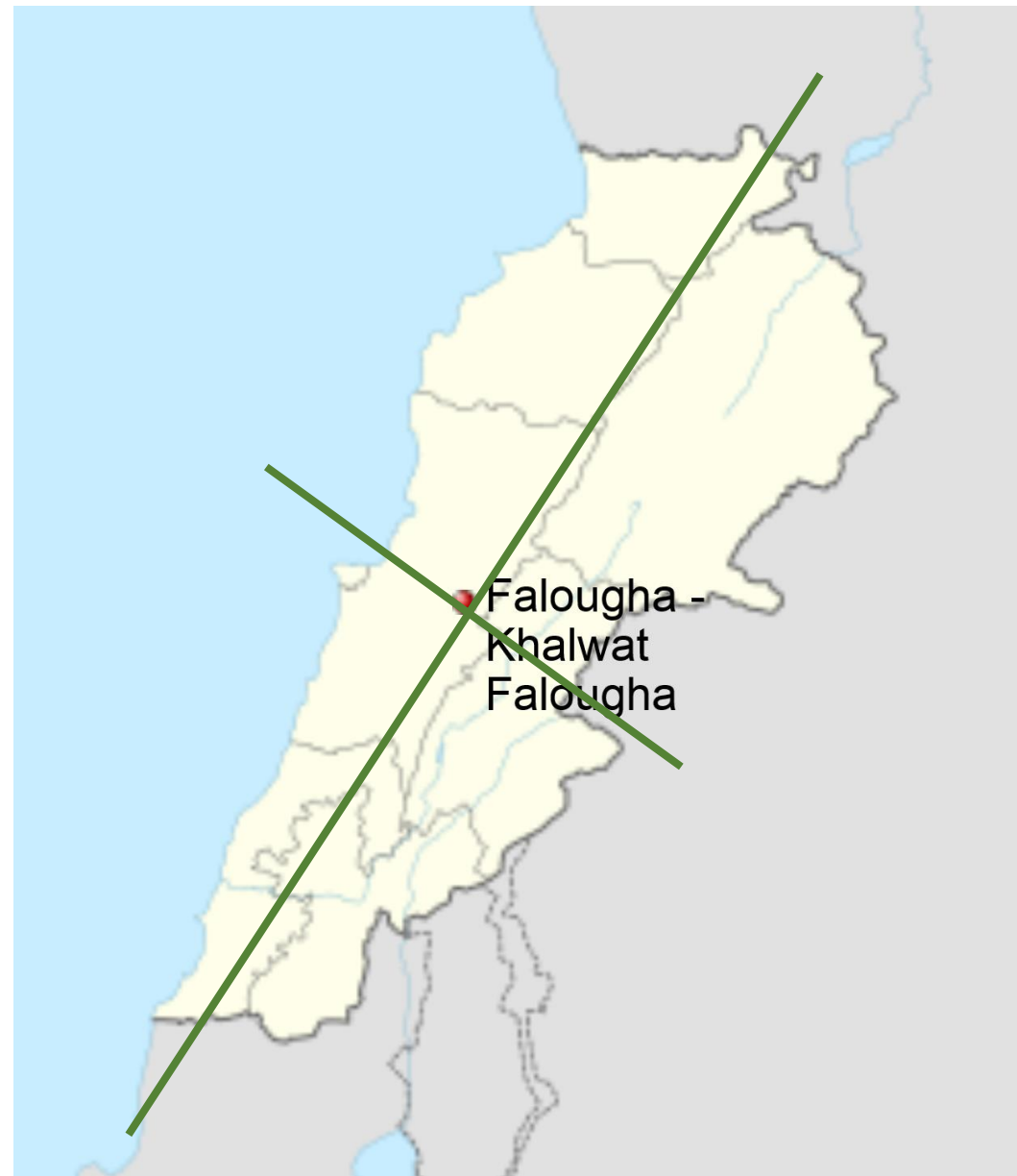
It is located in the middle of Lebanon, It is 35 kilometers east of Beirut. Falougha - Khalwat Falougha has an average elevation of 1,250 meters above sea level and a total land area of 1,563 hectares.

Falougha is a mixture of a typical Lebanese village, where you can enjoy the magic of its nature and the extreme hospitality, and a small city where you can enjoy the night life and the smooth entertainment environment.

It is a four seasons resort, changing colors from yellow tint in autumn, to mostly white in winter, to multi-colored in spring and dark green in summer.

Falougha is a peaceful village of Mount Lebanon that illustrates the Lebanese archetypal summer resort. Two winter rivers intersect the village which is known for its water sources and green hills, dotted with a wide variety of trees and furrowed by hiking trails.

The village has preserved its traditional 19th century appearance, with its many red-tiled stone houses, including the old seraglio whose pork,tal combines Levantine and Italian influences. Falougha is synonymous with adventure and discovery.



Ariel Photos for Falougha















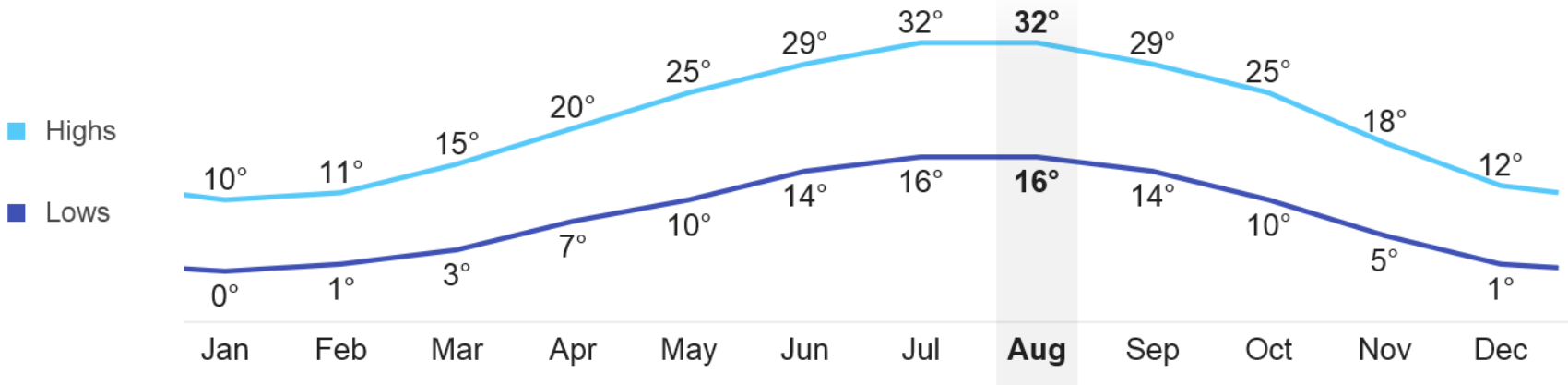




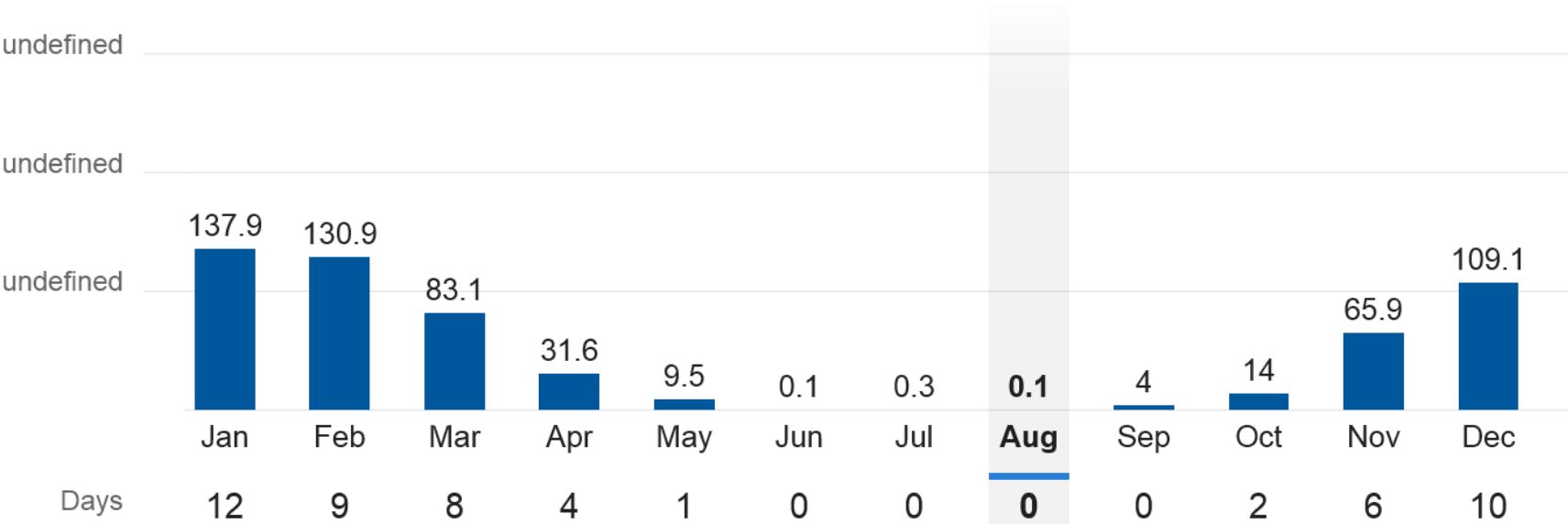
Weather averages in Falougha

Month	High / Low(°C)	Rain
December	12° / 1°	10 days
January	10° / 0°	12 days
February	11° / 1°	9 days
March	15° / 3°	8 days
April	20° / 7°	4 days
May	25° / 10°	1 day
June	29° / 14°	0 days
July	32° / 16°	0 days
August	32° / 16°	0 days
September	29° / 14°	0 days
October	25° / 10°	2 days
November	18° / 5°	6 days

Temperatures (°C)

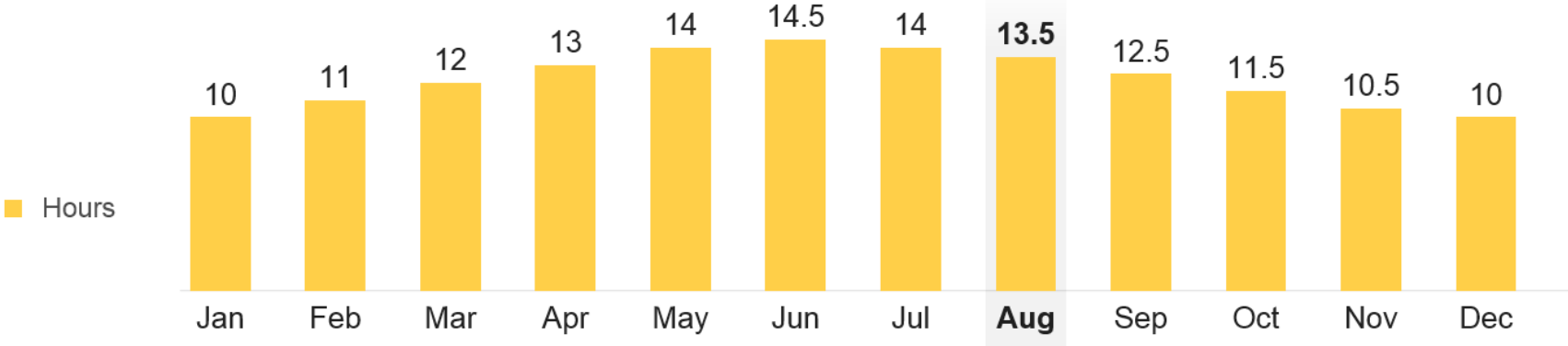


Rainfall (millimeters)



Days	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Days	12	9	8	4	1	0	0	0	0	2	6	10

Daylight



Things to do in Falougha

Hiking in Falougha

Falougha is a quiet and serene village in Mount Lebanon located away from the city hustle and bustle. It's an ideal summer resort and home for the first Lebanese flag that was erected on its mountain. The origin of the name Falougha is Syriac and means "divide" symbolizing the two Winter Rivers that divide the village.

Hiking in Lebanon is a highly invigorating and fun outdoor activity that people of different fitness levels, ages, and backgrounds are practicing on Sundays. Hiking groups can comprise from 20 to 120 people and are a great way to escape the crowd of the city, to network, meet new people and make new friends, all this while getting out of the confines of your four walls, and getting to know the true Green Lebanon.

The municipality consists of the villages of Falougha and Khalwat Falougha. It is 35 kilometers east of Beirut. Falougha - Khalwat Falougha has an average elevation of 1,250 meters above sea level and a total land area of 1,563 hectares



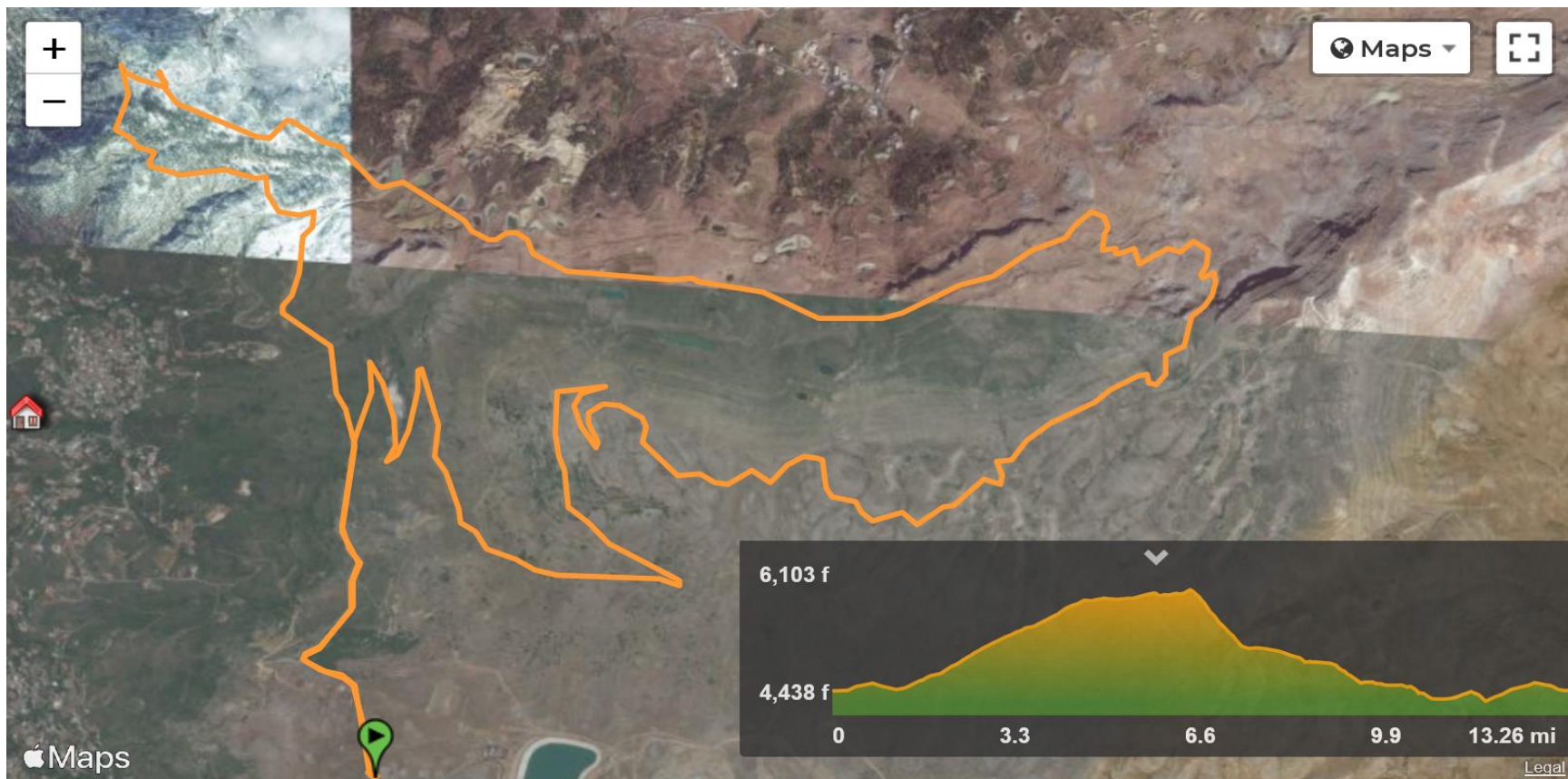
Hiking outdoors has plenty of perks: nice views, fresh air, and the sounds and smells of nature. It's good for you, too. Hiking is a powerful cardio workout that can:

- Lower your risk of heart disease
- Improve your blood pressure and blood sugar levels
- Boost bone density, since walking is a weight-bearing exercise
- Build strength in your glutes, quadriceps, hamstrings, and the muscles in your hips and lower legs
- Strengthen your core
- Improve balance
- Help control your weight
- Boost your mood. "Research shows that hiking has a positive impact on combating the symptoms of stress and anxiety," says Gregory A. Miller, PhD, president of the American Hiking Society. "Being in nature is ingrained in our DNA, and we sometimes forget that."



Biking in Falougha

Looking for a bit of wind in your hair and lots of open spaces? Take a ride to the scenic village of Falougha with ANB Motorcycles' on-road and off-road teams. Your meeting point will be Piaggio Group Showroom in Jal El Dib. We'll start you off with a light snack, coffee, and a short briefing session. Then it's off to Falougha, through the villages of Sohat, Baabdat, Bologna, Majdel Tarchich and Tarchich. In Falougha, a delicious barbecue and KTM's Off-Road Division awaits you. Mountainous course (1450m to 1850m above sea level) of just over 21 km. Beginning by the road, to warm up to the factory Sohat then climb 7km on a fairly wide and stony track. The descent here is on a steeper and stony slope too. Before joining down a fast path leading under the pines, one can go deeper into this small forest before returning by the road. Parking is along a military base of the Lebanese army that sometimes exercises with explosions the noise can be confusing.





Rallying in Falougha

Rally is a form of motorsport that takes place on public or private roads with modified production or specially built road-legal cars. It is distinguished by running not on a circuit, but instead in a point-to-point format in which participants and their co-drivers drive between set control points (special stages), leaving at regular intervals from one or more start points. Rallies may be won by pure speed within the stages or alternatively by driving to a predetermined ideal journey time within the stages.

Falougha always hosts a rally competitions between drivers all around Lebanon, Rally of Lebanon (known originally as the Rally Montagne) is the only tarmac rally of the Middle East Rally Championship, organised by the ATCL (Automobile et Touring Club du Liban). The rally was first held in 1968.





ATV Ride in Falougha

Adventures in Middle East is excited to pronounce that our upcoming event will be one to give you that high adrenaline rush that we all long for. Falougha, which is located in Mount Lebanon, is a traditional summer resort, ideal for those seeking a quite vacation away from the city.

Its main attraction is the 19th century Serail that combines oriental and Italian styles. The town is famous for its fresh water springs and its green hillsides, covered by a variety of trees. However, our event will be far from 'a quite vacation'!

- **Our day**
 - Our day will begin at our meeting point at Futroscope parking, Sin El Fil, at 8:00 am, Sunday 12th June, where we will then begin our journey to the beautiful town of Chbanieh. Upon our arrival, ATV's will be waiting for us, and our 4 hours exhilarating, ATV ride will begin! We will ride through the mountains, reaching a peak of 1800m!
 - A barbecue will then be prepared by the team and by you! The barbecue will consist of the traditional Lebanese food, which is sure to satisfy you! After resting, and enjoying some spare time for you to mingle and experience the wonderful nature around you, we'll head back to the ATV'S! Yes, the ATV'S are yours for the whole day!

- **You will need to bring:**
 - A hat
 - Sunglasses
 - Snacks ex. light chocolate bars, fruits
 - A CAMERA! To capture all those unforgettable moments, a picture is worth a thousand words after all!

- **Price:**
 - \$ 100 for a sharing ATV
 - \$ 125 for your own ATV

- **Price includes:**
 - Transportation
 - Breakfast and beverages (Manakeesh and juice)
 - Full day ATV use
 - Lunch
 - Insurance fees



Off-road in Falougha

Off-roading is the activity of driving or riding a vehicle on unsurfaced roads or tracks, made of materials such as sand, gravel, riverbeds, mud, snow, rocks, and other natural terrain. Types of off-roading range in intensity, from leisure drives with unmodified vehicles to competitions with customized vehicles and professional drivers. Off-roaders have been met with criticism for the environmental damage caused by their vehicles. There have also been extensive debates over the role of government in regulating the sport, including a Supreme Court case brought against the Bureau of Land Management.

Recreational off-roading

Some examples of recreational off-roading include the following:

- **Dune bashing:** A Large sport utility vehicle such as the Toyota Land Cruiser is an example of vehicle used (however, light weight vehicles often fare better in the extremely soft sand found on sand dunes). Vehicles driven on dunes may be equipped with a roll cage in case of an overturn; similar to auto-racing, experience and skill is required to maneuver the car and prevent accidents.
- **Off-road racing**
 - **Desert racing:** High-speed racing in the open desert includes chases and racing on a rough desert terrain with numerous pots and bumps at the maximum speed. Drivers mostly use RWD and 4WD trucks with long-travel suspension, wide stance on the front and large tires (typically 33"- 39") which allows maintaining optimal stability at the high speed. This type of trucks is often called Prerunner.
 - **Rock racing:** Rock Racing is very similar to rock crawling in the fact that the vehicles are driven over rocks, the difference is that there are no penalties for hitting cones, backing up or winching as is done in rock crawling. Rock racing also involves a degree of high-speed racing not seen in typical rock crawling
- **Green laning:** Green laning (or two-tracking) is a leisure pursuit, generally suitable for any four-wheel-drive vehicle, even those without modifications or additional equipment. The term green lane refers to the fact that the routes are predominantly along unsurfaced tracks, forest tracks, or older roadways that may have fallen into disuse.
- **Mudding:** Mudding is off-roading through an area of wet mud or clay. The goal is to drive through as far as possible without becoming stuck. There are many types of tires that are recommended for this activity. Some tires are balloon tires, mud-terrain tires and paddle tires. This activity is very popular in the United States, although it is illegal on public land due to the environmental impact.
- **Rock crawling:** Rock crawling is a category of off-roading. Vehicles used for rock crawling are usually modified with different tires, suspension components that allow greater axle articulation, and changes in the differential gear ratio in order to obtain characteristics suitable for low speed operation for traversing obstacles. It is common for a rock crawler to have a "spotter", who is an assistant on foot by the vehicle to provide information to the driver about the areas out of sight to the drive.



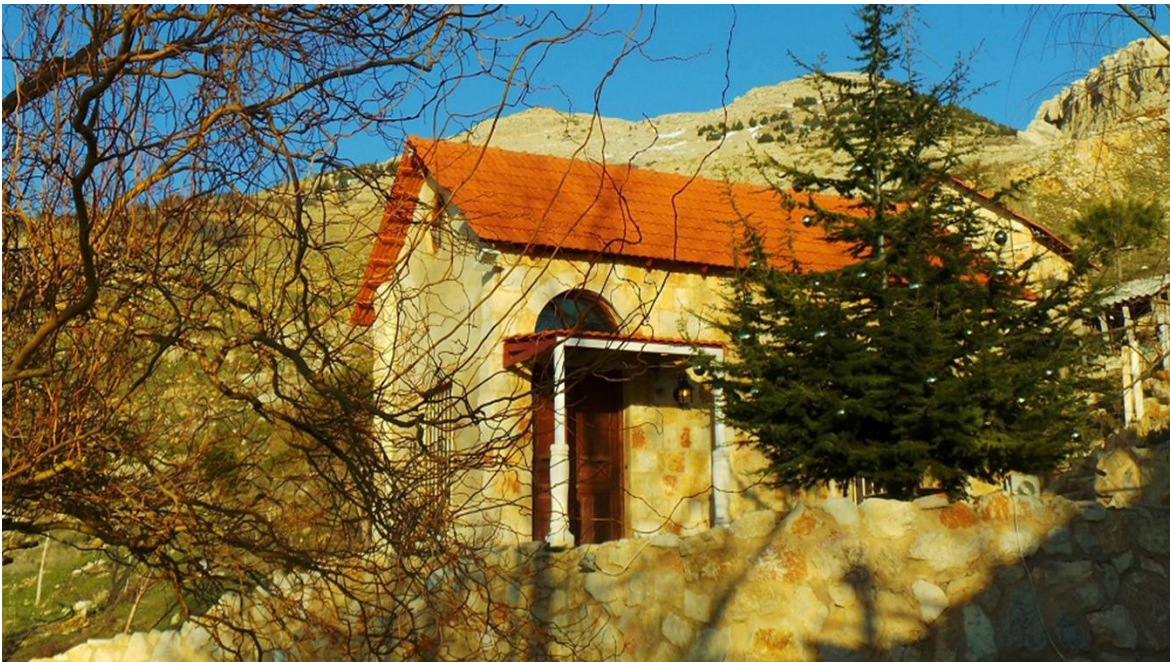
Hotels and Restaurants in Falougha

Sohat Village Resort

Sohat Village Resort is a pristine vacation retreat and is a 25-minute drive away from Beirut and 24 km from Rafic Hariri Airport. Free WiFi access is available in this resort. The Lebanon Mountain trail passes right through the resort where hiking, strolling and other outdoor activities can be offered.

Each chalet will provide a panoramic sea and mountain view overlooking the La Martine Valley. It comes with a flat-screen TV, a wood burning fire place and a patio. Complete with a refrigerator, the dining area also has a dining table. The bathroom comes with a bath or shower. Guests can enjoy an authentic **Lebanese cuisine and a diverse international healthy menu options at the resort's restaurant.** At Soha Village Resort you will find a 24-hour front desk, a garden and a terrace. Other facilities offered at the property include a shared lounge and a children's playground. The property offers free parking.

Embraced by Al Knaiseh Mountain and overlooking the Majestic La Martine Valley, our accommodations invites you to indulge in a sensory experience that will leave you with treasured memories.



Rami Hotel - cuisine International, Lebanese, and Chinese

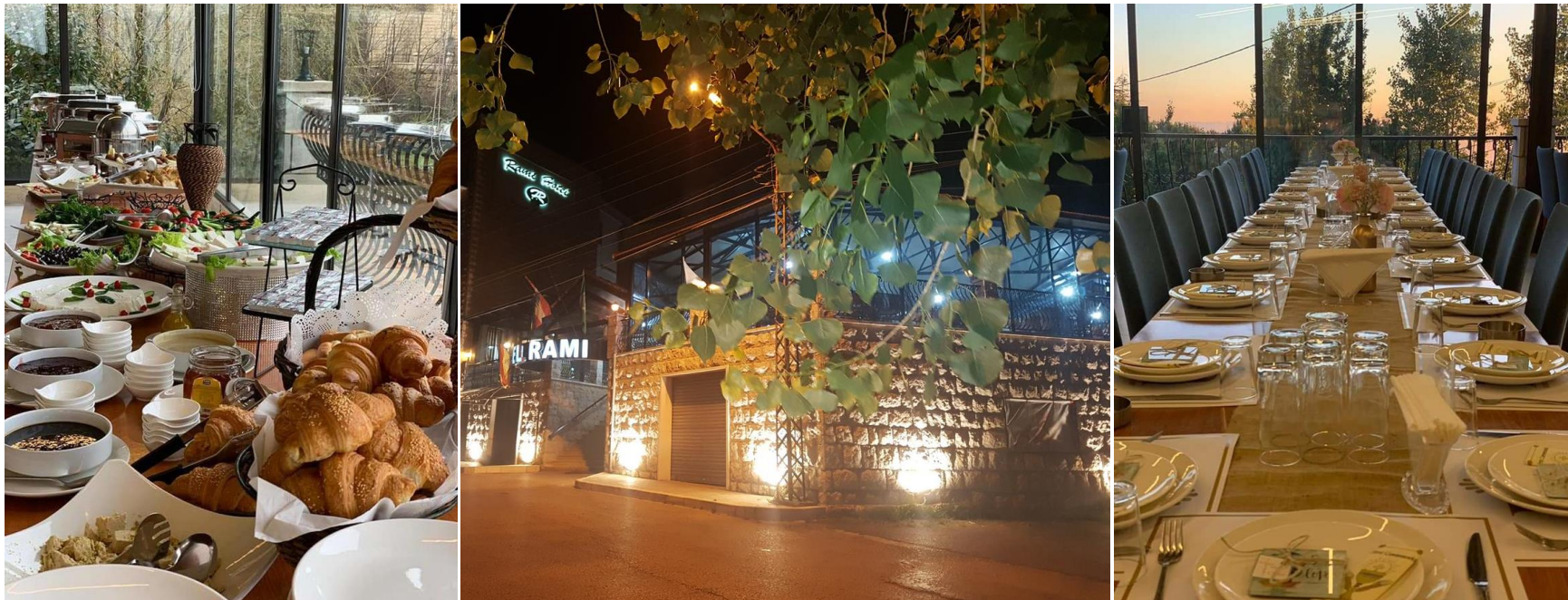
Rami Hotel is built in 1960 and renovated in 1998., located in Falougha is over 1200m above the sea level in the main street and faraway from Beirut Rafic Hariri International Airport is 23 km away. First hotel standard. Rooms Services, Restaurants, Wedding garden

Rami Hotel offers spacious rooms with a satellite TV and free parking. The property is situated 30 km away from the city centre and features a terrace and a garden.

Rami's air-conditioned rooms are traditionally decorated with wooden furniture. Each room has a private bathroom and a mini bar.

Guests can start their day with a breakfast buffet before exploring the surrounding area. The hotel's restaurant serves a variety of International, Lebanese, and Chinese dishes. Special diet menus are also available.

Hotel Rami is the right choice for visitors who are searching for a combination of charm, peace and comfort.



Qaser Al Wadi / Valley View Hotel – Hammana - cuisine Lebanese

A unique Hotel nestled in the mountains overlooking Lamartine Valley, the Valley View Hotel brings a new dimension of elegance and Luxury. Located in Hammana, Valley View Hotel features spectacular views of the Lamartine Valley and the sea. It offers free Wi-Fi in public areas and is a 30-minute drive to Zahle. Beirut is a 40-minute drive and Rafic Al Harriri International Airport is 60 minutes away by car

The 3600 Square meters facilities have a breathtaking view of the villages and the mountains surrounding its prime location that would make you feel in heaven. On a clear day, while relaxing at the Hotel, sipping on a class of wine at its Cantina Bar, Dining at one of its elegant restaurants, or Training at its Gym and Fitness Center, your view can take you beyond the capital city of Beirut reaching the beautiful Mediterranean Sea. The 3600 Square meters facilities have a breathtaking view of the villages and the mountains surrounding its prime location that would make you feel in heaven.

All suites include a balcony and a satellite TV and a dining area. The apartment includes a terrace and an equipped kitchen. The bathrooms are fitted with a shower or a bath. At Valley View Hotel - Hammana you will find a 24-hour front desk, a terrace and a bar. Other facilities offered include meeting facilities, luggage storage and a children's playground. The property offers free parking.



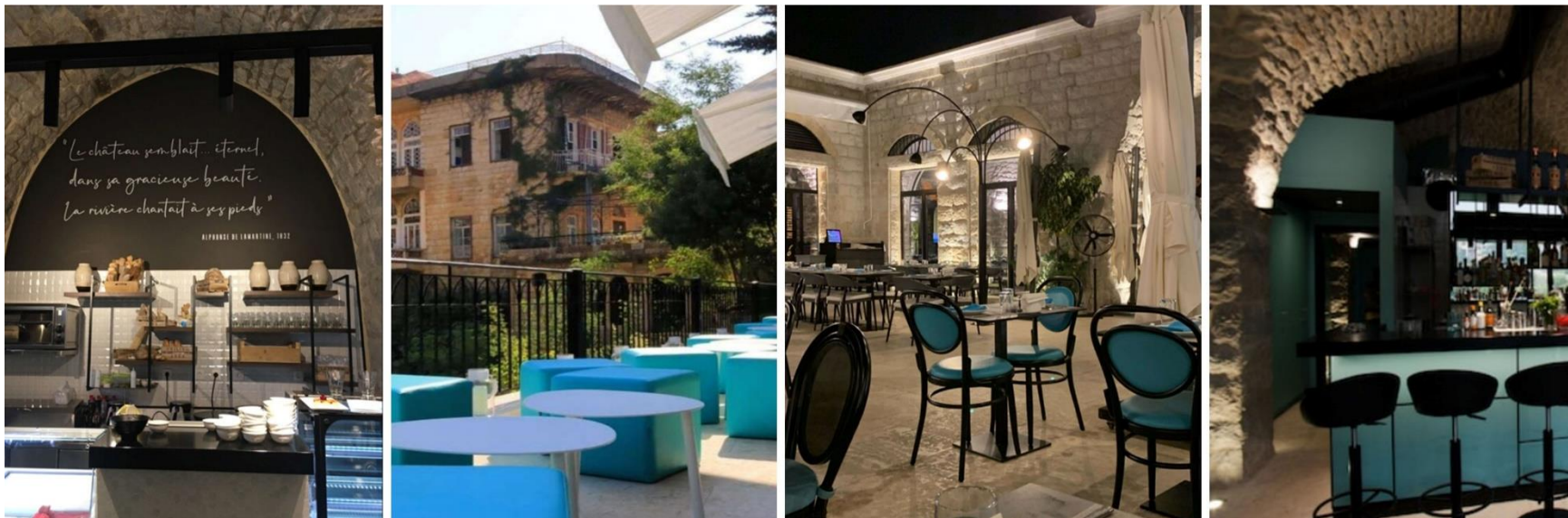
Cherrylane Restaurant and Bar - cuisine Italian-French

Part of the palatial estate where Alphonse de Lamartine, the eminent French poet, journeyed in his travels to Lebanon in 1832, the venue has history and authenticity with Lamartine's vibes. Cherrylane is a destination venue, with a refined atmosphere and high standards that suit all tastes and moods. In the morning, you can enjoy your coffee on the terrace with a panoramic view of Lamartine's castle, at noon you can delect yourself in the restaurant, whilst at dinner you can enjoy specialty drinks at the bar.

Enthralled by the magic of Hammana, its mountains and its waterfalls, Lamartine wrote: "One of the most beautiful glimpses of God's creation ever to be bestowed upon human eyes is that of the valley of Hammana" Combining under one roof a coffee shop, a restaurant & a lounge, Cherrylane serves international cuisine with an Italian & French inspiration. Offering breakfast, lunch & dinner, it welcomes guests from 8:00 AM till midnight.

Combining under one roof a coffee shop, restaurant & lounge, Cherrylane serves a tasteful mix of Italian and French cuisine. Offering breakfast, lunch & dinner, we welcome our guests from 8:00 AM till midnight.

Managed by the group behind Tavolina and Slate, Cherrylane serves delicious food up the mountains. You have to try their escalope Milanaise, burger, spaghetti and unique pizza. Don't forget desserts, they are freshly made on premise daily.



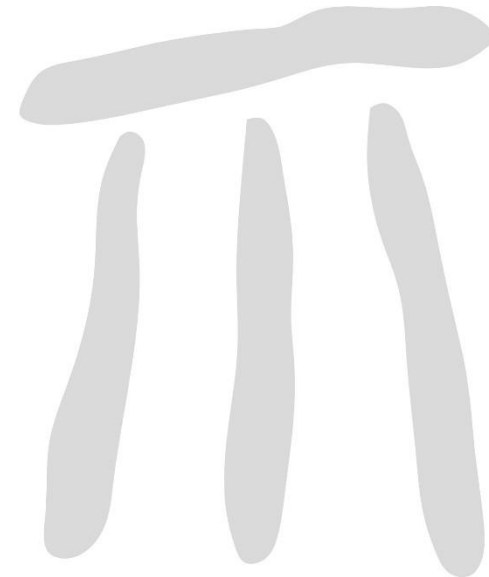
Chapter Four: How to Start a Wellness and Health Center

1. 10 Tips to Start a Wellness and Health Center

1. Find your focus.
2. Determine startup costs.
3. Keep it simple.
4. Identify your target market.
5. Look for the right location.
6. Let your services guide your space selection.
7. Get proper licenses and insurance.
8. Name your health and wellness center.
9. Check out your competition.
10. Get help.

2. Spa and Wellness center Facilities

1. Spa Treatments
2. Types of Massages



How to start a health and wellness center

As the owner of a health and wellness center, it's exciting that more and more opportunities to get started in this field are cropping up. It reflects that people are "thinking outside of the box" about wellness, that people are taking alternative healthcare more seriously, and that they want to serve their community in a deeper way. It also signals that people desire to create businesses that are a more fulfilling part of their lives.

Starting a health and wellness center can be rewarding. But, it's important to start your business thoughtfully to give yourself the best chance for success.

Start a health and wellness center with these 10 tips

If you are interested in starting your own health and wellness center, consider these 10 tips as you work toward making your dream happen.

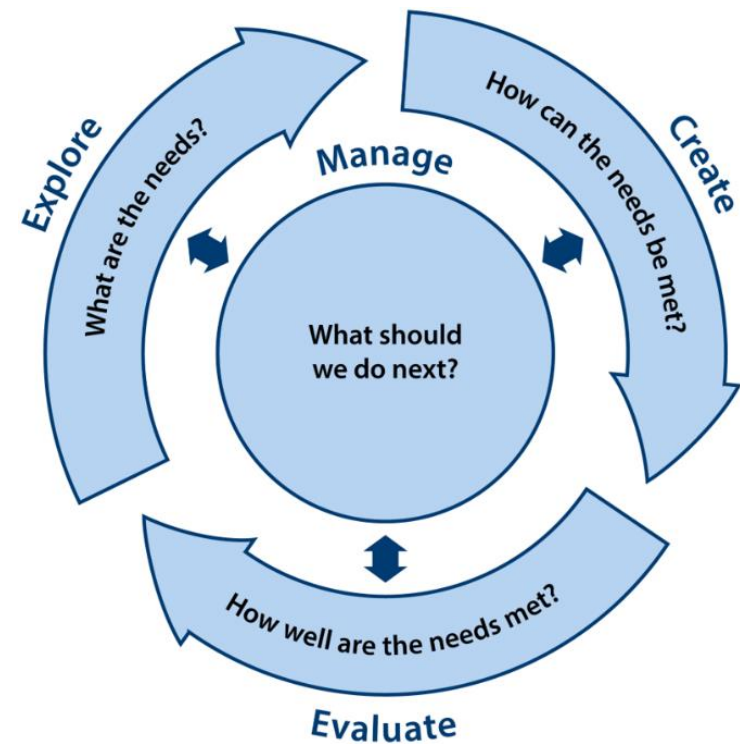
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1. Find your focus

The first thing to consider when starting your health and wellness center is deciding what you want your focus to be. Your focus will help you to determine what service or services you want to provide.

2. Determine startup costs

How much money do you need to start a health and wellness center? What are your startup costs?



Consider the initial and monthly costs of things like:

- How much can you spend on office rent?
- Do you need to create business materials like business cards, letterhead, note cards, flyers and brochures?
- Do you need to build a website, find a web host, and secure a domain?

Beyond that, you'll also want to factor in important business decisions, such as:

- Are you going to start out as a sole owner and practitioner?
- Will you need independent contractors?
- Will you need a receptionist, an office manager, a virtual assistant, a bookkeeper or a CPA?
- Does your state require you pay additional taxes for owning your own business — if so, what are those costs?
- What do you need to make in order to cover these costs?
- Do you have backing? Where can you go to attain it?
- What income can you rely on to support yourself as you launch and grow your business?
- What income do you need to make in order to survive, live, and ultimately thrive?

3. Keep it simple

It's easier to offer a few select services and expand when you're ready than it is to offer a cornucopia of services that you have to scale back because they don't really fit your business model or aren't making you money.

4. Identify your target market

The clearer your focus is, the easier it is to market your business. Decide who your target market is and focus your offerings on them. And, if you offer the same services as others in your field, discern what sets you apart from your competition and create a service model around that.

5. Look for the right location

Look for the best location you can afford to rent. By "best," I mean it should be conveniently located for the clients you want to serve, have easily accessible parking, and offer easy entry into your practice.

7. Get proper licenses and insurance

Know your state's licensing requirements. Make sure that you, your business, and your independent contractors (if you hire them) are fully licensed by your state to practice. Likewise, make sure you're fully insured to offer what you offer, and that you have renter's insurance to protect your business from rental property lawsuits.

8. Name your health and wellness center

Establish a name for your health and wellness center. Refer to your state's Secretary of State Directory to ensure that the name you want is available. Develop a logo for your business and establish a website as well.

9. Check out your competition

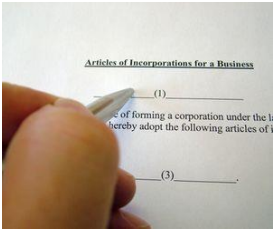
Research other businesses in your community that offer similar services. Do you like the feel of their website? How do you think their services stack up? What do they charge? Who is their ideal customer? All of these questions are important to ask as you establish your health and wellness center. Understanding what other businesses offer in your community will enable you to define and amplify how you stand out from the crowd.

10. Get help

Need support as you plan for your health and wellness center? Consult a business counselor or coach for assistance in establishing a business plan, for identifying business startup costs, for creating a budget for start-up/monthly operating costs, and to help create a marketing plan.

Check your local chamber of commerce to see if it has a small business development center that offers free counseling to new business owners and those who are expanding. Business coaches cost money, but they can be well worth the financial and time commitment.

A well-run resort in a desirable location can become a major tourist destination for travelers looking for relaxation and fun all in one place. Resorts are typically billed as an all-inclusive vacation because of the many attractions and services typically available within the resort location or within the town. A resort is typically located close to attractions, such as skiing or amusement parks. Resorts usually offer comfortable accommodations in addition to restaurants, shopping, spa services and sometimes even entertainment events, such as theater or stand-up comedy. If you decide to start a resort business, you will need to have a plan to ensure success.



Step 1: Write a business plan to serve as a guideline and keep you organized in the planning and execution of the resort. Determine where your resort will be located and what kinds of attractions you can offer guests. A location on the beach can offer sunbathing, snorkeling and surfing, while a ski resort can offer skiing, snowboarding and hot tubs. Decide how big your resort will be and if you plan to expand in the future. Work out a plan for financing the purchase, construction or remodel of your resort property as needed.



Step 2: Depending on the location of the resort and the laws of the city or county, you might be required to maintain a business license and submit an application for permission to run a resort location. If you plan to offer additional services, such as a restaurant or spa, you will need to apply for additional permits and licenses as necessary. Set up a business checking account with payment services, and consult with a tax accountant for assistance setting up budgets and tax payment as a resort business.



Step 3: Secure your financing for the resort. Liquidate your assets and savings so the funds are available as needed. Apply for a business loan from your bank or a commercial lender that specializes in funding commercial resort properties. Talk with your investors, if applicable, and work out a plan to receive all of the funds you need in time to begin construction and finance the resort opening. Create a contract that outlines a repayment schedule for any funds you receive for the business resorts.



Step 4: Plan how many staff members you need for the resort opening. Contract with a staffing company or payroll company to help work out administration of employee benefits and payments. Your staffing needs may vary depending on the size of the resort, but you will probably need someone to greet guests at the front desk and maintenance staff to care for the grounds. A resort also needs service employees to clean rooms and assist guests in addition to staffing for any secondary amenities or programs offered at the resort.



Step 5: Complete all construction and remodeling projects as necessary to make sure your resort is a comfortable, functional place for your guests. Meet with a commercial insurance agent to establish an insurance policy that protects the property, the guests and employees. Conduct a test run for your resort, and invite friends or family to stay as resort guests. Ensure all of the processes and procedures are running smoothly before you advertise your resort as open for business.

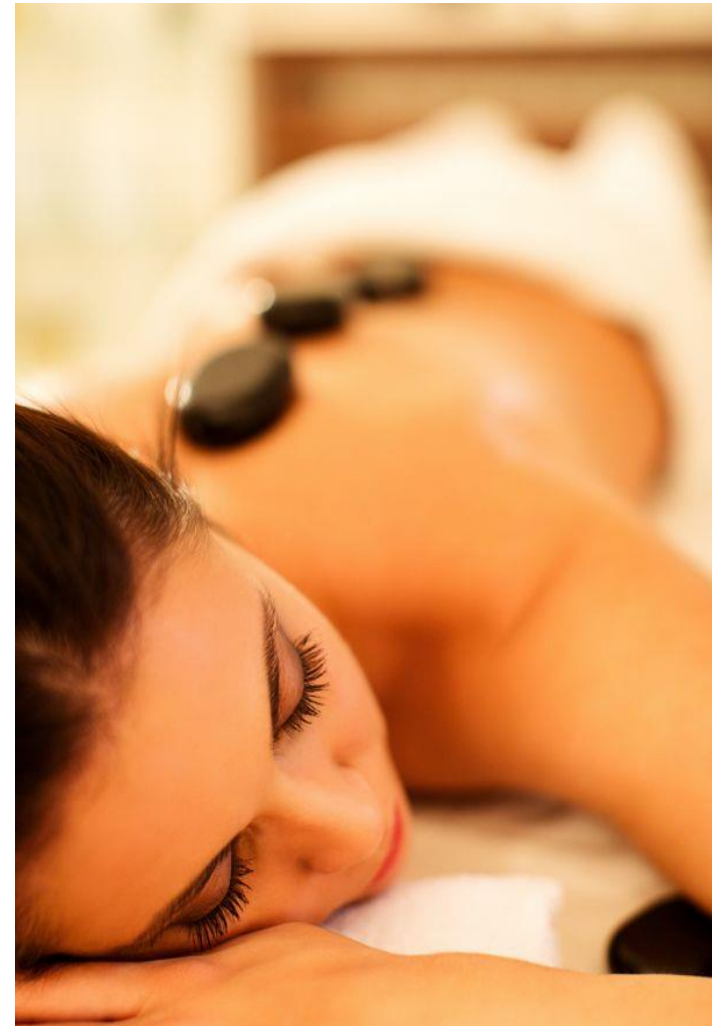
You also should consider seeking out mastermind groups with other owners for support in growing your business.

In conclusion: Starting your own health and wellness center can be daunting. However, with some intention, helpful assistance, and a mindful roadmap, you can move mountains!

Spa and Wellness Center Facilities

A body treatment, spa treatment, or cosmetic treatment is non-medical procedure to help the health of the body. It is often performed at a resort, destination spa, day spa, beauty salon or school. Typical treatments include:

1. **Massage:** This can include Swedish massage and Deep Tissue and everything in between. This is done with an assortment of oils for different effects. In addition aromatherapy is often combined with good spa treatments. Many resorts will have their own "signature" massages.
2. **Hot Stone Therapy:** The use of hot stones for massage and acupressure has become a staple on nearly every spa menu throughout the world.
3. **Facials:** This can be as non-invasive as through gentle cleansers and massage, or through botox. There are as many variations of facials as there are massage.
4. **Body Wraps:** Most Body Wraps include herbal remedies such as with clay, mud or even seaweed and paraffin. The ideas is to cleanse the skin and weight reduction.
5. **Salt Scrubs and Glows:** This is a remedy that is used for deep exfoliation of dried or dead skin cells. It is primarily done through brushing of salts on the body [often from the Dead Sea for their super high mineral content], or through certain herbal scrub remedies such as with almonds or walnut paste.
6. **Acupuncture/Acupressure:** These remedies have been proven to alleviate all sorts of maladies and disorders, not just of the skin.
7. **Colonics, also known as Colonic Irrigation:** Though this may not seem the most pleasant and perhaps is not, it is however one of the more effective methods for removing toxins from the human body. Usually performed in a series of 6 or more sessions. High on the list at most Wellness Clinics and Medical Tourism destinations.
8. **Ayurveda:** Using a holistic philosophy dating around 5,000 years ago, it uses natural remedies and time-tested practices. Ayurveda has become a recognized treatment option for medical issues, as well as a relaxing spa favorite.
9. **Aromatherapy:** The basic term refers to the therapeutic use of essential oils—based on the specific healing property of each oil—in such treatments as massage, diffusions, body wraps and soaks.



The basic spa treatments are massage, facial, body treatment, manicure, and pedicure. A massage will help you relax and get rid of muscle tension. (A Swedish massage is a good place for beginners.) A facial is a deep cleansing of your face, and a body treatment exfoliates and softens the skin on your body. Most spas offer manicures and pedicures as well.

You can also combine services—a massage and a body treatment is a good combination (get the body treatment first) or a massage and a facial (get the massage first). The quality of the therapist determines the quality of the treatment. Get a personal reference if you can. Also, think about whether you prefer a male or female therapist.

The Ten Elements of a Great Spa Experience

1. **Water:** The transforming power of water is one of the strongest elements of the spa experience. At Jawa Juü, we give our treatments on the banks of the rushing Pacuare River. This is one of the most beautiful rivers in the world, and its power and purity add energy to our treatments.
2. **Nourishment:** Not only does our restaurant serve delicious organic meals, but we also use nature as nourishment for the mind and body. Because we are far from roads, telephone poles, or television sets, nature sets the tone for everything we do. It feeds us every day.
3. **Movement:** Vitality and energy through movement are key parts of a great massage experience. Both the movement of our therapists' hands and the action of the surrounding rainforest provide the necessary rhythm to free your mind and body.
4. **Integration:** The relationship between mind, body, spirit, and environment is important, too. All of us at Pacuare Lodge believe that a strong connection between a person and her surroundings is paramount to a healthy existence.
5. **Aesthetics:** This means more than just an attractively appointed place for treatments; it encompasses the appreciation of beauty and the earth as a healer. That's why we use medicinal plants and extracts to bring the healing power of the earth closer to you.
6. **Environment:** The environment is the location, but it also includes the natural elements we use (see above) and our respect for the environment through our social responsibility programs.
7. **Cultural Expression:** We aim to create a sense of community where everyone feels welcome in the middle of Costa Rica's rainforest. In addition, our cultural expression reflects the local Cabécar indigenous community in the plants we use.
8. **Social Contribution:** It is important to both give and receive. Everything we have at Pacuare Lodge comes from the surrounding forests and communities, and we give back by protecting the land, hiring workers from neighboring villages, and incorporating the strictest sustainability practices in Costa Rica.
9. **Time/Space:** Rhythms Perhaps the most metaphorical of these ten elements, this is the perception of ourselves within the grander realm of nature, and how we relate to each other. It's the final binding element that brings the other nine together.

Type of Massages

- 1. Swedish Massage Therapy;** this is the most common type of massage therapy in the United States. It is also known as Swedish massage or simply massages therapy. Massage therapists use long smooth strokes, kneading, and circular movements on superficial layers of muscle using massage lotion or oil. Swedish massage therapy can be very gentle and relaxing
- 2. Aromatherapy Massage:** Aromatherapy massage is massage therapy with the addition of one or more scented plant oils called essential oils to address specific needs. The massage therapist can select oils that are relaxing, energizing, stress-reducing, and balancing, etc. One of the most common essential oils used in aromatherapy massage is lavender. Aromatherapy massage is particularly suited to stress-related conditions or conditions with an emotional component.
- 3. Hot Stone Massage:** Heated, smooth stones are placed on certain points on the body to warm and loosen tight muscles and balance energy centers in the body. The massage therapist may also hold stones and apply gentle pressure with them. The warmth is comforting. Hot stone massage is good for people who have muscle tension but prefer lighter massage.
- 4. Deep Tissue Massage:** Deep tissue massage targets the deeper layers of muscle and connective tissue. The massage therapist uses slower strokes or friction techniques across the grain of the muscle. Deep tissue massage is used for chronically tight or painful muscles, repetitive strain, postural problems, or recovery from injury. People often feel sore for one to two days after deep tissue massage.
- 5. Shiatsu:** Shiatsu is a form of Japanese bodywork that uses localized finger pressure in a rhythmic sequence on acupuncture meridians. Each point is held for two to eight seconds to improve the flow of energy and help the body regain balance. People are normally pleasantly surprised when they try shiatsu for the first time. It is relaxing yet the pressure is firm, and there is usually no soreness afterwards.



6. Thai Massage: Like shiatsu, Thai massage aligns the energies of the body using gentle pressure on specific points. Thai massage also includes compressions and stretches. You don't just lie there--the therapist moves and stretches you into a sequence of postures. It's like yoga without doing any work. Thai massage is more energizing than other forms of massage. It is also reduces stress and improves flexibility and range of motion.



7. Pregnancy Massage: Also called prenatal massage, pregnancy massage is becoming increasingly popular with expectant mothers. Massage therapists who are certified in pregnancy massage know the proper way to position and support the woman's body during the massage, and how to modify techniques. Pregnancy massage is used to reduce stress, decrease swelling, relieve aches and pains, and reduce anxiety and depression. The massage is customized to a woman's individual needs.



8. Reflexology: Although reflexology is sometimes called foot massage, it is more than simple foot massage. Reflexology involves applying pressure to certain points on the foot that correspond to organs and systems in the body. Reflexology is very relaxing, especially for people who stand on their feet all day or just have tired, achy feet.



9. Sports Massage: Sports massage is specifically designed for people who are involved in physical activity. But you don't have to be a professional athlete to have one--it's also used by people who are active and work out often. The focus isn't on relaxation but on preventing and treating injury and enhancing athletic performance. Combinations of techniques are used. The strokes are generally faster than Swedish massage. Facilitated stretching is a common technique. It helps to loosen muscles and increase flexibility.



10. Back Massage: There's only one thing better than getting a great back massage, and that's giving one! You're giving somebody a gift that can relieve pain, anxiety, and stress, relax muscles, and contribute to their general sense of well-being.



Chapter Five: How to Build a Sustainable Project

5. How to Apply Sustainable Principles

1. Analyze and align.
2. Plan for Quality.
3. Begin with the end user in mind.

6. Solar energy

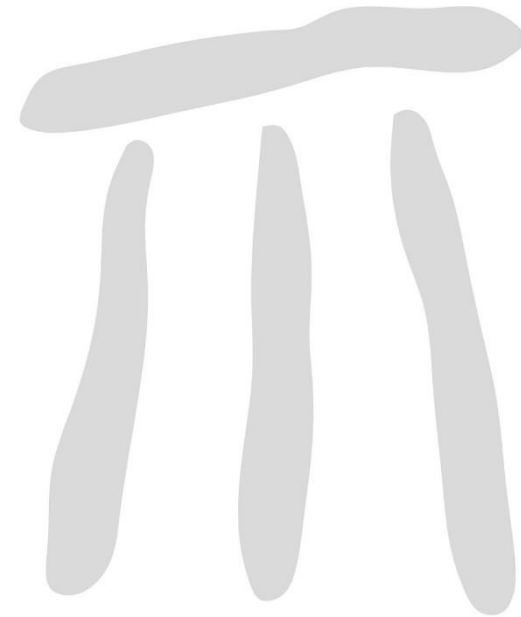
1. Solar heating
2. Solar electricity

7. Wind turbines

1. Design and Construction
2. Domestic Wind Turbines

8. Sewage treatments

1. Greywater Recycling
 1. Pre-treatment
 2. Biological treatment
 3. Filtration
 4. Disinfection



How to build a sustainable project

How to Apply Sustainability Principles on Your Project

Managing the triple constraint will help to run your project efficiently. You need to properly prioritize scope, schedule and cost, balancing them as you always have – that’s the project manager’s job. But what makes you – and your project – truly successful, is assuring that your project’s product is a success in the short and long term. So how do we do this?

Analyze and align. Step back and look at the way your project connects with the mission, vision and value of the enterprise or larger project. Using the Big Dig as an example: you want to serve the commuters in the long term, not just complete the successful building of the tunnel or bridge.

Plan for Quality. Set up your project with quality in mind. Meet with stakeholders to discuss what sustainability means in terms of quality deliverables practically and in terms of risk. This knowledge will help you make better decisions and may eliminate unnecessary risk such as the use of faulty metal clips.

Begin with the end user in mind. By building connections with the people who operate and/or use your project’s product, by practicing active listening with users, you can make better choices. In the Big Dig, commuters would likely have had tunnel safety high on their list of concerns. Maybe that would have lengthened the time of construction and costs involved, but it would also sustain the viability of the project long after it was finished.

Sustainability is not a new concept, yet it is often marginalized as a “nice to have” for busy project managers and companies focused on the bottom line, despite compelling evidence from academics and business leaders alike. A recent MIT-Sloan Report reveals, for example, that at the enterprise level, ecological considerations have led to greater success for business. Similarly, Shell Oil president Marvin Odum said that sustainability may be the largest single innovation driver at his company, and that in particular he has to “point the project managers’ thinking in that direction.”

Many other cases can be found, including “The Sustainability Imperative” from Harvard Business Review. For more case studies read *Green To Gold: How Smart Companies Use Environmental Strategy to Innovate, Create Value, and Build Competitive Advantage* (Wiley, 2009) by Daniel C. Esty and Andrew Winston, who illustrate the economic advantage of aiming for a more sustainable business.



What Does Sustainability Have to Do with My project?

There are a lot of reasons project managers should consider the triple bottom line on projects. The stories of spectacular project failure are renowned, and many have had direct impact on human life.

The upcoming World Cup development in Qatar has already led to significant loss of life. Labor issues and loss of life plagued the 2014 World Cup project in Brazil. Social and ecological impacts with large scale dam projects like the Panama Canal expansion globally are well documented. While such failures are often considered “necessary evils” of large-scale project development, for every large project, there are hundreds if not thousands of smaller projects that contribute to the larger effort. Boston’s Big Dig, a huge Central Artery and Tunnel Project (CA/T), was meant to solve a monumental traffic congestion problem on the turnpikes. The Big Dig was problematic almost from the start. The project was over budget, very late, and was unable to deliver full scope. The dig area became prone to even more congestion with over 200,000 vehicles used in the construction. Also, the long-term sustainability of the project was not considered. Metal clips designed to hold over 25,000 light fixtures to the walls of the tunnels began to corrode, and the lights started to fall on the roadway. Luckily, this was discovered before anyone was hurt. However, the repair was expensive, not only in economic losses, but in inconvenience to commuters and further damage to the “brand” of the Big Dig.



Solar energy

Solar heating

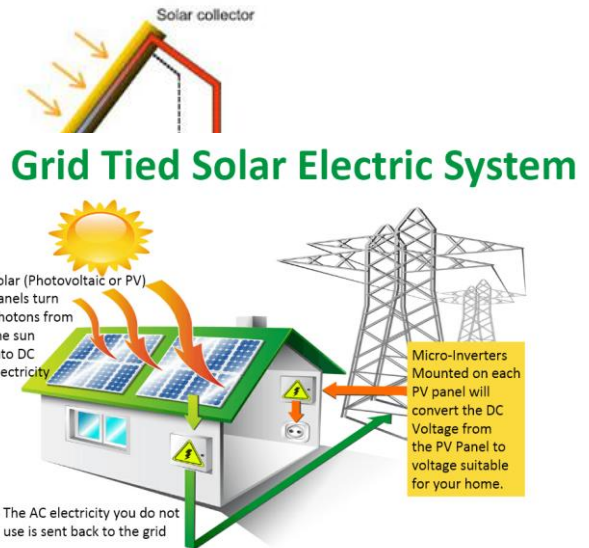
Solar heating systems generally consist of solar thermal collectors, a fluid system to move the heat from the collector to its point of usage, and a reservoir or tank for heat storage and subsequent use. The systems may be used to heat domestic hot water, swimming pool water, or for space heating. The heat can also be used for industrial applications or as an energy input for other uses such as cooling equipment. In many climates, a solar heating system can provide a very high percentage (20 to 80%) of domestic hot water energy. Energy received from the sun by the earth is that of electromagnetic radiation. Light ranges of visible, infrared, ultraviolet, x-rays, and radio waves received by the earth through solar energy. The highest power of radiation comes from visible light. Solar power is complicated due to changes in seasons and from day to night. Cloud cover can also add to complications of solar energy, and not all radiation from the sun reaches earth because it is absorbed and dispersed due to clouds and gases within the earth's atmospheres.

Solar electricity

Solar electricity production uses photovoltaic (PV) cells to convert light into electrical current. Photovoltaic modules can be integrated into buildings or used in photovoltaic power stations connected to the electrical grid. They are especially useful for providing electricity to remote areas. Large national and regional research projects on artificial photosynthesis are designing nanotechnology-based systems that use solar energy to split water into hydrogen fuel, and a proposal has been made for a Global Artificial Photosynthesis project. In 2011, researchers at the Massachusetts Institute of Technology (MIT) developed what they are calling an "Artificial Leaf", which is capable of splitting water into hydrogen and oxygen directly from solar power when dropped into a glass of water.

One side of the "Artificial Leaf" produces bubbles of hydrogen, while the other side produces bubbles of oxygen. Most current solar power plants are made from an array of similar units where each unit is continuously adjusted, e.g., with some step motors, so that the light converter stays in focus of the sun light. The cost of focusing light on converters such as high-power solar panels, Stirling engine, etc. can be dramatically decreased with a simple and efficient rope mechanics. In this technique many units are connected with a network of ropes so that pulling two or three ropes is sufficient to keep all light converters simultaneously in focus as the direction of the sun changes.

Research is ongoing in space-based solar power, a concept in which solar panels are launched into outer space and the energy they capture is transmitted back to Earth as microwaves. A test facility for the technology is being built in China.



Wind turbines

A wind turbine is a windmill-like structure specifically developed to generate electricity. They can be seen as the next step in the development of the windmill. The first wind turbines were built by the end of the nineteenth century by Prof James Blyth in Scotland (1887), Charles F. Brush in Cleveland, Ohio (1887–1888) and Poul la Cour in Denmark (1890s). La Cour's mill from 1896 later became the local powerplant of the village Askov. By 1908 there were 72 wind-driven electric generators in Denmark, ranging from 5 to 25 kW. By the 1930s, windmills were widely used to generate electricity on farms in the United States where distribution systems had not yet been installed, built by companies such as Jacobs Wind, Wincharger, Miller Airlite, Universal Aeroelectric, Paris-Dunn, Airline, and Winpower. The Dunlite Corporation produced turbines for similar locations in Australia.

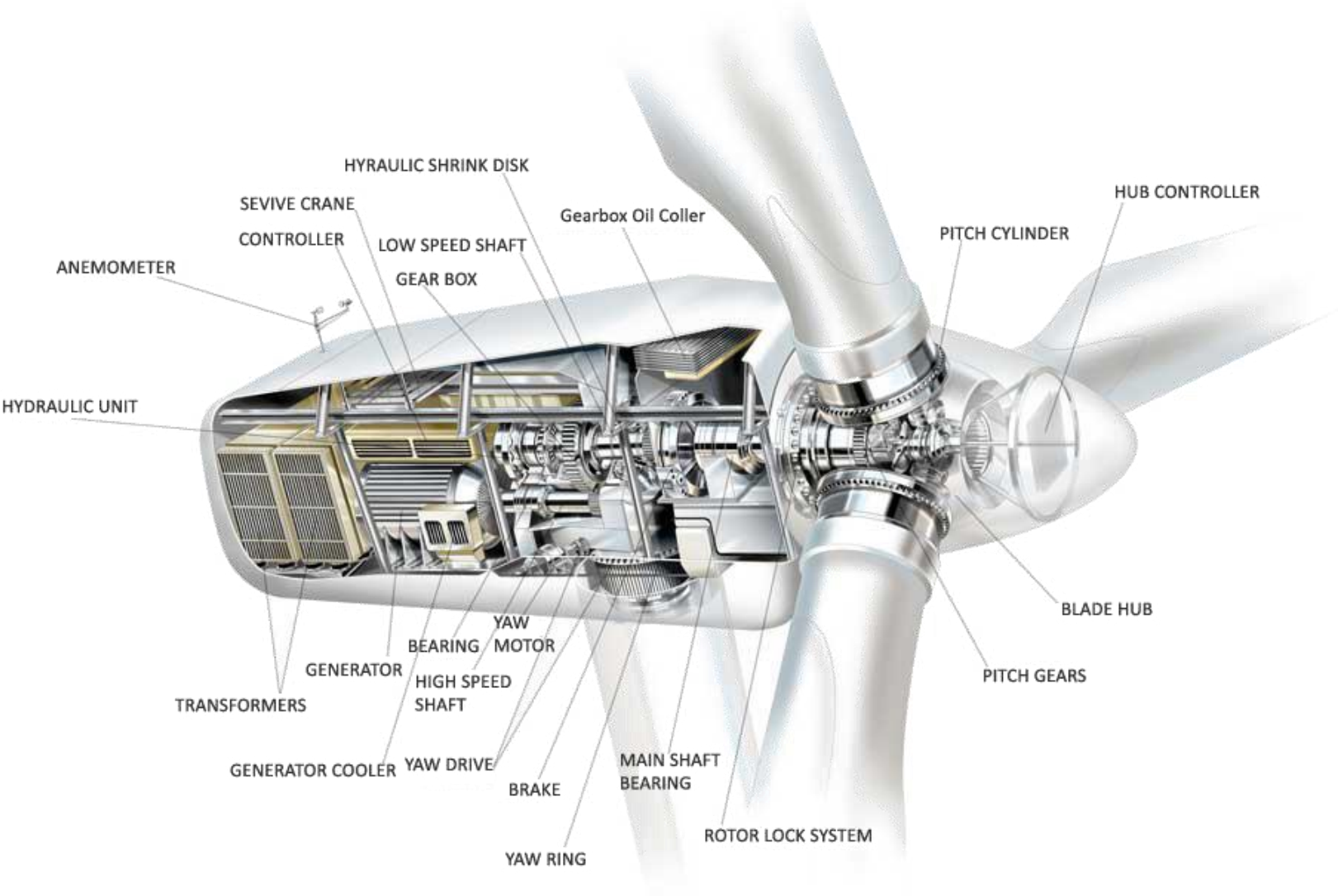
Forerunners of modern horizontal-axis utility-scale wind generators were the WIME-3D in service in Balaklava USSR from 1931 until 1942, a 100-kW generator on a 30-m (100-ft) tower, the Smith–Putnam wind turbine built in 1941 on the mountain known as Grandpa's Knob in Castleton, Vermont, United States of 1.25 MW and the NASA wind turbines developed from 1974 through the mid-1980s.

The development of these 13 experimental wind turbines pioneered many of the wind turbine design technologies in use today, including: steel tube towers, variable-speed generators, composite blade materials, and partial-span pitch control, as well as aerodynamic, structural, and acoustic engineering design capabilities. The modern wind power industry began in 1979 with the serial production of wind turbines by Danish manufacturers Kuriant, Vestas, Nordtank, and Bonus. These early turbines were small by today's standards, with capacities of 20–30 kW each. Since then, commercial turbines have increased greatly in size, with the Enercon E-126 capable of delivering up to 7 MW, while wind turbine production has expanded to many countries.

As the 21st century began, rising concerns over energy security, global warming, and eventual fossil fuel depletion led to an expansion of interest in all available forms of renewable energy. Worldwide, many thousands of wind turbines are now operating, with a total nameplate capacity of 591 GW as of 2018.



Wind turbines Diagram



Design and construction

Wind turbine design is a careful balance of cost, energy output, and fatigue life. These factors are balanced using a range of computer modelling techniques.

Components

Wind turbines convert wind energy to electrical energy for distribution. Conventional horizontal axis turbines can be divided into three components:

- The rotor, which is approximately 20% of the wind turbine cost, includes the blades for converting wind energy to low speed rotational energy.
- The generator, which is approximately 34% of the wind turbine cost, includes the electrical generator,[44][45] the control electronics, and most likely a gearbox (e.g., planetary gear box),[46] adjustable-speed drive, or continuously variable transmission[47] component for converting the low-speed incoming rotation to high-speed rotation suitable for generating electricity.
- The surrounding structure, which is approximately 15% of the wind turbine cost, includes the tower and rotor yaw mechanism.

A 1.5 (MW) wind turbine of a type frequently seen in the United States has a tower 80 meters (260 ft) high. The rotor assembly (blades and hub) weighs 22,000 kilograms (48,000 lb). The nacelle, which contains the generator, weighs 52,000 kilograms (115,000 lb). The concrete base for the tower is constructed using 26,000 kilograms (58,000 lb) reinforcing steel and contains 190 cubic meters (250 cu yd) of concrete. The base is 15 meters (50 ft) in diameter and 2.4 meters (8 ft) thick near the center.

Turbine monitoring and diagnostics

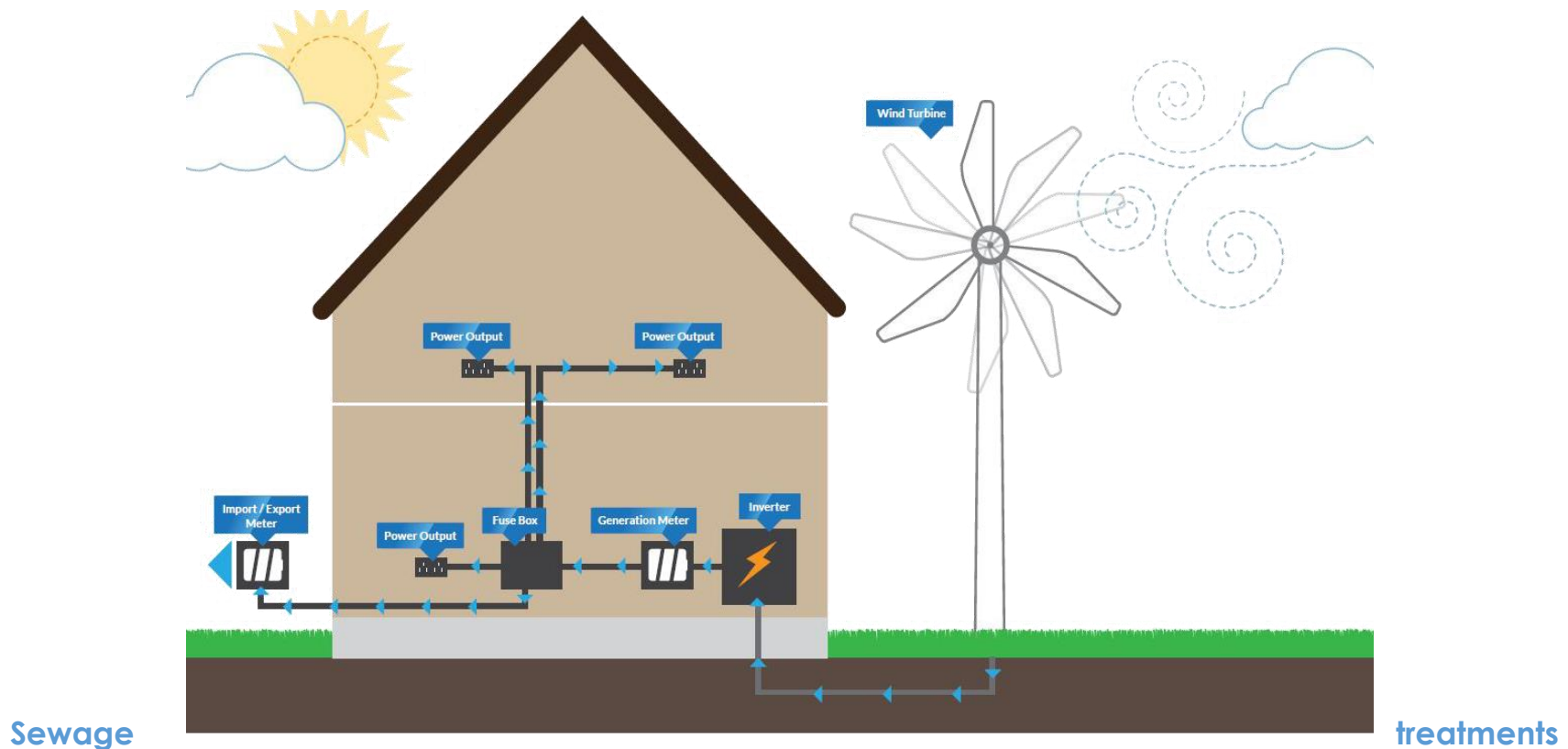
Due to data transmission problems, structural health monitoring of wind turbines is usually performed using several accelerometers and strain gages attached to the nacelle to monitor the gearbox and equipment. Currently, digital image correlation and stereo photogrammetry are used to measure dynamics of wind turbine blades. These methods usually measure displacement and strain to identify location of defects. Dynamic characteristics of non-rotating wind turbines have been measured using digital image correlation and photogrammetry. Three dimensional point tracking has also been used to measure rotating dynamics of wind turbines.

Domestic Wind Turbines

As with solar panels, domestic wind turbines need the right components to supply your house with electricity. The generator will produce a DC current that has to be converted into AC by an inverter and there are batteries that can be used to store energy for later use. Find out more about the electronics of domestic wind turbines.

How Much Electricity Do Wind Turbines Create?

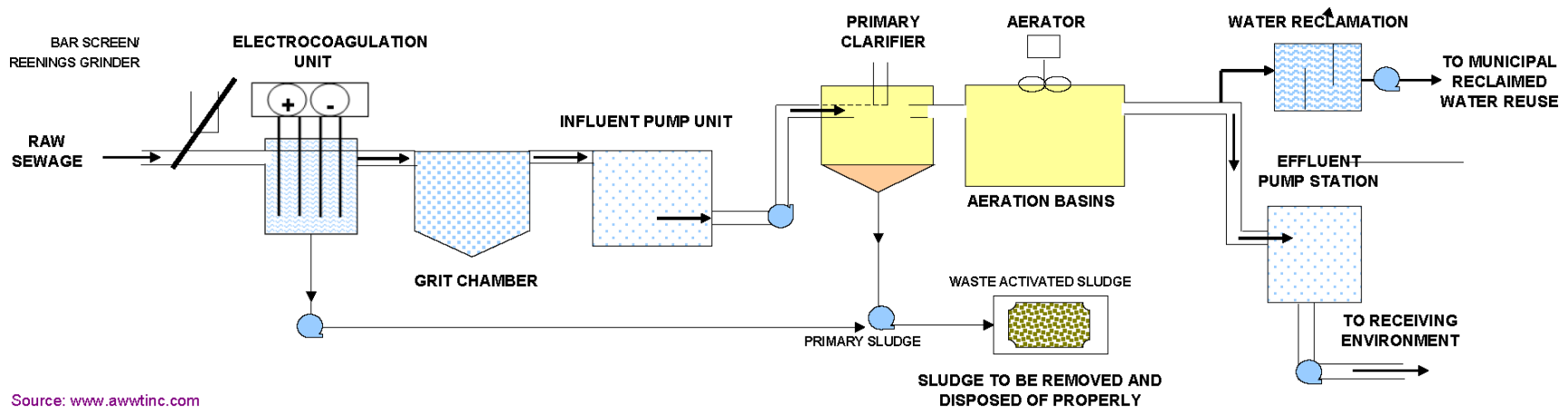
To power a domestic home you need a substantially sized wind turbine. Even average sized wind farms they are large and very noticeable with perhaps as many as 40 or 50 huge turbines working hard to produce electricity. The newest and largest wind farm in the world has just received government approval in the UK. Situated 45 miles off the coast of Kent, the East Anglia One offshore wind farm will have 240 turbines producing some 1,200 MW of electricity.



Sewage treatment is the process of removing contaminants from municipal wastewater, containing mainly household sewage plus some industrial wastewater. Physical, chemical, and biological processes are used to remove contaminants and produce treated wastewater that is safe enough for release into the environment. Sewage treatment may also be referred to as wastewater treatment. However, the latter is a broader term which can also refer to industrial wastewater. For most cities, the sewer system will also carry a proportion of industrial effluent to the sewage treatment plant which has usually received pre-treatment at the factories themselves to reduce the pollutant load. If the sewer system is a combined sewer then it will also carry urban runoff (stormwater) to the sewage treatment plant. Sewage water can travel towards treatment plants via piping and in a flow aided by gravity and pumps. The first part of filtration of sewage typically includes a bar screen to filter solids and large objects which are then collected in dumpsters and disposed of in landfills. Fat and grease is also removed before the primary treatment of sewage.

Greywater Recycling

Unlike a rainwater collection systems, which depends on rainfall, greywater is in abundance on a daily basis and makes up around 50-80% of wastewater rejected into our sewers. Therefore, greywater recycling offers facilities the opportunity to reduce their water use by up to 50%. Sources of greywater include, showers, baths, basins and washing machines. It may be infected with a range of soluble and insoluble (particulate) essence such as soaps, detergents, skin, saliva, dirt and lint. Any type of impurity, whether it is detergent, organic, microbial or particulate, must be treated suitably. Greywater is usually safer to manage and easier to cure and reuse onsite for toilet flushing, landscape or crop irrigation, and other non-potable uses. Therefore, the use of non-toxic and low-sodium soap and personal care products is advised to protect vegetation when reusing greywater for irrigation aims.



Source: www.awwtinc.com

Greywater treatment shall consist of the following components:

a. Pre-treatment

- Pre-treatment would comprise a thin screen to remove hair, soap, and other particulate matter in the greywater. The screen will have a spacing of 2 mm. In case the greywater is collected from kitchen sinks and dishwashers, pre-treatment will also include an oil and lubricant trap. An automatic oil and lubricant trap, where the oil is skimmed out automatically using a timer or sensor device, would be used. The thin screen would preferably be of the self-cleaning type to restrict the dependence of the user cleaning the screen, to maintain system performance.

b. Biological treatment

- Biological treatment will be included to remove organic matter and other pollutants in the greywater. The most common types of biological treatment are biological aerated filter (BAF), rotating biological contactor (RBC), and sequencing batch reactors (SBR).

c. Filtration

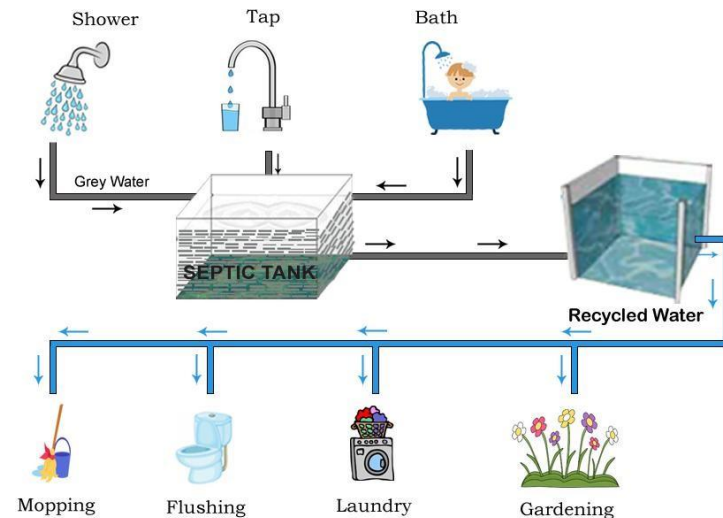
- Filtration would be included to achieve the required effluent turbidity. Many types of filters are commercially available and they are capable of effecting high effluent quality standards on a small footprint.

d. Disinfection

- Disinfection is required as the final treatment step. Chlorine is added to protect the water while in storage and the reticulation system – the only time any chemicals are used throughout the treatment process.

The disadvantage of recycled water is that some systems can be expensive. It may also need more maintenance than a regular sewer or septic system. Your soil may be too permeable or not permeable enough, and you may need to make adjustments.

Recycling water has many benefits; most apparently that it saves potable water. Apart from conserving potable water, greywater can admittedly be better for plant life. Greywater ordinarily contains detergents that have nitrogen or phosphorus, which are plant nutrients. Greywater also increases the life and capacity of your septic system since usage decreases. Recycling water saves money as well.



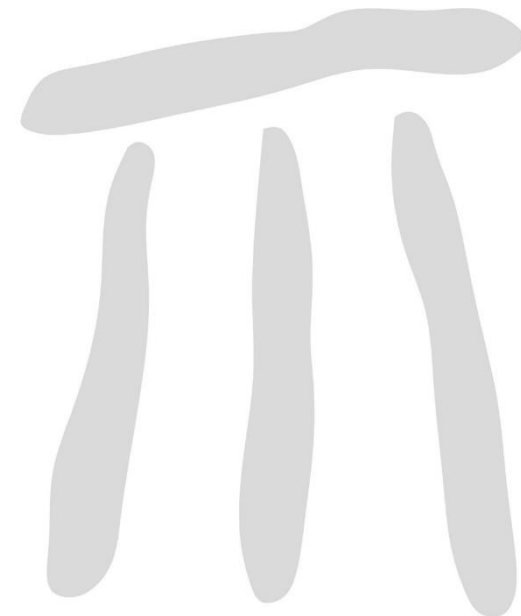
Chapter Six: The Elements of Building a Successful Wellness Resort

1. The Elements of Building a Successful Wellness Resort

1. Feasibility Study
2. Concept
3. Program and Facility Design
4. Resort Operations
5. Marketing
6. Resort Operator

2. Organizational Chart for Resorts and spas

1. Room and guest services
2. Food and Beverage
3. Human Resources
4. Accounting



The Elements of Building a Successful Wellness Resort

Feasibility Study

Recognize revenue sources and the margins of each source. The spa industry has grown very fast and is now leveling out. The cream will rise to the top and the well-manages spas with good business practices will prevail. The entire scope of revenue stream and spa utilization, rate structures, staffing requirements, payroll, and operating expenses complete the financial picture.

Planning for profitability involves understanding the unique payroll requirements of the spa and curtailing this major expense with creative recruiting practices and excellent spa management that keeps a keen eye on expenses. In order to have a plan for profit success, your pro forma will include spa industry assumptions as well as resort assumptions

Concept

It's the most fundamentally important element to building a successful resort. In our consulting experience, the use of concept as the guiding principle of all other decisions such as facility planning, menu development, budgeting, FF&E selection and marketing sets the stage for success. It is very tempting for the hotelier to survey the hotels/resorts that he/she respects and pick spa elements that seem to fit his/her spa project.

We see spas that are a smorgasbord of other spas (including their costly mistakes) and neither have a personality of their own nor do they complement the resort experience. Planning a spa is much more complicated than any other aspect of the hotel revenue areas. Conceptual guidance is needed in order to consistently deliver an identifiable experience to guests.

Knowing what your own hotel/resort does well, why guests visit your hotel/resort and how guests describe their experience is important



to the spa's concept and development. Research your market and define the purpose of the spa and the experience that the spa should deliver in relation to the resort/hotel's market, goals and objectives.

It is at this point that resort planning may take a surprising turn with pre-conceived notions of size, placement, etc. We have often suggested a change in location, a change in the timing of the project, or not building a spa at this time.

Based on the market analysis and the spa vision, the concept design will address the image and positioning of the spa, location of the spa, program orientation and the size and scope of the facility.

Program and Facility Design

The program and facility elements are designed to represent the concept. Once again, we are back to the key element, "concept", as the sum of the whole.

The program areas may consist of relaxation, skin and body treatments, fitness, health/lifestyle management and nutrition. From these areas a menu of a la carte services, packages, group packages and especially themed programs that will serve your spa's market is developed.

The facility will represent the type, number and flow of treatment rooms as defined by the concept and market research. It is important to recognize that the spa has specific mechanical specifications that are crucial to the success of the program and cannot be overlooked.



GLOBAL WELLNESS ECONOMY: \$4.2 trillion in 2017



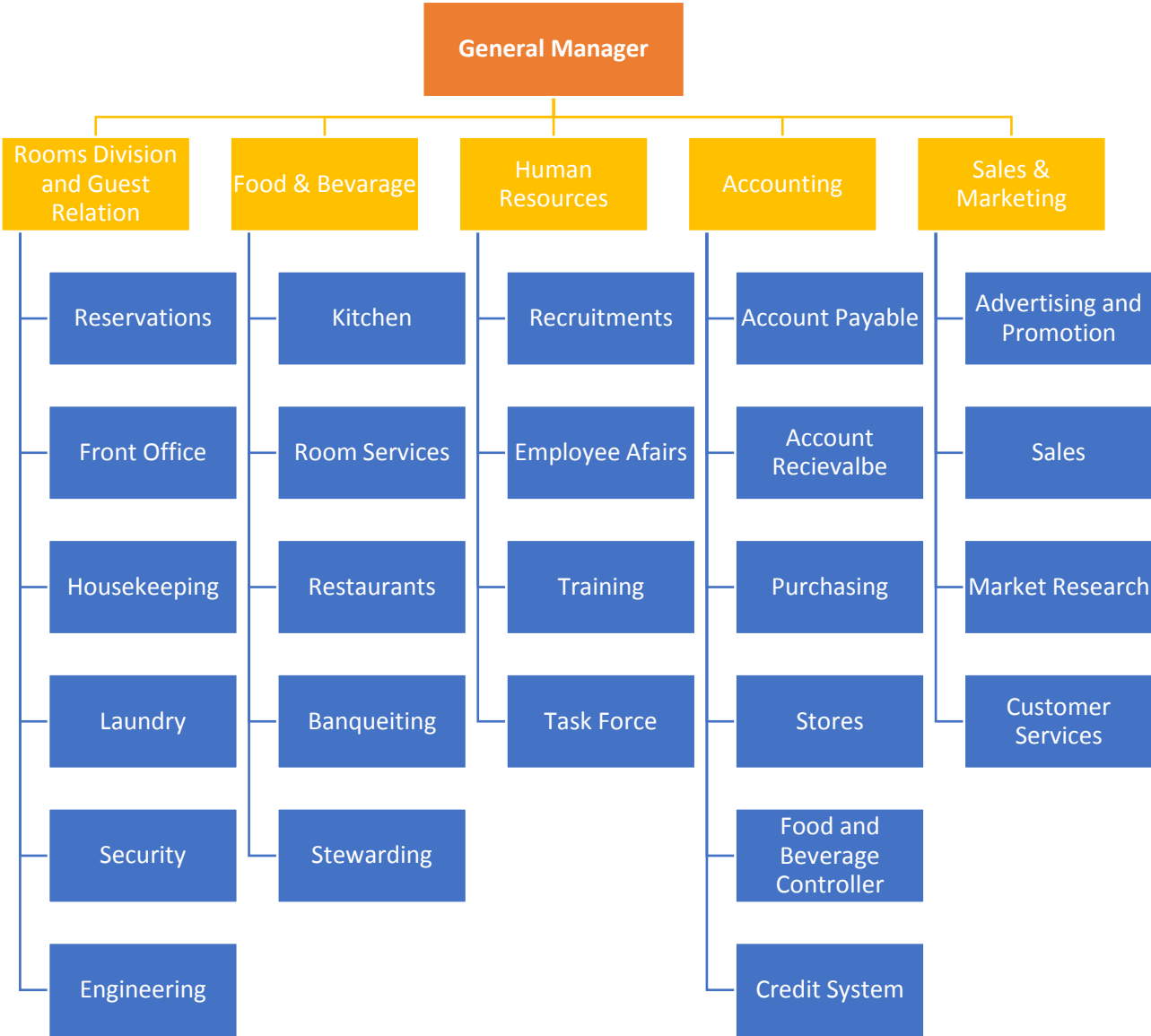
Note: Numbers do not add due to overlap in segments. Dark colored bubbles are the sectors for which GWI conducts in-depth, country-level primary research. Light colored bubbles are sectors for which GWI aggregates global estimates only, drawing from secondary sources.

Source: Global Wellness Institute, Global Wellness Economy Monitor, October 2018



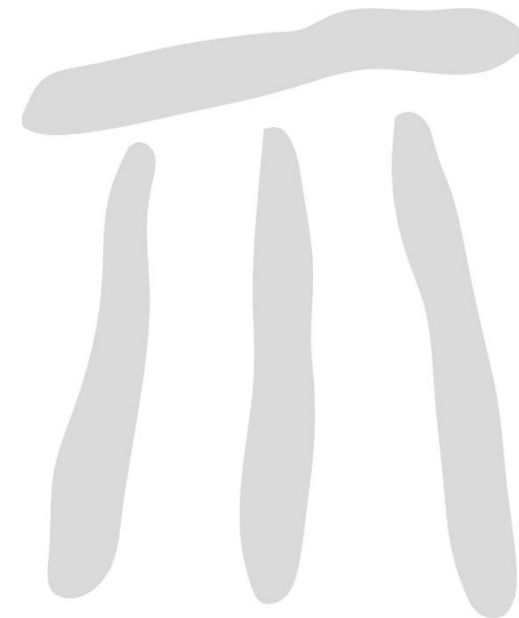
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Organizational Chart for Resorts and spas



Chapter Seven: Introduction to Kiva Eco-vert village resort

1. **Kiva Eco Vert Boutique Village resort**
2. **Elements of the Kiva Eco-vert village resort**
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Introduction to Falougha EcoVert Boutique Village

Eco-Vert Concept

"Human-scale full-featured settlement in which human activities are harmlessly integrated into the natural world in a way that is supportive of healthy human development, and can be successfully continued into the indefinite future." - Robert Gilman Intentional communities whose goal is to become more socially, Economically and ecologically sustainable.

Ecovillages are united by shared ecological, social-economic and cultural-spiritual values. Concretely, ecovillages seek alternatives to ecologically destructive electrical, water, transportation, and waste-treatment systems, as well as the larger social systems that mirror and support them.

Principles of Permaculture:

1. Observe and Interact
2. Catch and store energy
3. Obtain a yield
4. Apply self-regulation and accept feedback
5. Use and value renewable resources and services
6. Produce no waste
7. Design from patterns to details
8. Integrate rather than segregate
9. Use small and slow solutions
10. Use and value diversity
11. Use edges and value the marginal
12. Creatively use and respond to change



Location of EcoVert Boutique Village

Falougha EcoVert Boutique Village is situated 38 kilometres and about an hour's drive from the Beirut, capital of Lebanon. Located embodies Lebanon's legendary beauty in its lush greenery, gently undulating landscapes and whooshing rivers.

As in the past, Alphonse de Lamartine (1790-1869) the famous French poet and politician lived in Lebanon during his voyage to the Moyen Orient, he lived and loved this area and got inspired by it.

There are many places in Lebanon named after him like Lamartine Valley in Ras El Metn which was the source of inspiration to some of his literature masterpieces, in which EcoVert Boutique Village is overlooking this masterpiece Alphonse de Lamartine was inspired by.

Falougha is a traditional summer resort, ideal for those seeking a quiet vacation away from the city. Its main attraction is the 19th century Serail with a splendid door that combines oriental and Italian styles.

The town is famous for its fresh water springs and its green hillsides, covered by a variety of trees





Elements of Falougha EcoVert Boutique Village

Looking for an asylum?

Yet always trapped within the webs of your daily life; willing to go far away on a vacation? Want to make unique business gathering? Why not make your daily life, a never ending holiday?



With its unique environment and climate, projects a perfect sanctuary and an exquisite atmosphere that will guarantee your relaxation. Falougha, a well reputed town of ideal summer resort, comprising two rivers, water springs and green hillsides, provided the perfect vicinity for “Dolmen Development” to implement a complete project composed of accommodation rooms “Kiva homes” ,Kiva farms”, “Kiva lodges” , “Kiva cottages” , “Kiva tubes” and a medical spa “Kiva spa” and others Kiva’s Facilities.

The concepts created in each of the individual projects grant a feeling of distinctiveness and eccentricity. The project as a whole combines the quality of life, integrating nowadays modern and technological aspects in a cozy homelike atmosphere. Kiva presents MOODS, a personal inspiration to help you bind and secure healthy relationship with your surroundings. Designs are tailored according to your lifestyle, to offer you the feeling of exclusivity.

Below, the elements and functions of Kiva Evo-Vert boutique Village:

- **Kiva Facilities and Amenities**
- **Kiva Accommodations**
- **Kiva Dining**
- **Kiva Sustainable**

1. Kiva Facilities and Amenities

- a) **Kiva's Reception:** Our reception designed with comfort in mind; up-cycled mahogany furniture, with face east view; each day starts within illuminating sunrise and ends with a sunset drenched in color. We've taken care to ensure our impact on our beautiful environment is minimized by smart choices and thoughtful-practices.
- b) **Kiva eco-spa:** A medical center and a personalized well living spa contains a clinic and medical facilities. The spa is accessible to all Kivas residents, where they can indulge in aqua therapy and therapeutic baths, and still enjoy the curative power of mineral treatments
- c) **Kiva's Events venues:** Event venues are locations where events are taking place. Kiva event venue can be as endless as the stars in the sky; thus, when selecting the perfect venue for that important event, the sky is the limit. An event venue in simple terms is the location hosting an event.
- d) **Kiva's recreation area:** Kiva Playgrounds get children into action so they can grow physically. Play equipment can encourage children to be more active. They are specifically designed for kids to play in and have tremendous fun with. The soft-contained structure and play equipment are wrapped in soft foam to absorb the impact when children fall or bounce around.
- e) **Kiva Central Kitchen:** Kiva Central Kitchen is the main kitchen of the village, located at the central part of kiva where overall sequence of food receiving, storing, preparing, cooking, serving and clearing areas are properly designed and managed. Technically, it is known as central kitchen having man serves

2. Kiva Accommodations

- a) **Kiva's tubes:** We've already seen minimalist hotels made out of giant section of concrete tubing. But who would have known concrete tubing could be actually made to look inviting, much less for travellers. Tiny homes have become a beloved way of living because it has less of an impact on the environment, your wallet and overall materialism.
- b) **Kiva's Cottages:** Our soft kiva cottages a perfect example for green architecture, in the past hundred years modernist architects believed that they could make people's lives better through design using mass-produced houses. Now, a hundred years later the consumer has changed, the consumer is a person.
- c) **Kiva's lodges:** Ten cantilevered lodges in Kiva have similarly minimalist architecture, but for a room with a seriously impressive view, It has totally uninterrupted views of the valley. Wake early and take a seat on your private balcony to watch the sun rise over the mountains, see the mist clear to reveal lush green paddy fields, and listen as the rainforest comes to life.
- d) **Kiva farms:** Our five unique units with the farm spirit and greentainer are residential villas provided with surrounding farms that will awaken the "farmer" in you, and bring you back to nature. It will enable you to relate once more to the wilderness without detaching yourself from civilization
 - a. *The Truffle Mood Consumer – Interior Mood*
 - b. *The Duck Egg Mood Consumer – Interior Mood*

- c. *The Lemon Grass mood Consumer – Interior Mood*
- d. *The Mint Mood Consumer – Interior Mood*
- e) **Kiva homes:** Our three kiva homes are residential villas follow the perfect Lebanese traditional architecture where you can find comfort, work at ease, practice and acquire a healthy daily routine. “Kiva homes” is a place to enjoy the town's tranquility and practice the city's urbanization.
 - a. *Caramel Mood*
 - b. *Chili Mood*
 - c. *Mint Mood*

3. Kiva Dining

1. **Kiva's Food Cluster:** Such clustering is called “agglomeration” in economics. When restaurants cluster together, there may be advantages because that cluster attracts more customers than a single restaurant alone could. Restaurants agglomerate when the benefits of agglomeration are higher than the costs involved in kiva.
2. **Gastronomic Lebanese restaurant:** Lebanese cuisine is a Levantine style of cooking that includes an abundance of whole grains, fruits, vegetables, starches, fresh fish and seafood; animal fats are consumed sparingly. Lebanese cooking derives its style from various influences, such as Mediterranean cuisines.
3. **Retros international restaurant:** Our kiva international restaurant it's the “Retros Gastronomic ” is the study of the relationship between food and culture, the art of preparing and serving rich or delicate and appetizing food, the cooking styles of particular regions, and the science of good eating.
4. **Cafe Vergnano 1882:** We have six spots of Vergnano in kiva Village b. Spot-1-XXS Bike Project 2 sqm / Dolmen Hub c. Spot-2-XXS Ape Project 4 sqm/ Reception d. Spot-3-XS Container Project 20 sqm/Event venue e. Spot-4-XS Counter bar 25 sqm/Lebanese Rest f. Spot-5-S Counter and Pastry 30 sqm/Gastronomic Rest g. Spot-6-M Complete F&B Shop 50 sqm/Retail Shops
5. **Kiva's Eco “Dukkan”:** At Kiva Dukkan , we are all about providing you with authentic and traditional Lebanese food products free from artificial additives or preservatives. You can choose from more than 150 delicious products based on the local knowhow of Lebanese villages and prepared in a traditional way by rural cooperatives.
6. **Kiva's fruit haven:** Our Fruit Haven Farm a main part of the project and Located in the foothills of the Falougha's reserve on the edge of the Soha Water factory, the tropical climate is ideal for grapes, apple, pine, honey and much more. The farm already produces sugarcane, oranges, and peanut butter fruit, local/wild fruits.
7. **Kiva Bio-Wine:** Lebanese winemakers have favored French grapes, particularly Cabernet Sauvignon, Merlot and Rhone varietals such as Cinsaut, Carignan and Grenache. There are also grapes that are specific and indigenous to Lebanon such as Obaideh and Merwah

4. Kiva Sustainable

1. **Sustainable Eco-Fuel Station:** We signed with Enel X with a strong roots in the energy field and an open strategy geared towards digitalization, sustainability, and innovation to create, store, use, and share energy more efficiently, sustainably, and strategically.
2. **Kiva solar farm and Wind :**“Innovation is key to achieving true sustainability, and we are happy to partner with LCEC and IMELS to work toward our goal of minimizing our ecological footprint,” in kiva eco-vert village
3. **Kiva Green areas and Landscaping :**We Consider planting a wildlife habitat in kiva Basic elements include fresh water, plants and feeders that provide nourishment for birds, insects, etc. plants that are native to Falougha in order to attract hummingbirds, butterflies and birds taking into Consideration creating an organic food garden for the kitchen.
4. **Kiva Water Natural Spring:** The Pin Reserve around the kiva Spring source is protected to ensure the long-term health and quality of the natural environment. “Kiva Natural Water” based on the Concept “Live Green\Love Green \Think Green” promote Lebanon’s culture and heritage and raise awareness about nature’s importance and value.

5. Kiva Creative Hub

1. **Kiva Futuristic Business Space: Our** futuristic Space sets just the right tone for your next meeting or event with its ultra-modern aesthetic, and Ultra-City Vision , award-winning dining and world-class service. Transport your Guests to a world of innovative conveniences accompanied by a full comfortable area for convention center.
2. **Kiva Creative hub:** Dolmen Development a holding company for 10 subsidiaries, we are moving from the city to the mountain and our vision the Balancing between strategic decisions and financial capabilities, Since we are leed certified our mission to implementthis culture on the ground by creating “sustainablehub” in Kiva’ to all the group.
3. **Kiva Babies Brands:** Enjoy and taste the pleasures provided by Kiva projects; invest and secure your own personal quarter to savor the sensation of natural beauty and excellenceof artistry.

Enjoy and taste the pleasures provided by Kiva projects; invest and secure your own personal quarter to savor the sensation of natural beauty and excellence of artistry...

Kiva Facilities and Amenities

1. Kiva Reception

At ECO, experience a fresh, modern take on authentic mountain living. Discover the definition of laid back luxury at kiva Eco-vert village, located In Falougha, using materials that are respectful to the environment and maintaining an authentic Lebanese style with relaxing comfort.

ECO Lifestyle + Many type of living is an intimate boutique hotel located on the center of Lebanon. Here you'll find breezy carefree days and tranquil starlit nights, where your time is your own and your pace is determined by the beat of your own drum. Our reception designed with comfort in mind; up-cycled mahogany furniture, with face east view; each day starts with an illuminating sunrise and ends with a sunset drenched in color. We've taken care to ensure our impact on our beautiful environment is minimized by smart choices and thoughtful practices. Hotel receptionists welcome guests as they arrive at the hotel. Their duties include checking guests in and out, issuing keys, and taking reservations by telephone or email, preparing bills and dealing with payments. They provide guests with information, answer their queries and deal with complaints.

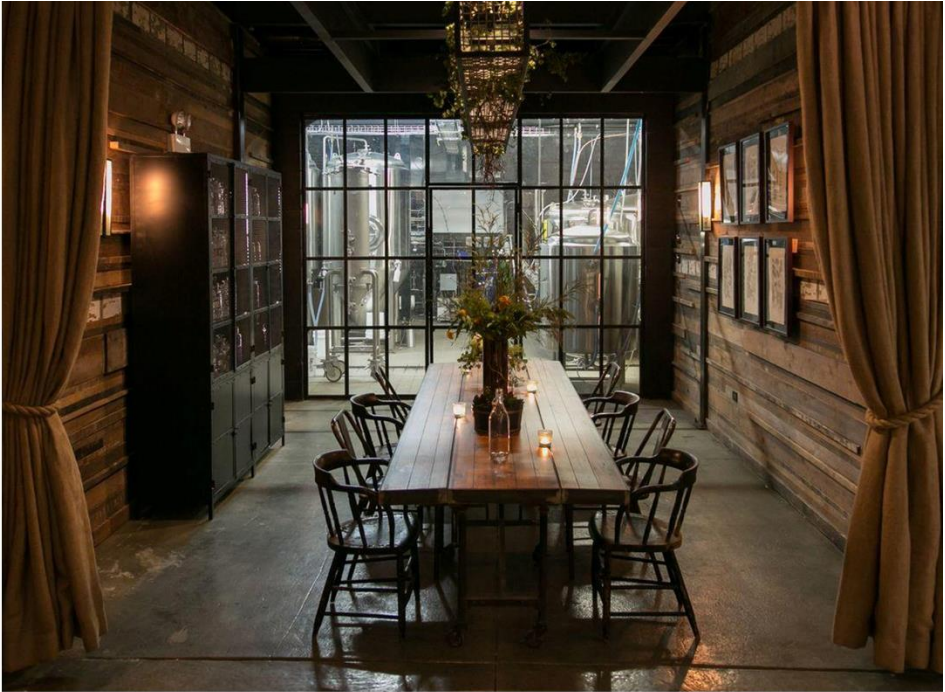
How to Design a reception Area

The hotel's entrance area, with a reception in the main role, is a place of particular value. It is here where the first (and last) contact of the guest with the facility takes place. And because one cannot make the first impression twice, it is worth trying to make it a favorable one.

The appearance and arrangement of the reception area exposes the character of the hotel and way of treating its guests. **Every detail matters.** How to design this space to efficiently serve and pleasantly surprise guests? How to while away their hours for check-in? How to ensure sparkling cleanliness, safety, and comfort? How to make the honest smile of the receptionists the icing on the cake crowning a pleasant, trouble-free stay? The following article is devoted precisely to these issues.

An ear-friendly space

In addition to the convenience and beauty of the furniture in the reception hall and the order prevailing there, **acoustics is particularly important.** Ceramics, concrete, stone, and glass are the sound reflective surfaces. Therefore, during the design process, it is worth to carry out acoustic simulations and see how the sounds will spread in particular parts of the hall and **then properly neutralise the effect of these reflections.** Plush couches and armchairs with high headrests will make part of this task – the rest can be entrusted to professional ceiling and wall solutions. For instance, **a green wall with living plants** will not only decorate the space and provide it with natural element, but it will also effectively improve the acoustics of the room.



Kiva Facilities and Amenities

2. Kiva Eco Spa

The basic spa treatments are massage, facial, body treatment, manicure, and pedicure. A massage will help you relax and get rid of muscle tension. (A Swedish massage is a good place for beginners.) A facial is a deep cleansing of your face, and a body treatment exfoliates and softens the skin on your body. Most spas offer manicures and pedicures as well.

You can also combine services—a massage and a body treatment is a good combination (get the body treatment first) or a massage and a facial (get the massage first). The quality of the therapist determines the quality of the treatment. Get a personal reference if you can. Also, think about whether you prefer a male or female therapist.

The Nine Elements of a Great Spa Experience

1. **Water:** The transforming power of water is one of the strongest elements of the spa experience. At Jawa Juü, we give our treatments on the banks of the rushing Pacuare River. This is one of the most beautiful rivers in the world, and its power and purity add energy to our treatments.
2. **Nourishment:** Not only does our restaurant serve delicious organic meals, but we also use nature as nourishment for the mind and body. Because we are far from roads, telephone poles, or television sets, nature sets the tone for everything we do. It feeds us every day.
3. **Movement:** Vitality and energy through movement are key parts of a great massage experience. Both the movement of our therapists' hands and the action of the surrounding rainforest provide the necessary rhythm to free your mind and body.
4. **Integration:** The relationship between mind, body, spirit, and environment is important, too. All of us at Pacuare Lodge believe that a strong connection between a person and her surroundings is paramount to a healthy existence.
5. **Aesthetics:** This means more than just an attractively appointed place for treatments; it encompasses the appreciation of beauty and the earth as a healer. That's why we use medicinal plants and extracts to bring the healing power of the earth closer to you.
6. **Environment:** The environment is the location, but it also includes the natural elements we use (see above) and our respect for the environment through our social responsibility programs.
7. **Cultural Expression:** We aim to create a sense of community where everyone feels welcome in the middle of Costa Rica's rainforest. In addition, our cultural expression reflects the local Cabécar indigenous community in the plants we use.
8. **Social Contribution:** It is important to both give and receive. Everything we have at Pacuare Lodge comes from the surrounding forests and communities, and we give back by protecting the land, hiring workers from neighboring villages, and incorporating the strictest sustainability practices in Costa Rica.
9. **Time/Space:** Rhythms Perhaps the most metaphorical of these ten elements, this is the perception of ourselves within the grander realm of nature, and how we relate to each other. It's the final binding element that brings the other nine together.



Kiva Facilities and Amenities

3. Kiva Event venue

If getting married in a location which is filled with natural beauty such as on a lake or in the mountains is something that sounds appealing to you, then you already fell in love with the backdrop and its magnificence and realize its significance; but here we will give you a few more benefits of an outdoor wedding for your consideration. **An outdoor event venue located in a naturally beautiful setting means less cost, time, and stress spent on worrying about picking out and planning your event decorations** – as the location is the main decoration! You won't need many floral centerpieces when you have luscious greenery or a sparkling waterfront location where pictures turn out with breathtaking results.

By having an outdoor event your guests will have **more space to move about and not just be confined to one or two rooms**. Your guests can socialize openly without actually leaving the venue. By setting up a comfortable lounge type space, separate from the main area where your event reception is taking place, guests can step away but still be only mere steps away.

Outdoor event spaces are essentially naked and empty, which allow couples to really add their own personality and personal touches. By utilizing a large white tent, which most outdoor event day good luck showers). The blank slate of this white tent, allows for you to add your personal and intimate touch, something you cannot always achieve with large wedding hall ballroom type settings. Flowers, fabrics, and lighting (think the light of lanterns bouncing off of a lake!) are just some of the great ways to personalize your outdoor wedding.

4 Benefits to Outdoor event Venues

Benefit 1 – Nature: Outdoor event venues suit a natural-themed wedding. A mountain or beach setting can be a fantastically romantic and awe-inspiring event venue. Beach weddings are traditionally informal and relaxed; they provide themes such as seashells and sea plants.

Benefit 2 – Scenery: Outdoor event venues offer fantastic scenery. Like Getting married on a beach, or in the gardens of a castle can provide you with photographs that look just amazing, and will be the envy of anyone who marries inside a chapel.

Benefit 3 – Ambiance: Outdoor event venues have a fantastic ambiance, particularly once the sun starts to set. Lantern lights and a fantastic sunset can create a really magical end to your big day.

Benefit 4 - Garden Wedding Venues: A garden event venue can give you all of the benefits of entertaining outdoors, while also offering you protection against the elements. Garden event venues offer flower-lovers the chance to get entertained amongst their own plants, and also help the person save on money, as garden flowers will provide a lot of the decorations.



Kiva Facilities and Amenities

4. Kiva Recreation Area

The Recreation Center at Kiva eco-Village offers beautiful facilities, fun classes and activities that keep kids and their parents coming back for more. Our teen room allows older kids the perfect space to spend time with friends, watch movies, play video games, foosball, pool, poker and ping pong. Light fare is available through the Recreation Center Snack Bar serving a variety of snacks and beverages. Recreation Center is the perfect place for your kids to experience excellent activities of their own. From swimming to tennis to basketball and more, you can be sure they'll never be bored.

A diverse outdoor recreation system contributes to community capital by providing a high quality of life for residents. With increasing urbanization, communities are continuously seeking new ways to provide outdoor spaces and activities to residents, and outdoor exercise is one ideal option. Outdoor Adult Fitness Parks can be located by new and existing recreation centers, allowing users to exercise while enjoying natural and designed landscapes in an open air environment. Whatever category you fit in, there are proven benefits to exercising outside. Here are 9 unique benefits:

1. **Make Exercise Fun**
2. **Are Eco-friendly**
3. **Promote Friendships**
4. **Are Available to Everyone**
5. **Improve Health**
6. **Attract New Users to Outdoor Environments**
7. **Offer Revenue Opportunities**
8. **Provide Training Opportunities**
9. **Support Community Capital**

Masterpieces of Italian artistry in kiva recreation area.

Kiva recreation center it's a beautiful area to fit the creativity of IMPATIA, zanette by dolmen represents this Italian company in Mena region, IMPATIA located in the heart of the economic district of Northern Italy, in Milan area, where everything has the flavor of design and fashion.

DESIGNERS PORTRAIT FILOTTO and LUNGOLINEA have been designed by the Torino based company Adriano Design. Formed of brothers Davide and Gabriele Adriano, their work has been displayed in some of the most distinguished museums, including the Triennale Design Museum and the Chicago Atheneum. They have received numerous international awards, including the Compasso d'Oro ADI 2014. The Calma e Gesso Collection perfectly sums up mission of creating pieces which refuse to play by the rules.



Kiva Facilities and Amenities

5. Kiva Central Kitchen

Kiva Central Kitchen is the main kitchen of the village, located at the central part of kiva where overall sequence of food receiving, storing, preparing, cooking, serving and clearing areas are properly designed and managed. Technically, it is known as central kitchen having man serves

A central kitchen is a commercial kitchen space owned by multi-location restaurants or hospitality groups. These spaces are used to create meal components or entire dishes that are then distributed to their different locations. This is usually done to save on staff costs, as well as food costs.

Kiva Central Kitchen Serves:

1. Gastronomic Lebanese Restaurant,
2. Retros International Restaurant,
3. 3.Room Services,
4. The Wedding Venues.

Benefits of Owning a Central Kitchen

Business expansion: While you'll use your central kitchen to provide items for your restaurants, it also gives your business the opportunity to expand to new markets such as the food retail and wholesale business. Do customers rave about your tomato sauce and often ask for the recipe? You can use the space and resources of a central kitchen to jar and sell it at local markets.

Consistency: Since everything is produced in the same place, at the same time, using the same equipment, businesses can guarantee a more consistent and taste and quality across their locations. The more you make in-house, the less you risk receiving items that don't meet your standards.

Brand development: While your chefs are busy in your restaurant, you can work on menu development off-site. Central kitchens allow you to create a signature brand and flavor that is unique to your restaurants.

Efficiency: Central kitchens are more efficient because they allow you to automate your production process, human resource procedures, and delivery operations. Since many of the dishes' essential components are prepared in the central kitchen, your restaurant staff can focus on precision and better customer service.



Kiva Accommodations

1. Kiva Tubes

Tiny homes made of concrete pipes could be the next big thing in micro housing

The micro-housing trend has really taken off over the last decade, and a new age of tiny urban homes is now upon us. Created by James Law Cybertecture, the Opod Tube House is made from a repurposed concrete pipe and designed as an affordable home for young people who struggle with housing costs in the world's major cities.

The tiny tube houses are created out of repurposed concrete water pipes that measure a little over eight feet in diameter. The tubes are designed to accommodate one or two people and come with approximately 1000 square feet of living space. The interiors are equipped with the standard amenities, including a living room with a bench that converts into a bed, a mini-fridge, a bathroom, a shower and plenty of storage space for clothes and personal items.

We've already seen minimalist hotels made out of giant section of concrete tubing. But who would have known concrete tubing could be actually made to look inviting, much less for travellers.

Tiny Homes Have Become A Beloved Way Of Living Because It Has Less Of An Impact On The Environment, Your Wallet And Overall Materialism.

Falougha Landscape Is A Living Structure, It Has Memories, It Has A Language, It Has Moods, Rhythm, And It Has A Character.

Hotels and Villages worldwide are going green with LEED Good news: the pace of green building in the hospitality sector is on the rise, and it doesn't require making any sacrifice in the luxury of your stay away from home! This is the main concept in kiva accommodation specially "kiva tubes" we put the concrete tubes without any damages in the nature. It's no secret that with operations running 24 hours a day, seven days a week, 365 days a year, hotels consume natural resources at a high rate.

Representing more than 5 billion square feet of space in the United States alone, there is an enormous opportunity for the industry—and guests—to positively affect the built environment. For years, USGBC has diligently made progress toward greening the hospitality sector. Among these efforts was the establishment of the LEED User group for hospitality and venues, which engages in multifaceted dialogue and peer-to-peer collaboration to identify best practices, lessons learned and ongoing challenges for sustainability in the sector.



Kiva Accommodations

2. Kiva Cottages

A cottage is, typically, a small house. It may carry the connotation of being an old or old-fashioned building. In modern usage, a cottage is usually a modest, often cozy dwelling, typically in a rural or semi-rural location. The holiday cottage exists in many cultures under different names.

In the past hundred years modernist architects believed that they could make people's lives better through design using mass produced houses. Now, a hundred years later the consumer has changed, the consumer is a person. Nowadays, people don't want to live in identical units, they want to express their difference. Nowadays, it's about the individual not the masses...

Dolmen Development is a leading company in the development, contracting and project management sector with a vast experience in projects worldwide. It has created a consortium of companies for precast concrete projects where all parts are working harmoniously on mega projects. The consortium structure is elaborated as below shown.

The Precast System is an advanced method providing concrete with a highly flexible building system that delivers strength, cost and time savings, durability, thermal and acoustic efficiencies and provides structurally superior resistance to natural disasters.

Our Concept Cottage delivers construction times up to 50% in kiva's falougha faster than conventional superstructure systems that utilize cast concrete, blockwork, and render. Also, it is ideal for large and repetitions' projects where onsite manufacturing delivers optimum benefits.

The word "cottage" is derived from the medieval word "cotter", meaning a person living in a small home in exchange for working the surrounding farmland for the landlord. Often the term included not only the house but the barn, outbuildings and anything else enclosed by the fence on the plot. Somewhere along the way, cottage came to mean a small house. No real particular size, just small. While the cottages of Europe serve as dwellings, the cottages of America usually refer to a vacation home. Whatever its official use, these homes have no lack of charm and invitation for the weary of heart.



Kiva Accommodations

3. Kiva Lodges

Our Kiva lodges in Falougha have similarly minimalist interiors, but for a room with a seriously impressive view, request ambalama one; the first in the row of hillside villas. It has totally uninterrupted views of the valley. Wake early and take a seat on your private balcony to watch the sun rise over the mountains, see the mist clear to reveal lush green paddy fields, and listen as the rainforest comes to life.

From its impeccably minimalist design to its star-quality health packages, everything at luxury retreat Kiva eco-vert boutique village & Spa is geared towards achieving harmony. This may mean finding a balance between active yoga sessions and restorative Ayurvedic spa treatments, or a healthy fruit juice at breakfast and cleansing herbal tea after dinner.

At one with nature, the hotel's glass walls and indoor-outdoor lounging spaces mean you can wake, dine and fall asleep to breathtaking views of emerald-green paddy fields and thick forests; the hillside rooms are open to the elements, so you feel like you could step right out into the scenery...

Kiva's Poolside / lodges

As part of Lebanon's eco-tourism program, the country offers a variety of eco-friendly accommodation. In Mount Lebanon, one can find an eco-village, while the area around Falougha is home to several modern style eco-lodges.

The attractive eco-village of Falougha Valley is situated in a beautiful natural environment next to the La Martine Valley and offers basic lodging in a modern cantilever metallic space.

There are two pools at Kiva's, including a thermal salt pool in the spa which, although covered, has one partial wall so you can gaze at the surroundings while you soak.

Perched on the side of a hill, overlooking the forests below and mountains beyond, the main infinity pool has some of the best vistas in the eco village; wake early to watch the sunrise while leisurely swimming, and return for a dip at dusk as the setting sun transforms the surface of the pool, turning it shades of pink, purple and inky blue.



Kiva Accommodations

4. Kiva Farms

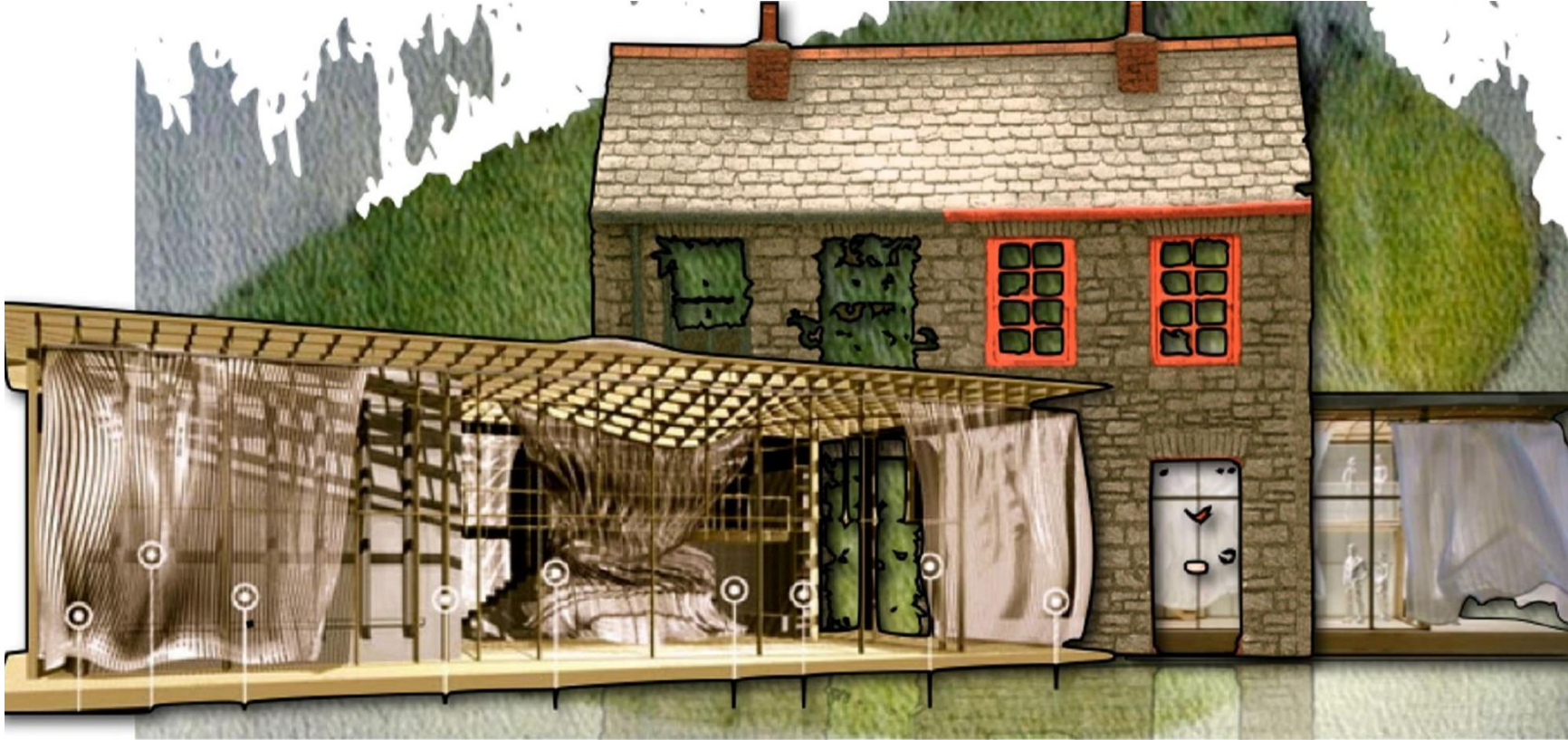
The shipping containers were hand-selected with the end design in mind, so when each showed up on site, it had a specific purpose. Once the containers were properly stacked, builders began to cut out portions of the massive metal boxes in order to create windows, doors, decks and connecting open-air walkways.

To take the sustainable design one step further, none of the cut metal went to waste, as it was turned into interior walls, doors, sinks, bathroom stalls and a kiosk and welcome counter in the cafe and gym. “Kiva Farms” at “kiva Eco-village” it's a combination between Lebanese traditional architecture and Steel containers.

Based on the “The International Sustainable Development Studies Institute” in Thailand is taking its own teachings to heart with the eco-friendly campus crafted from 22 recycled shipping containers. Dolmen took this beautiful sustainable example to implement it in Kiva falougha.

Now, the institute has a clear example when teaching students about the importance of upcycling and sustainability, plus plenty of space for educating on tree conservation, urban farming, waste management and more. In addition to reusing containers slotted for melt-down recycling on the front end of the project, careful thought went into long-term energy savings from daily operations.

For example, the entire campus uses low-energy LED lighting for areas not already lit through copious natural lighting. Proper insulation keeps the campus temperate, but when air conditioning is necessary, each pod has its own unit for efficiency, and most of the units were recycled from old buildings. Outside areas also received a sustainability upgrade with the use of composting, an on-campus garden, plants and green spaces, all intended to help support the soil and provide fresh air.



Kiva Accommodations

5. Kiva Homes

The developer Dolmen Development is a leading company in the development, contracting and project management sector with a vast experience in projects worldwide. It has created a consortium of companies for precast concrete projects where all parts are working harmoniously on mega projects. The consortium structure is elaborated as below shown.

Dolmen has succeeded in consolidating the efforts of top tier companies in order to provide the best services for its clients. Each company with its long track record work together under the management and supervision of Dolmen to provide the best solutions in the market.

This revolutionary technology allows ninety percent of the building to be constructed in the factory according to custom specifications previously determined by the owner. A friendly, interactive computer system allows the customer to lay down basic design variations to accommodate individual taste

For the past hundred years modernist architects believed that they could make people's lives better through design using mass-produced houses. Now, a hundred years later the consumer has changed, the consumer is a person. Nowadays, people don't want to live in identical units, they want to express their difference. Nowadays, it's about the individual not the masses...

Can architects and products create new meanings and new unity?

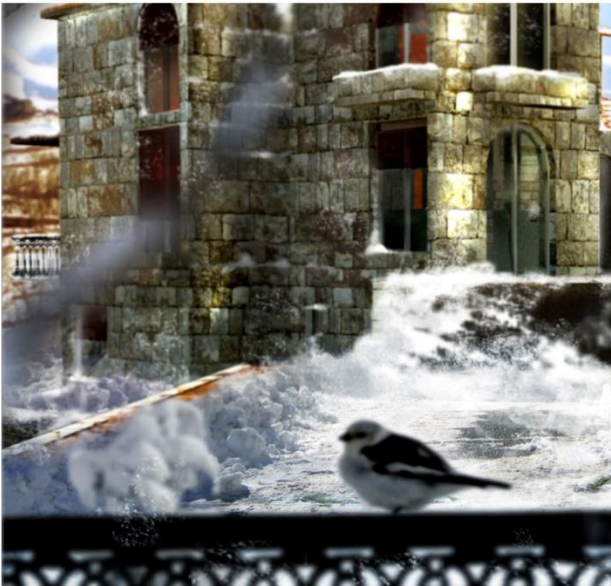
Products can, architects should.

In the information age, the data based architecture is the substance of a new form of architecture.

Together with our international partners, Dolmen developed the Sakani Process, a new way to develop mass production building projects with a tailored approach and our idea is that Sakani Process may develop into a real Sakani Software for bigger projects. This will be the end of mass production and the start of mass customization.

It is our engineering solution to solve the complicated equation between the developer, consultant and contractor. We are in the middle of both of them. Our solution will create the adaptation needed for the designer, facilitate the process of construction for the contractor and will increase the profits of the developer.

In order to customize into mass production, this group of geometric figures produces unlimited layout and volume options of houses while maintaining the same square meter area.



Kiva Dining

1. Kiva's F&B Cluster

Such clustering is called “agglomeration” in economics. When restaurants cluster together, there may be advantages because that cluster attracts more customers than a single restaurant alone could. Restaurants agglomerate when the benefits of agglomeration are higher than the costs involved in kiva we complete the station by “vergnano coffee/monop/ zaatar w zeit

At Kiva Eco-Vert Village, the f&b area close to the Eco-fuel station were divided into multiple small spaces for micro-restaurants. Food cart operators can lease space for a permanent, fixed location with reliable utilities and small sit-down areas that can be opened to a set-back plaza along the street.

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Today, the micro-restaurant concept may be too new to term a trend, but all the spaces are leased and the model is being tested and refined by the operators.

Entrepreneurial opportunities for people who want to set their own hours and agendas. Because they have low startup and operating costs and minimal labor needs compared with those for fixed restaurants, a food cart can provide a livelihood for an entrepreneurially motivated young person or couple.

In kiva f&b zone the restaurants—very small, full-time operations 24/24 with limited seating and a limited menu—raises interesting questions about whether the economic model of these food-service formats might generate a profitable method to regenerate flagging, bypassed commercial areas, create jobs and businesses, and generate commercial activity.

Thinking small may generate new opportunities for local investors, especially those inclined to deploy capital for local economic development without the participation of local government entities that are dealing with sharply reduced municipal budgets.

A restaurant cluster creates the kind of vibrancy that retail thrives on. A prime example can be seen in Kiva falougha , where “Zaatar w ziet” , is being joined by concepts like “Vergnano Café”. I think more concepts would locate in this off-the-beaten-track area if they could find the space. As “Dolmen Development “ From a real estate standpoint, these areas often have cost structures that can be lower than those in traditional restaurant rows. That's another reason why we see independents aggregate in these types of best-kept secret areas.



Kiva Dining

2. Gastronomic Lebanese Restaurant

Kiva Restaurant is built based on attention to details, seeking perfection and that via sourcing the best Lebanese ingredients. The handpicked ingredients undergo traditional preparation to conserve the authenticity of their taste and quality

Lebanon's illustrious cuisine is one of the country's foremost attractions. **The most popular mezze dishes** include **hommos** (purée of chick peas and sesame paste), **moutabal** (eggplant and sesame paste dip) and **tabboule** (parsley, tomato and crushed wheat salad). These three dishes form the nucleus of the Lebanese mezze tradition, but only constitute a small part of the rich and varied spread that can include anywhere from 10 to 100 small plates of local delicacies.

Other notable mezze dishes include warak arish (stuffed grape leaves), labne (strained yogurt seasoned with olive oil and garlic), fattoush (green salad with tomatoes and bread), samboussek (fried cheese or meat pastries), kebbi (finely ground meat with crushed wheat), and many more.

The centerpiece of the mezze is a colorful bouquet of whole lettuce, tomatoes, cucumbers, radishes and local greens. Arabic (or pita) bread, which is essential to the mezze, is served in abundance. The most wonderful thing about mezze dishes is that they're as healthy as they are tasty. Most dishes are made with olive oil and many are vegetarian. In fact, almost every ingredient in the mezze dishes is good for the heart (and the soul!): bourghul (crushed wheat), chick peas, fava beans and vitamin-rich tabbouleh.

After the mezze, diners move on to grilled meats (lamb, kababs, chicken brochettes and kofta, which is ground meat with parsley) **and grilled seafood**. More sophisticated dishes offering a mosaic of flavors include kebbi labnieh (meat balls in a warm yogurt sauce), moujadara (lentil purée cooked with rice and onions), and sayyadih (fish and rice topped with onion sauce) to name a few. Lebanese meals are traditionally accompanied by arak, the national drink of distilled grape juice flavoured with anis. Superlative local wines, including reds, whites and rosés, are also plentiful.

Narguili, the tobacco water pipe flavored with fruit, honey or molasses, provides the crowning touch to any Lebanese meal. Also try Lebanon's very own white coffee (a caffeine-free infusion of orange-flower water) or cup of aromatic Turkish coffee. A Lebanese meal can also be a speedy affair, particularly when you're in a rush. Try the mankouche, Lebanon's famed thyme and olive oil pizza, or the lahme bi ajine, a spiced ground meat and tomato pizza. Other Lebanese fast food options include the beloved falafel (fried purée of breaded beans) and shawarma (thin slices of marinated meat garnished with fresh vegetables, pickles and tahini).



Kiva Dining

3. Retros International Restaurant

Our kiva international restaurant it's the “Retros Gastronomic” is the study of the relationship between food and culture, **the art of preparing and serving rich or delicate and appetizing food.** Some might use the term boutique to mean stand-alone, unusual, or special but there's no hard and fast rule to the usage of the label. It literally means "shop" in French but the word sounds exotic enough to most English speakers that it's used to convey a sense of exclusivity and quality

One who is well versed in gastronomy is called a gastronome, while a gastronomist is one who unites theory and practice in the study of gastronomy. Practical gastronomy is associated with the practice and study of the preparation, production, and service of the various foods and beverages, from countries around the world. Theoretical gastronomy supports practical gastronomy. It is related with a system and process approach, focused on recipes, techniques and cookery books. Food gastronomy is connected with food and beverages and their genesis. Technical gastronomy underpins practical gastronomy, introducing a rigorous approach to evaluation of gastronomic topics.

“Kiva retros” idea came from The French origins of gastronomy explain the widespread use of French terminology in gastronomic literature. Gastronomic literature, Pascal Ory criticizes, is conceptually vague relying heavily on anecdotal evidence and using confusing, poorly defined terminology. Despite Ory's criticism, gastronomy has grown from a marginalized subject in France to a serious and popular interest worldwide.

There have been many writings on gastronomy throughout the world that capture the thoughts and esthetics of a culture's cuisine during a period in their history. Some works continue to define or influence the contemporary gastronomic thought and cuisine of their respective cultures as listed below:

- **Apicius:** A 5th century collection of Roman recipes by the gourmet Marcus Gavius Apicius. Contains instructions for preparing dishes enjoyed by the elite of the time.
- **Suiyuan shidan (隨園食單)** : An 18th century manual on Qing dynasty Chinese Cuisine by the poet Yuan Mei, which contains **recipes from different social classes at the time along with two chapters on Chinese gastronomic and culinary theory.**
- **The Physiology of Taste:** A 19th century book by lawyer and politician Jean Anthelme Brillat-Savarin that defined classic French cuisine. **The work contains a large collection of flamboyant recipes from the time, but goes into the theory on preparation of French dishes and hospitality.**



Kiva Dining

4. Kiva's fruit haven

In Falougha Eco-Vert Boutique Village we are creating a sustainable eco-village and a functioning permaculture fruit farm. We hope to inspire local farmers to see fruit production as a profitable endeavor; an alternative to deforestation and cattle grazing. Our community values are important to our unity and success:

- **A strong work ethic: Responsible care-taking of the land to maintain and increase production of fruits and vegetables**
- **Permaculture methods of farming**
- **Consuming raw, unfractionated, unprocessed foods**
- **Abstinence from addictive mind-altering substances such as alcohol and other drugs**
- **Maintaining spiritual health through meditation and yoga**
- **Not harming/domesticating other animals or exploiting them for our gain**
- **Maintaining a de-centralized, non-hierarchical structure in the community**

Agriculture in Lebanon is the third most important sector in the country after the tertiary and industrial sectors. It contributes nearly 7% to GDP and employs around 15% of the active population. Main crops include cereals (mainly wheat and barley), fruits and vegetables, olives, grapes, and tobacco, along with sheep and goat herding. Mineral resources are limited and are only exploited for domestic consumption.

Our Community vision to create something different and new not only in Lebanon also the Mena region area, At Bio Fruit Haven, we envision a worldwide network of decentralized, autonomous, fruitarian communities, operating in a sovereign manner, with a comfortable balance between the rights of individuals and the functioning of the community. Growing an abundance of our own fruits and vegetables and eating a raw vegan diet will provide the physical backbone of superior health, while non-violent communication and consensus-based decision making processes will provide the organizational backbone of a resilient and successful community. Through the use of permaculture methods of cultivation, we will help to restore the world's ecosystems to their healthy natural state, while creating an example to guide others.

Climate and Accessibility

The Climate of This part of Lebanon has a tropical climate with high level of annual rainfall. The rainfall profile is somewhat even, with the driest months being June, July, and the beginning of August. The hottest month is August and the coolest month is January. The climate is sufficient for super-tropical.

The access to Fruit Haven may be accessed via bicycles and green buggies, but not by car, it is a five-minute walk from the road on a well-maintained path



Kiva Dining

1. Kiva Dukkan

At Kiva Dukkan, we are all about providing you with authentic and traditional Lebanese food products free from artificial additives or preservatives. You can choose from more than 150 delicious products based on the local knowhow of Lebanese villages and prepared in a traditional way by rural cooperatives.

Grown under the warm Mediterranean sun, these products reflect the richness of Lebanon's culture as well as its generous and welcoming cuisine. We guarantee your satisfaction with Fairtrade certified products. This means that our products follow strict social, economic and quality standards. They are:

- **100% natural and trustworthy ingredients.**
- **Ethical products that endorse small producers and guarantee fair wages and prices for their goods.**
- **Authentic Lebanese recipes that protect our gastronomical heritage.**

Our products are available in kiva Eco-Vert Boutique village.

Lebanese culture is one of the most diverse cultures in the Arab region. Lebanon is a small nation in western asia occupying slightly over 10452 square Km. Lebanon is centrally located where it acts as a link between European nations and West Asian nations. Lebanon has an estimated population of six million residents. Most Lebanese people have Arabic ancestry. Nonetheless, due to immigration in the early days, the country has many people with European and Asian origins.

Lebanese culture is one of the most diverse cultures in the Arab region. Some of the influencers of Lebanese culture are Phoenicians, Assyrians, Romans, Greeks, Arabs, and the French. These people influenced Lebanese art, literature, music, cuisine, religion, and architecture. The diverse attributes are seen in everyday living in Lebanon.

Lebanese cuisine is closely linked to cuisines of its Mediterranean neighbors such as Greece, Syria, and Cyprus. The meals include pita bread, hummus, pasta, and savory meals known as mezze. Arabic coffee, wine, and local beer are also favorite drinks in Lebanon.

Policy to Support Sustainable Agriculture

A different kind of federal agriculture policy could help farmers and taxpayers, and curb many of the worst impacts of industrialization. A policy based on supply management, which creates a grain reserve (a common sense protection against low yield years) and a floor price for farmers, would not incentivize fencerow-to-fencerow planting, making it easier for farmers to take marginal lands (land not worth farming because it would not make enough money) out of production.



Kiva Dining

2. Kiva BIO Wine

Lebanese wine History

Lebanon is among the oldest sites of wine production in the world. The prophet Hosea (780–725 BC) is said to have urged his followers to return to God so that "they will blossom as the vine, and their fragrance will be like the wine of Lebanon". The Phoenicians of its coastal strip were instrumental in spreading wine and viticulture throughout the Mediterranean in ancient times. Despite the many conflicts of the region, the country has an annual production of about 6,000,000 cases of wine.

Vitis vinifera may have been domesticated in Lebanon, although it probably arrived from the South Caucasus via Mesopotamia or the Black Sea trade routes. Vines grew readily in the land of Canaan, the coastal strip of today's Lebanon, and the wines of Byblos (Gubla, Gebal, Jubail, Jbeil) were exported to Egypt during the Old Kingdom (2686 BC–2134 BC). The wines of Tyre and Sidon were famous throughout the ancient Mediterranean, although not all the cargoes reached their destination; Robert Ballard of Titanic fame found the wrecks of two Phoenician ships from 750 BC, whose cargo of wine was still intact. As the first great traders of wine ('Cherem'), the Phoenicians seem to have protected it from oxidation with a layer of olive oil, followed by a seal of pinewood and resin—this may well be the origin of the Greek taste for retsina.

Grape varieties Lebanese winemakers have favored French grapes, particularly Cabernet Sauvignon, Merlot and Rhone varieties such as Cinsaut, Carignan and Grenache. There are also grapes that are specific and indigenous to Lebanon such as Obaideh and Merwah
Wineries Most of the major wineries have their vineyards in the southern Beqaa Valley.

Château Ksara remains much the biggest, with 70% of all the country's production. It is no longer connected with the Jesuit house of Tanail, it was sold in 1972 and suffered considerably during the civil war, but has now bounced back with reds and rosés made from Rhone varieties such as Carignan and Cinsaut.

Next biggest is **Château Kefraya**, whose majority of shares were bought by Druze politician Walid Jumblat from the De Bustros family in the late 1980s. The former winemaker, Yves Morard, has now set up Cave Kouroum nearby.

Chateau Musar is perhaps the best known in the West, it was a particular favourite of Auberon Waugh. Musar achieved international recognition at the Bristol Wine Fair of 1979 and for a long time was the only Lebanese wine widely available in the United Kingdom. The second wine, 'Hochar', is made in a lighter style for earlier drinking. Chateau Musar is known for transporting the grapes across the Front line during the civil war. Currently the sector exports over 50% of the production mainly to the United Kingdom, France and the United States.



Kiva Dining

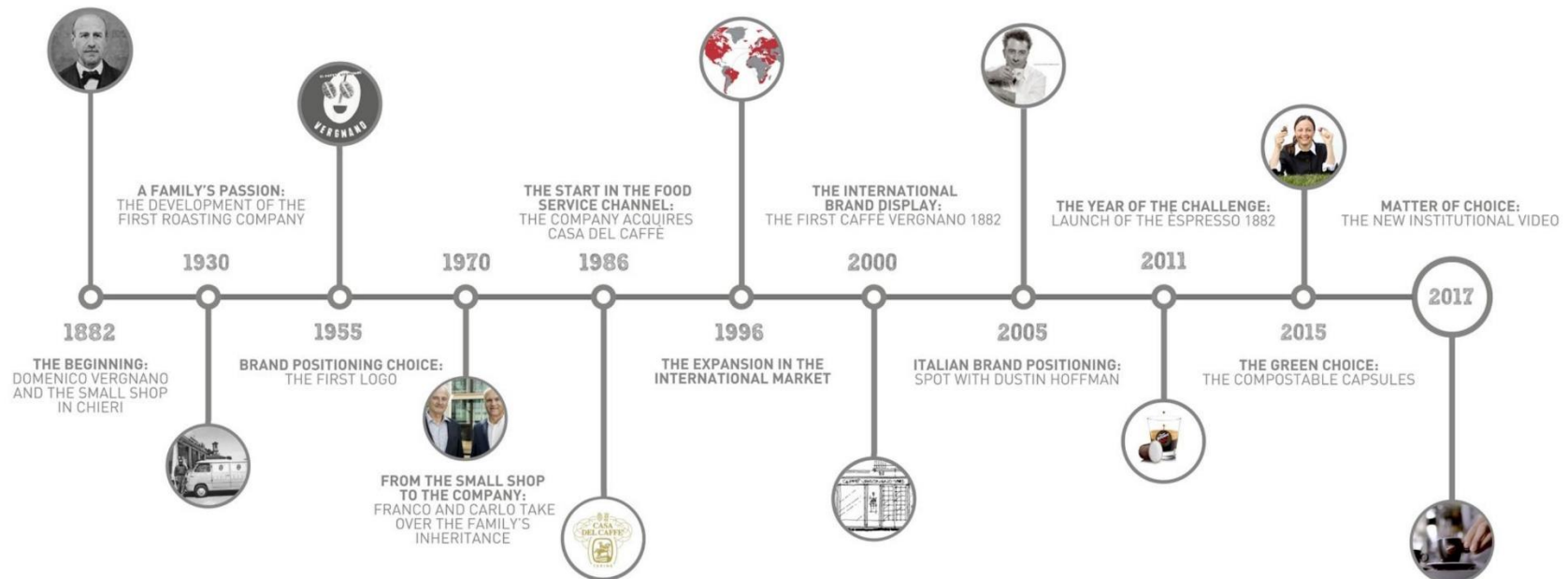
3. Vergnano Café

Caffè Vergnano, the most ancient Italian coffee roaster, welcomes you to a warm and natural environment, for a pleasurable break.

Located at the newly opened South Beach, Caffè Vergnano, Italy's oldest family-owned coffee roasters brings to Singapore their brand of prestige heritage brew that is true to authenticity and traditions. Caffè Vergnano, founded in 1882, sources and procures the finest quality coffee beans from around the world and artfully slow-roasts them to a time-honoured perfection.

The brew is then skillfully expressed, one cup at a time, by trained baristas to produce a satisfying, aromatic cuppa that is robust in flavour, unmistakable in quality and globally appreciated by coffee lovers who make Caffè Vergnano their preferred choice.

A history of choices





Kiva Sustainable

1. Sustainable Eco-Fuel Station

Fuel your journey at Falougha EcoVert Boutique Resort Gas Station. Located just outside the resort parking, the Gas Station offers all grades of fuel including diesel and propane, big-rig accessibility and fast flow pumps. The station also has a car wash along with a large vehicle convenience area.

Since Falougha EcoVert Resort is a green and sustainable project, so we present a new energy solution for transportation:

Enel X is a global company with strong roots in the energy field and an open strategy geared towards digitalization, sustainability, and innovation. Enel X combines the spirit of a startup with the infrastructure and expertise of a global innovator to help businesses and communities create, store, use, and share energy more efficiently, sustainably, and strategically. Enel X continues to drive the New Power Economy forward with solutions for businesses and institutions in nine core areas in North America:

- Demand Response
- Demand Management
- Energy Supply Management
- Renewable Energy
- Energy Storage and Microgrids
- Utility Bill Management
- Sustainability

Public Charging: Public charging infra structure plan launched:

1. In Italy, the programme calls for 28,000 charging points by 2022
2. In Spain, the programme calls for 8,500 charging points by 2023
3. In Romania, the programme calls for 2,300 charging points by 2023.

Private Charging: Our new smart wall box can interact with cars, customers and grid. Juice Net, an integrated IOT platform, is able to aggregate the distributed loads of thousands of Evs utilizing their chargers to dynamically balancing the grid.

VGI: Thanks to VGI technology Enel X smart charging stations can interact with hegrid providing lexibility to the system, by modulating the process of charging according to the status of the grid



Kiva Sustainable

2. Kiva Solar Farm and Windmills

Solar energy can be simply defined as energy sourced from the sun. The sun radiated incredible amounts of energy and thanks to technology, we can capture this abundant source of energy and utilize it to power our homes, businesses, vehicles and much more. Electricity production is largely coal fueled industry - it produces vast quantities of CO2 and it's use is actually growing worldwide during a time when Greenhouse Gas driven Climate Change is a major controversy.

With its own bio-energy plant, making it energy independent, and many other cutting-edge ECO-features, the KIVA ECO-VERT Village, at Falougha, is a living laboratory for a nature-friendly ecological lifestyle. We seek participants and partners who value ethical investing, a sustainable approach to modern living, and wish to make a difference to our contemporary society by being part of the development of an inspirational model for clean, efficient living, at our eco-village set in a futuristic garden paradise.

A stay at Kiva Falougha is a holiday experience you will never forget, amidst bountiful nature, awesome symbolic stone structures, futuristic sustainable lifestyle technologies and imbued with the spirit of the mountain of Lebanon.

Benefits of Solar Farms

Solar farms are a simple way of producing safe, renewable and locally produced energy for several years after construction. There are a number of key benefits of solar farming, which are as follows:

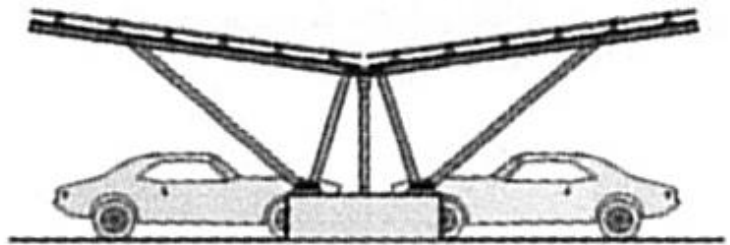
1. The land used for constructing solar farms provides a better habitat for wildlife and plants. The land around the solar panels is generally grass-land that can be maintained with hedges. Alternatively, animal grazing between the rows of installed panels and in the ground under the panels is also possible
2. Solar farms receive a great return on investment, mainly when electricity bill savings, maintenance costs and reassurance of guaranteed income are considered. Solar feed-in-tariffs are applicable in some instances. Recent advancements and cost reductions such as financing incentives in addition to the reduction in costs to build solar panels will further make solar farming easier than before
3. Components in solar farms have no moving parts, and the inverters are housed in sound-proofed boxing. Hence, there is hardly any noise generated from solar farms. Solar farms can be constructed very close to load centers as they are minimally disruptive to the local environment. This not only reduces the transmission difficulty, but also improves the efficiency of solar panels by reducing line losses
4. Solar farms are the most direct way to reduce carbon emissions that contribute to global warming. Besides producing renewable energy, solar farms feed surplus power to the mains grid thereby distributing clean energy
5. These farms are often constructed with cameras and security fences to secure solar panels. Solar farm installation does not increase flood risk. However, developers may use stable materials that aim at preventing soil compaction during the construction of solar farms



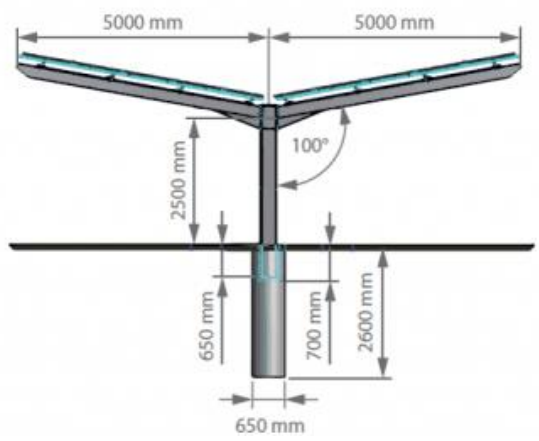
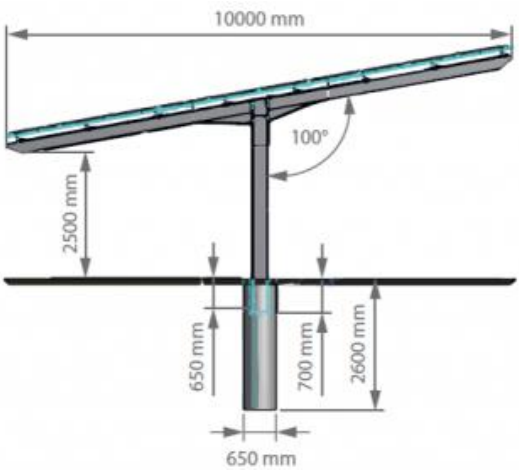
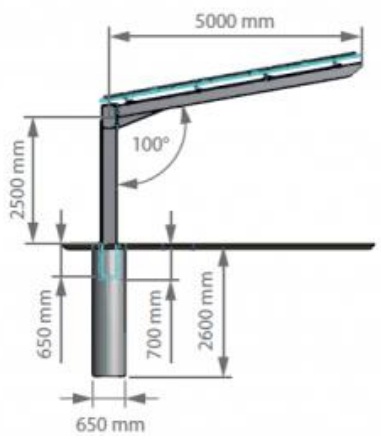
1-row vehicle arrangement
(max.depth 6m)



2-row vehicle arrangement ①
(max.depth 13.5m)



2-row vehicle arrangement ②
(max.depth 13.5m)



Kiva Sustainable

3. Kiva Green Area and Landscape

Advantages of Green Areas in Ecotourism

A vacation at an ecotourism site can give a warm, fuzzy feeling. Ecotourists learn about the ecosystems, traditions and cultures of their destination without missing out on adventure, excitement and relaxation. For local communities, it's a win-win experience. Ecotourism provides support through employment and other means, but not at the expense of the local environment.

Kiva Ecotourism Landscape and the Environment

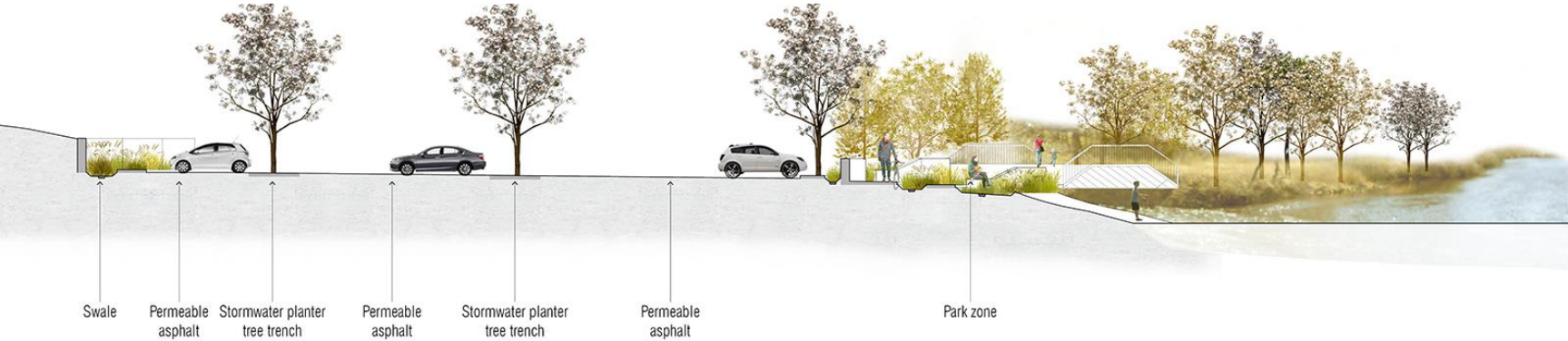
Ecotourism helps protect natural habitats and pristine environments. The wealth of poorer countries is often tied up in natural resources like forests, minerals and land that could be used for agriculture. Exploiting these resources often means altering or destroying wildlife habitats and beautiful natural landscapes. Ecotourism allows countries and communities to build their economies without harming the environment, which means that local wildlife can thrive and visitors can enjoy untouched destinations. To check that vacation accommodation is environmentally friendly, check the accommodation's website for policies on waste management, recycling, and renewable energy use and energy efficiency.

Economic Benefits of Ecotourism at Kiva

Local jobs are only one of the economic benefits of ecotourism. As well as providing an income for staff who work at ecotourism sites, ecotourism allows them the opportunity to receive training in skills that can transfer to other areas of employment and even nutrition when they receive meals at work. Surplus income allows workers in falougha or their family members to start up small businesses or to pass on the money to other community members by buying local goods and paying for child care and other services.

Ecotourism Landscape and Travelers at Kiva

The advantages that ecotourism at Kiva falougha offer travelers are personal, but their effects are widespread. Through visiting areas of stunning natural beauty, seeing animals in their native habitats and meeting members of local communities, travelers can increase their awareness of the importance of conserving resources and avoiding waste. They're encouraged to live more sustainably at home, and they can also increase their understanding of and sensitivity toward other cultures. Additionally, travelers learn how to help support other communities, not by handing out free gifts like toys and stationery, but by buying local produce and goods. When ecotourists return home, they spread the message to their families, friends and coworkers.



Kiva Sustainable

4. Kiva Water Natural Spring

Spring Water is Naturally Alkaline

Spring water is defined as natural water that gets collected from underground sources. A quality spring water delivery service will collect the naturally alkalized water directly from its source, bottle it and deliver at your home or office. There is no alteration or addition to the pure water, so that you can drink clean, pure and healthy water as it is received from nature. The water is constantly tested to ensure that it is pure and free of contaminants and bacteria. Some of these services can even allow you to visit their spring. The best spring water delivery services source their water from free flowing springs in the mountain. The water is naturally alkaline and is untouched by civilization. In some cases the water has been flowing from these mountains for tens of millions of years and is clean and has the perfect balance of minerals. The source of this water is rain and snow that has formed on the mountain and seeps through it to reach the underground springs. While going through this process the water gets filtered for years.

Environmental sustainability

Kiva Waters Lebanon is committed to reduce plastic waste by investing in recycling awareness programs and helping improve recycling rates and efficiency.

Drinking better to lead healthier lives

Food and beverages play a fundamental role in our lives, but they also present society with some of its biggest challenges. Over the past 10 years, converging scientific evidence has highlighted that overconsumption of sugar-sweetened beverages is a factor in the prevalence of obesity and its related disease

Our beliefs for healthy hydration

- **Water is essential for life. We believe that what you drink is as important to your health as what you eat and how often you exercise.**
- **Water, which contains zero calories and zero sugar, is a healthy replacement for sugar-sweetened beverages.**
- **Water - whether bottled or from the tap - should be the first choice when it comes to daily hydration.**
- **We need to do more to persuade people to choose water for daily hydration.**
- **Our role is to inform consumers and help them adopt healthy drinking habits.**
- **Adopting good hydration habits starts early: that is why educating children to drink water on a daily basis is one of our key priorities.**



Kiva Creative Hub

1. Kiva Futuristic Business Space

Meetings at Kiva Boutique Village Falougha

Meeting Facilities

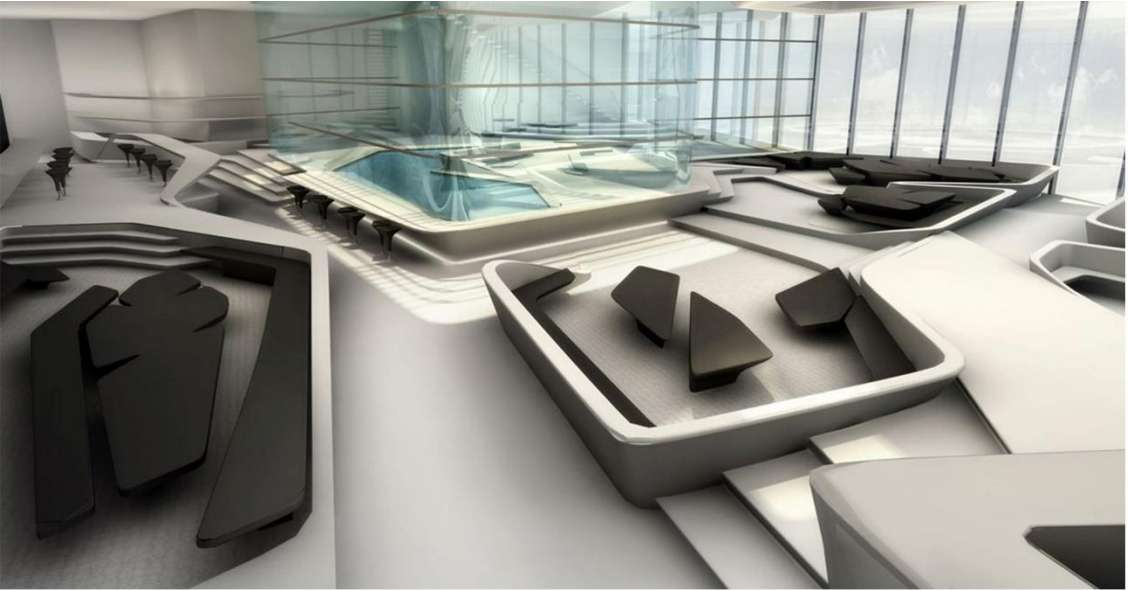
Kiva's Sustainable village Center encompasses 12000 square meters of meeting and event space which can be divided, decorated and equipped to meet the specific needs of your event. Our facilities feature everything you need to create a lasting impression, whether you're planning a large-scale catered affair or an intimate board meeting. Host a flawless event with Wi-Fi access, satellite up/down capabilities, A/V and lighting capabilities, loading docks, roll-up doors and more.

Kiva's Sustainable village sets just the right tone for your next meeting or event with its ultra-modern aesthetic, and Ultra-City Vision, award-winning dining and world-class service.

Transport your Guests to a world of innovative conveniences accompanied by a full comfortable area for convention center, its iconic Village and more than 15 miles of sparkling shoreline views.

Kiva sustainable village features:

- Over 70 oversized Guest rooms, including “30 Tubes” + “20 Cottages” + “10 lodges” + “5 farms” and “3 homes”
- Convention center featuring of flexible meeting and event space
- Wi-Fi available at no or low cost in meeting and convention facilities, in addition to complimentary Wi-Fi available in Guest rooms and public areas of the Village
- 1000 M2 Fantasia ballroom accommodating meetings and events for up to 1000 Guests.
- Expansive boardroom, with an oval marble-top conference table, accommodating up to 24 Guests
- Development Creative Hub provided by “Dolmen Development” and “Zanette by Dolmen” to facilitate the communication of the guests.
- Fruit Haven indoor and outdoor area .
- 5 spacious breakout rooms
- 2 private dining restaurants, featuring cuisine “Gastronomic lebanese “ and “retros international”
- 2 dedicated meeting planner offices
- Full-service business center
- 5 chic coffee spots, provided by vergnano cafe turin.



Kiva Creative Hub

2. Kiva Creative Hub

Long track record in the real estate market has positioned it as a leader in this sector. The projects acquired by the company enhanced its experience in the market in providing turnkey projects. Dolmen Development through its subsidiaries is able to plan, develop and execute projects in Lebanon, GCC, Iraq, Copenhagen and Mozambique. The strength of the work is mainly highlighted by providing all the supply chain of projects through its subsidiaries. The company that started in 1996 as a contracting company has evolved to cover all aspects of real estate projects. **“Dolmen Development S.A.L” is an established company with a primary focus on 4 fields of operations:**

1. **Predevelopment services**
2. **Construction Management**
3. **Contracting Sales**
4. **Marketing Services**

“Dolmen Development S.A.L” is an established company with a primary focus on real estate and infrastructure development. The company provides turnkey solutions by conducting the adequate studies to provide a clear picture of the market, sector and the potential projects. **The scope of the studies will include and will not be limited to:**

1. **Feasibility Studies**
2. **Action and Business Plans**
3. **Market Studies**
4. **Due Diligence**

The company will also be responsible for strategically screening and selecting the design companies, the contracting companies, and consultancy services to attain governmental permits. “Dolmen Development S.A.L” will continue to supervise the construction of the project and will represent the owners in the different phases of the project's span. The company will provide wide range of solutions to enhance the decisions of a real estate or infrastructure project.

In addition, “Dolmen Development S.A.L” can handle the marketing, sales and facility management of the development through providing the necessary sales and rentals contracts and management services. Vision “To Deliver Innovative Solutions that Meet our Customers' Needs and Aspirations, while Generating Enduring Value to our Clients and Shareholders” Mission “To Be the Leader in Creating New Architectural and Interior Designs, in Developing Innovative Real Estate Projects; and in Providing related Exceptional Products and Services in Lebanon and beyond”



Kiva Creative Hub

3. Kiva Babies Brands

Enjoy and taste the pleasures provided by Kiva projects; invest and secure your own personal quarter to savor the sensation of natural beauty and excellence of artistry. Below you can find on what we built the babies Brands road map it is not quantum mechanics! Stating that, Ice tulip and Dolmen developed a very good product! Not perfect! VERY GOOD.

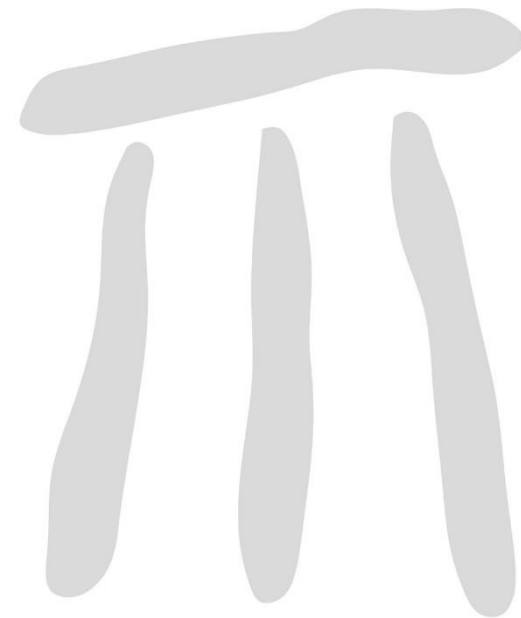
Below you can find from where this product should be taken further to be a VERY GOOD PRODUCT that means SELLABLE.

1. If You Don't Someone Else Will
2. Advertising's Most Important Word
3. All Content Is Advertising, All Advertising Isn't
4. What Is Advertising's Most Important Word?
5. Metaphor + Analogy + Stories: The Adman's Best Friends
6. Finding Your Metaphor
7. Concentrate On the Conceptual
8. Audience Resonance: It's All About Striking A Nerve, the Better the Story, the Better the Communication
9. Crafting Your Marketing Message
10. We All Sell Concepts Not Products and Services
11. Selling Concepts Is All About the Presentation
12. Concepts Are Universal
13. Buying Is an Experience
14. All Websites Are International
15. The Web Is an International Venue
16. Successful Brands Are Based On Great Themes
17. Quintessential Brand Themes
18. The Brand Story
19. It All Boils Down To Creating Discontent
20. Stories Are Content, Advertising Is Irritation
21. Marketing Personality and the Web
22. Prospects are People Too
23. The Rational Approach is highly Over-rated
24. Creating a Successful Sales Strategy
25. Lies, Damn Lies, and Statistics
26. Marketing Is More Art than Science



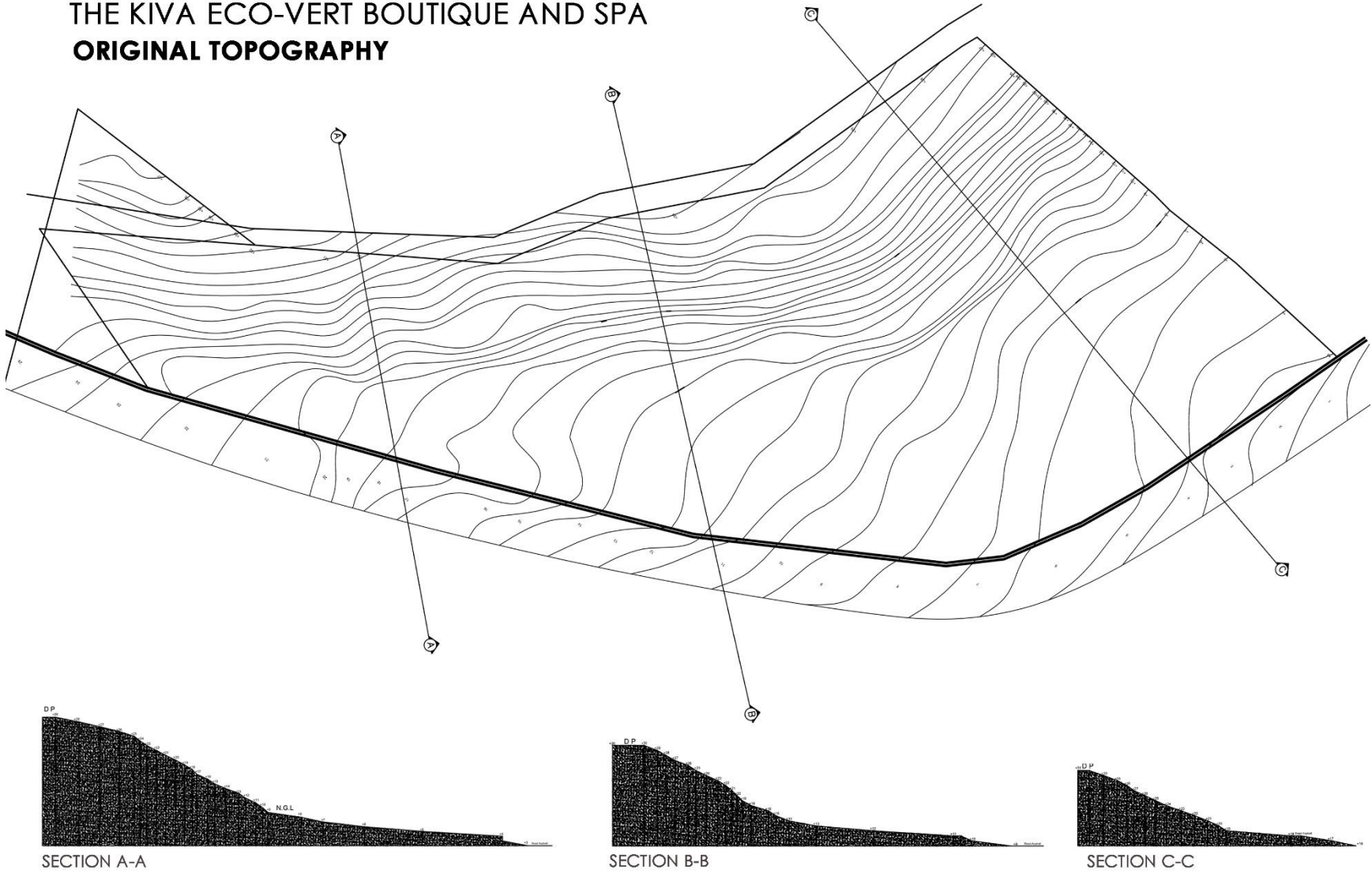
Chapter Eight: Sites Conceptual Mass Plan

1. Original Topography
2. Roads and Accessibilities
3. Mass Plan Concept
4. Kiva Plan Mass Organigram

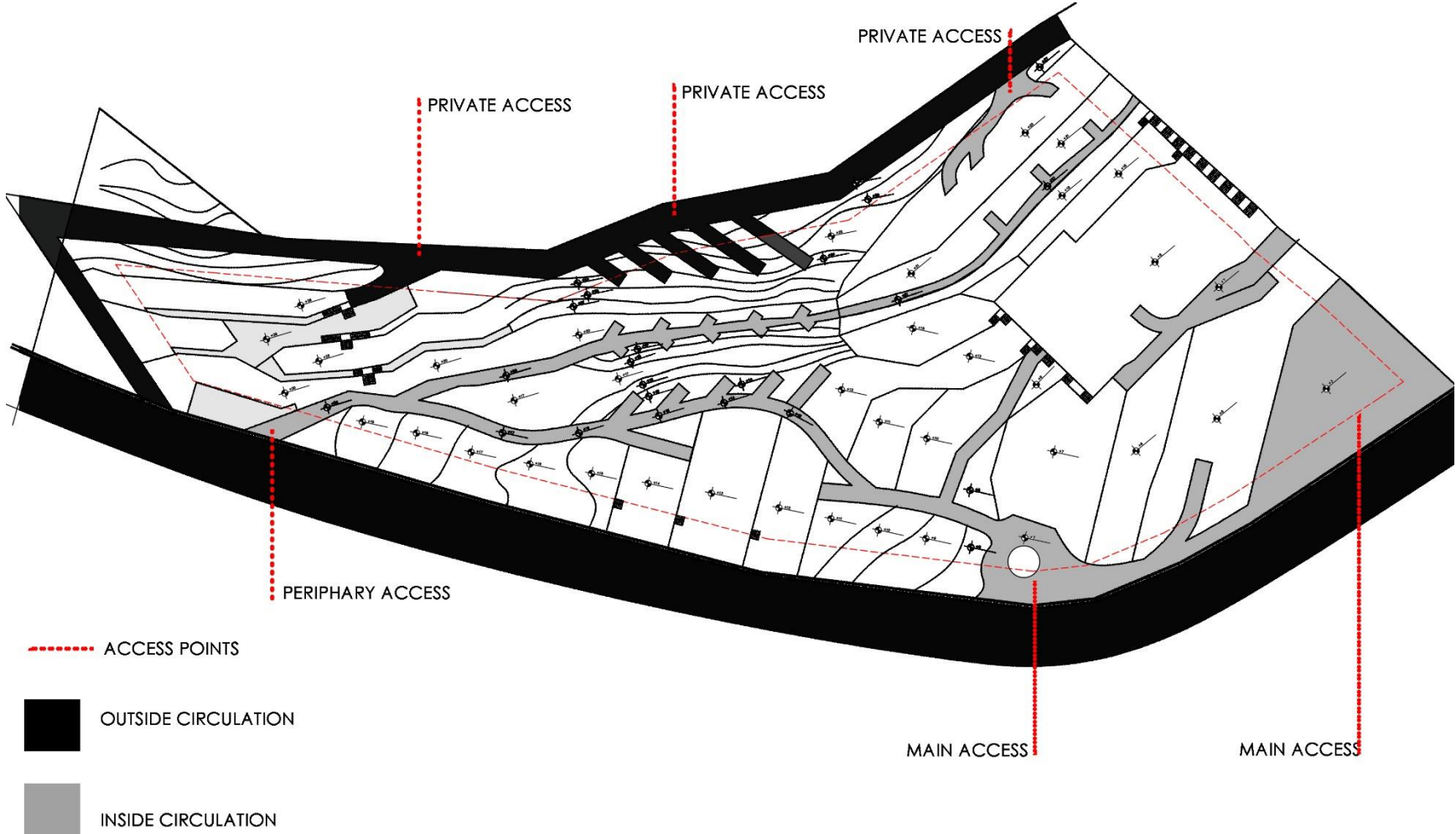




THE KIVA ECO-VERT BOUTIQUE AND SPA ORIGINAL TOPOGRAPHY



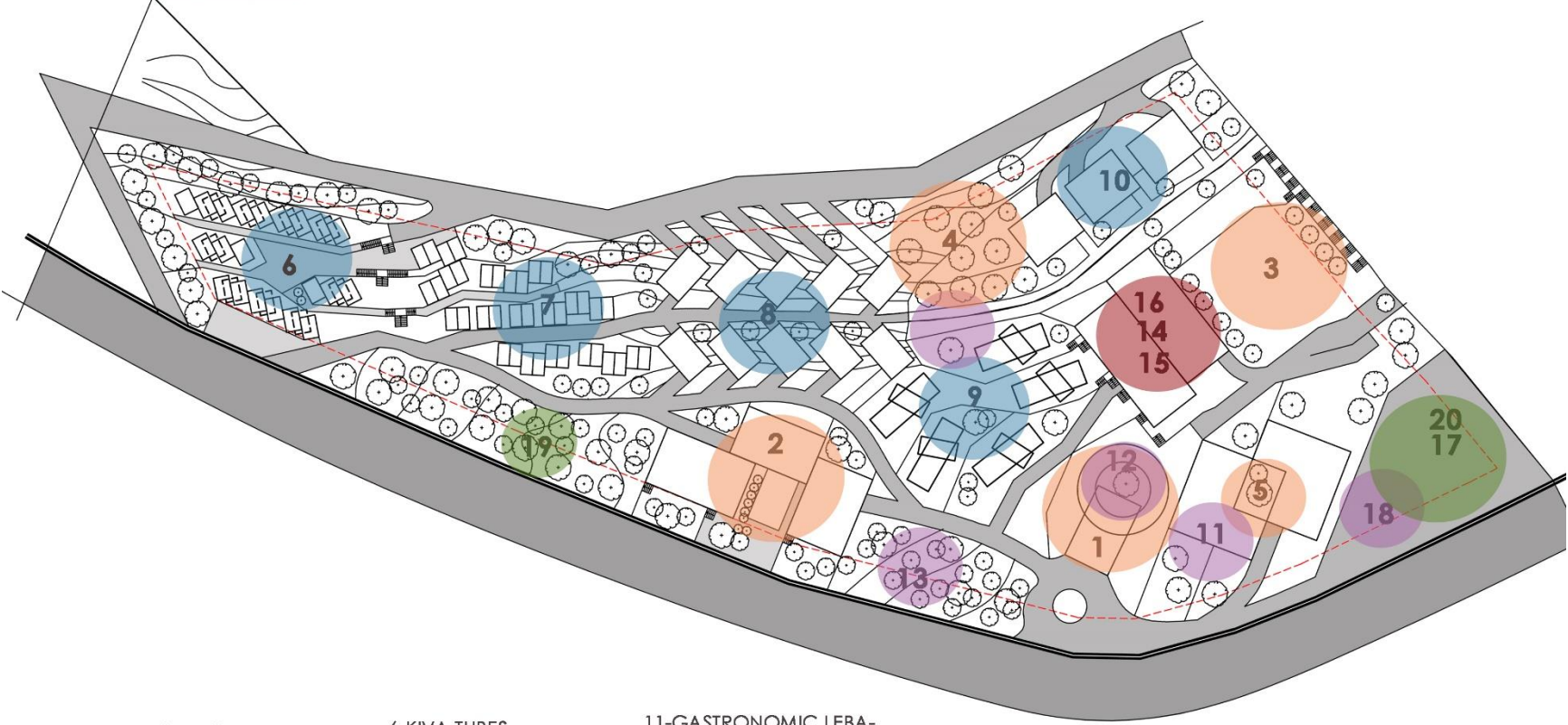
THE KIVA ECO-VERT BOUTIQUE AND SPA ROADS AND ACCESSIBILITY



**THE KIVA ECO-VERT BOUTIQUE AND SPA
MASS PLAN MOOD**



- **KIVA FACILITIES AND AMENITIES**
- **KIVA ACCOMMODATIONS**
- **KIVA DINING**
- **DOLMEN CREATIVE HUB**
- **KIVA SUSTAINABLE**



- 1-KIVA RECEPTION
- 2-KIVA'S ECO SPA
- 3-KIVA EVENT VENUES
- 4-KIVA'S RECREATION AREA
- 5-KIVA CENTRAL KITCHEN

- 6-KIVA TUBES
- 7-KIVA COTTAGES
- 8-KIVA LODGES
- 9-KIVA FARMS
- 10-KIVA HOMES

- 11-GASTRONOMIC LEBANESE RESTAURANT
- 11-RETROS INTERNATIONAL RESTAURANT
- 11-KIVA VERGNANO CAFE
- 12-KIVA ECO DUKKAN
- 13-KIVA FRUIT HAVEN
- 18-KIVA 'S FOOD CLUSTER

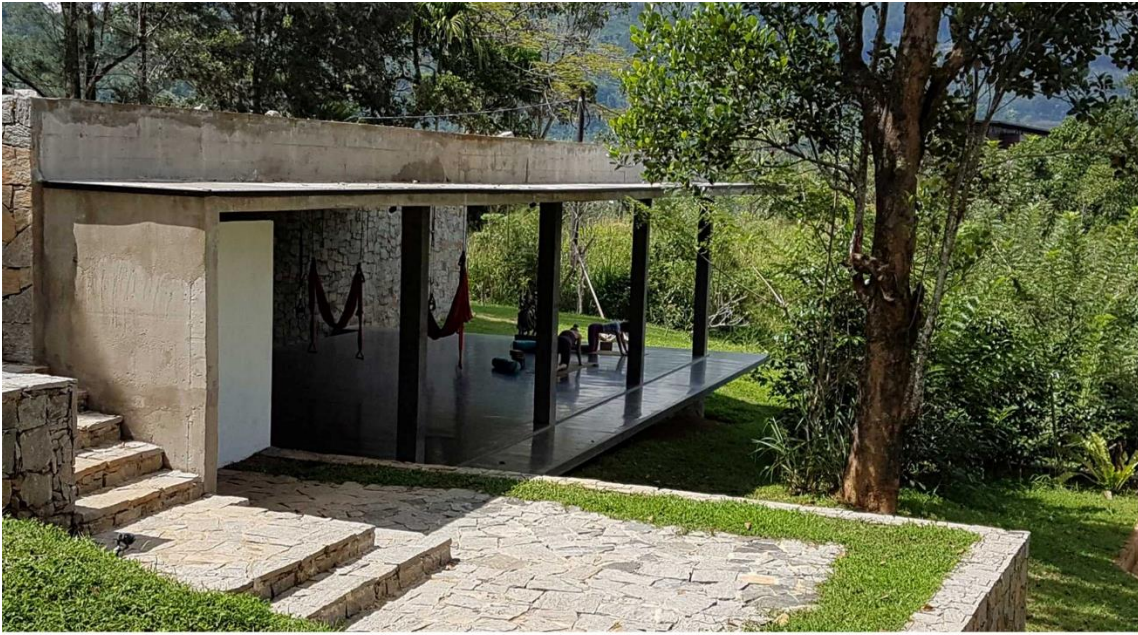
- 16-KIVA'S BABIE BRANDS MUSUEM
- 14-KIVA FUTURISTIC BUSINESS SPACE
- 15-DOLMEN CREATIVE HUB

- 17-ECO FUEL GAS STATION
- 19- CEDAR CLUSTER
- 20- SOLAR FARM AND WINDMILLS

Chapter Nine: General Views for Kiva Eco-Vert Boutique Village



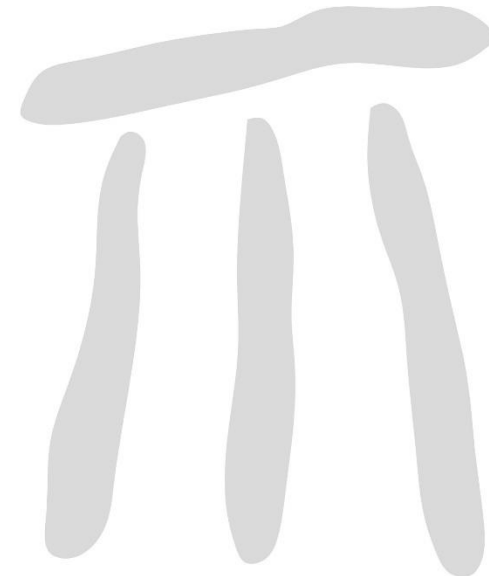






Chapter Ten: Legal Documents from Urban Planning Department

1. **Blue Print Site map**
2. **Plot Certificate and Areas**
3. **Wellspring Certificate from 1955**
4. **Rules and Regulations for Falougha Municipality**
5. **Zoning Map for the Plot 1639**



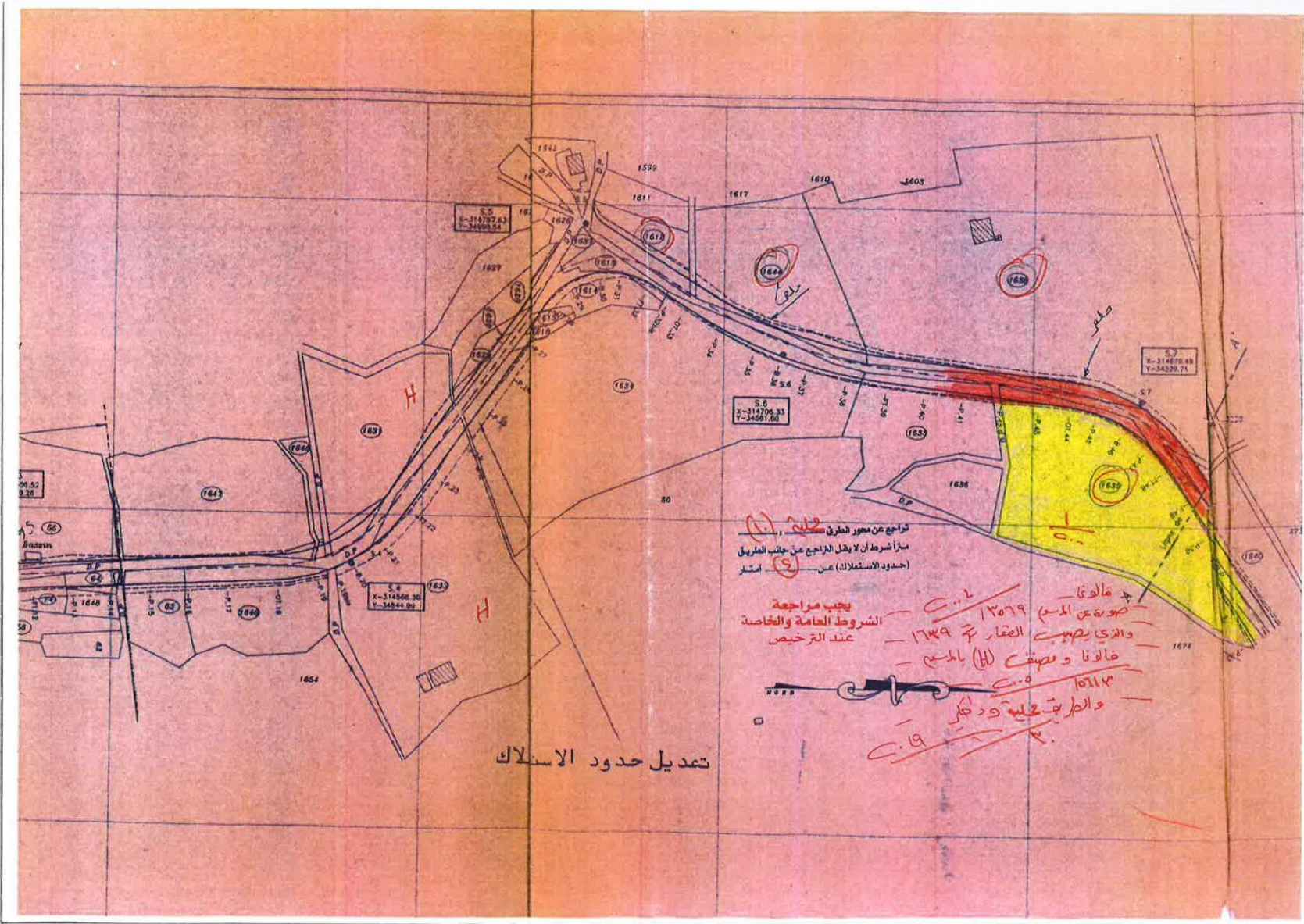
ملاحظات	عدد المزارعين الاقصى	العالم		عدد الاستعمار		الحدود		التراجم عن حدود التخطيط والحريق		التراجم من الحد التخطيط مع حد ادنى ٢ مر	التراجم من الحد التخطيط مع حد ادنى ٤ مر	الواجهة الدنيا بمقد التخطيط	الواجهة الدنيا بمقد التخطيط	المساحة الدنيا بمقد التخطيط	المنطقة			
		العلو الاقصى للبناء من اوطى نقطة من الارض الطبيعية	عدد واجهة البناء باستثناء الدخلة	العمار الاقصى	السطحي الاقصى %	التراجم الطولي	التراجم العرضي	الواجهة الدنيا بمقد التخطيط	الواجهة الدنيا بمقد التخطيط						الواجهة الدنيا بمقد التخطيط	الواجهة الدنيا بمقد التخطيط	الواجهة الدنيا بمقد التخطيط	الواجهة الدنيا بمقد التخطيط
ملاحظة رقم (١)	٣	١٠,٥	٩	٤٠	٣	٣	٣	١٣	١٣	١٣	١٣	١٣	١٣	١٣	١٣	سكن وتجارة في البلدات	A	
ملاحظة رقم (١)	٣	٩	٠,٧	٤٠	٣	٣	٣	١٨	١٨	١٨	١٨	١٨	١٨	١٨	١٨	سكنية	B	
ملاحظة رقم (٠)	٤	٩	٠,٥٥	٢٥	٤	٤	٤	٢٠	٢٠	٢٠	٢٠	٢٠	٢٠	٢٠	٢٠	امتداد سكني	C	
	٤	٩	٠,٤٥	٢٠	٤,٥	٤,٥	٤,٥	٢٥	٢٥	٢٥	٢٥	٢٥	٢٥	٢٥	٢٥	منطقة فيلات	D	
	٤	٨	٠,٣٥	١٥	٤,٥	٤,٥	٤,٥	٢٥	٢٥	٢٥	٢٥	٢٥	٢٥	٢٥	٢٥	منطقة فيلات قليلة الكثافة	D1	
																امتداد سكني	D2	
مر والتوسط الخاصة المرفقة بقرار الاجازة بالافراز رقم ١٩١١ تاريخ ١٤/٧/١٩٩٩ والمانته للمشار رقم ٨٠ وخلافه - عريمال																		
	٣	٧	٠,٢	١٠	٦	٦	٦	٣٠	٣٠	٣٠	٣٠	٣٠	٣٠	٣٠	٣٠	امتداد مستقبلي	H	
ملاحظة رقم (٢)	٩	٥	٠,١	٩	٦	٦	٦	٥٠	٥٠	٥٠	٥٠	٥٠	٥٠	٥٠	٥٠	حماية المياه الجوفية	H1	
	٩	٥,٥	٠,٥٥	٥	٦	٦	٦	٤٠	٤٠	٤٠	٤٠	٤٠	٤٠	٤٠	٤٠	زراعة وسكن	H2	
ملاحظة رقم (٢)	٣	٧	٠,٢	١٠	٦	٦	٦	٢٥	٢٥	٢٥	٢٥	٢٥	٢٥	٢٥	٢٥	حماية الامراج	N1	
ملاحظة رقم (٣)	٩	٥	٠,١	٩	٨	٨	٨	٥٠	٥٠	٥٠	٥٠	٥٠	٥٠	٥٠	٥٠	حماية الامراج في الالاتك الصاة	N2	
ملاحظة رقم (٤)	٣	٧,٥	٠,٢	٩	٨	٨	٨	٥٥	٥٥	٥٥	٥٥	٥٥	٥٥	٥٥	٥٥	منطقة سياحية	T	

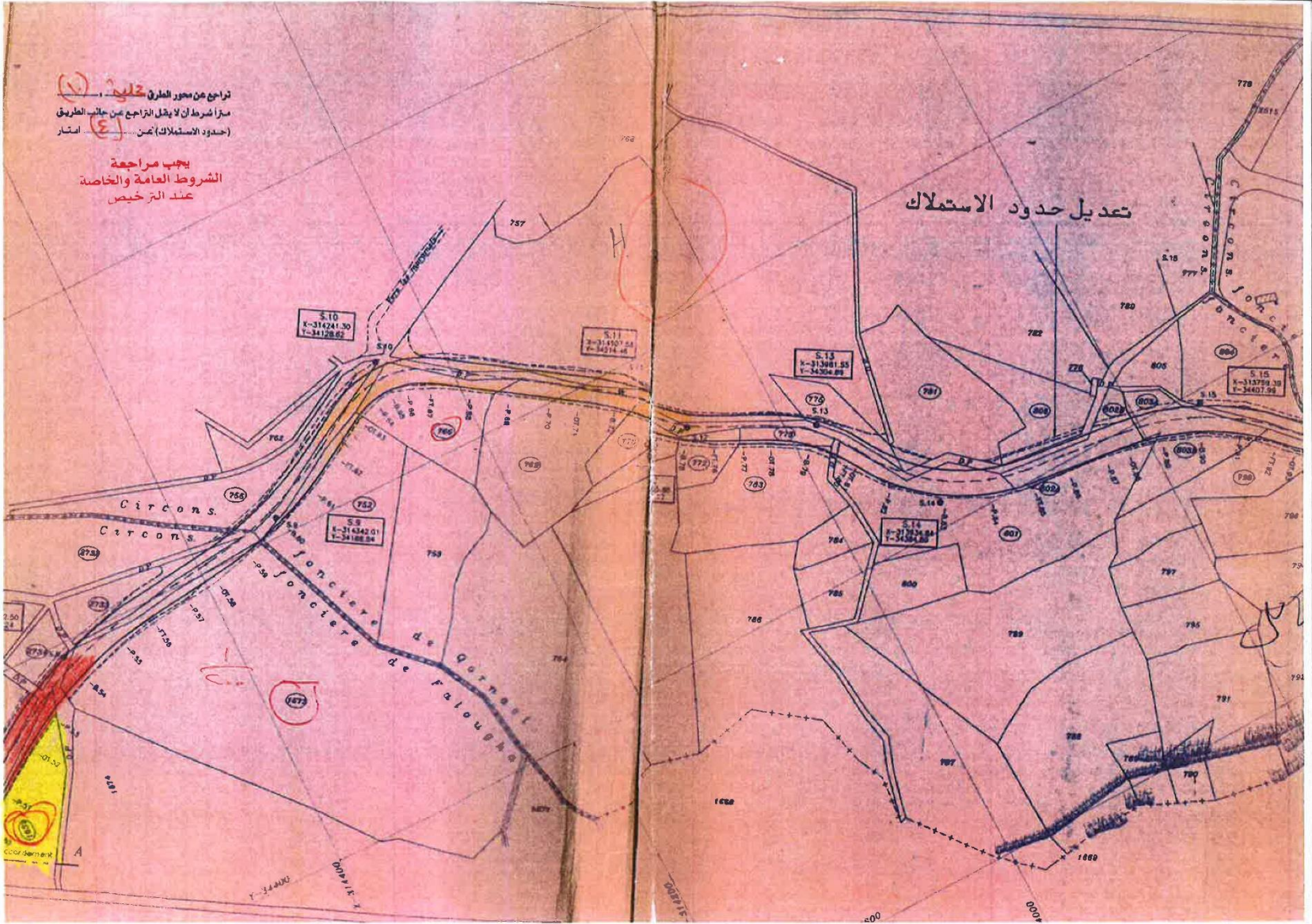
(١) شرط ان لا يزيد مسقط كل ملحق عن ٣٠% من مساحة العقار

(٢) في المناطق الارتفاعية H, H2, H1, N1, T الزاوية ربط شبكة الصرف الصحي للمباني بالبحر او منقود الشارع او وصله بمسلة لتكبير المياه السطحية بمد مرافقة المرافق المسفحة

(٣) يتعين التراجم الى ٤٠ مر في العقارات دون ١٥٠٠ مر

(٤) في المنطقة الارتفاعية T المساحة بفضة بناء الخدمات والانشاءات لمجموعها مساوية مسطحة بفضة المساحة للمباني





الجمهورية اللبنانية
وزارة المالية
المديرية العامة للشؤون العقارية
مصلحة المساحة

بيان

رقم ٤٦١
تاريخ ٢٠١٩-٠٨-٢٨
المنطقة العقارية حاليون
القضاء
بالمساحات التقريبية للعقارات المبنية ارقامها ادناه:
مصور التصديق المؤقت على
خريطة المساحة الكفوفية قبل حساب التسوية
خريطة المساحة النهائية قبل ايادها امانة السجل العقاري

ان المساحات المبنية ادناه اخذت حساباتها عن (١)
ولذلك فهي معطاة دون ادنى ضمان.

الرقم	الرقم بالاحرف	بالاترقام	المساحات بالمتر المربع	بالاحرف
1724	المساحة رقم 1724	1724	مساحة تقريبا	بالتقريب

متر تقريبا



المساحة رقم 1724

المساحة رقم 1724

اعطني هذا البيان بقاء على طلب
وقد استوفيت الرسم بموجب ائصال مالي رقم
رئيس دائرة المساحين ورئيس دائرة المساحة في بعيدا
أعطيت على
الرئيس:

الجمهورية اللبنانية
المديرية العامة للشؤون العقارية

مصلحة المساحة
بيان

رقم الطلب : ٧٤٠٨
تاريخ : ٢٠١٩-٠٨-٢٨
مساحة : ١٢٧٧٨ م^٢
مساحة العقار المقدم : ١٣٢٢٨ م^٢

وصف العقار : قطعة أرض مسطحة ومنبسطة بمساحة ١٢٧٧٨ م^٢ تقريبا.
تقع العقار : في حي حوراء، بيروت، لبنان.
تاريخ التسجيل : ٢٠١٩-٠٨-٢٨

المساحات المبنية ارقامها ادناه:
رقم التسجيل في السجل العقاري: ١٧٢٤
رقم التسجيل في السجل العقاري: ١٧٢٥
رقم التسجيل في السجل العقاري: ١٧٢٦
رقم التسجيل في السجل العقاري: ١٧٢٧
رقم التسجيل في السجل العقاري: ١٧٢٨

المساحات المبنية ارقامها ادناه:
رقم التسجيل في السجل العقاري: ١٧٢٤
رقم التسجيل في السجل العقاري: ١٧٢٥
رقم التسجيل في السجل العقاري: ١٧٢٦
رقم التسجيل في السجل العقاري: ١٧٢٧
رقم التسجيل في السجل العقاري: ١٧٢٨

المساحات المبنية ارقامها ادناه:
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رقم التسجيل في السجل العقاري: ١٧٢٥
رقم التسجيل في السجل العقاري: ١٧٢٦
رقم التسجيل في السجل العقاري: ١٧٢٧
رقم التسجيل في السجل العقاري: ١٧٢٨

المساحات المبنية ارقامها ادناه:
رقم التسجيل في السجل العقاري: ١٧٢٤
رقم التسجيل في السجل العقاري: ١٧٢٥
رقم التسجيل في السجل العقاري: ١٧٢٦
رقم التسجيل في السجل العقاري: ١٧٢٧
رقم التسجيل في السجل العقاري: ١٧٢٨

المساحات المبنية ارقامها ادناه:
رقم التسجيل في السجل العقاري: ١٧٢٤
رقم التسجيل في السجل العقاري: ١٧٢٥
رقم التسجيل في السجل العقاري: ١٧٢٦
رقم التسجيل في السجل العقاري: ١٧٢٧
رقم التسجيل في السجل العقاري: ١٧٢٨

المساحات المبنية ارقامها ادناه:
رقم التسجيل في السجل العقاري: ١٧٢٤
رقم التسجيل في السجل العقاري: ١٧٢٥
رقم التسجيل في السجل العقاري: ١٧٢٦
رقم التسجيل في السجل العقاري: ١٧٢٧
رقم التسجيل في السجل العقاري: ١٧٢٨

المساحات المبنية ارقامها ادناه:
رقم التسجيل في السجل العقاري: ١٧٢٤
رقم التسجيل في السجل العقاري: ١٧٢٥
رقم التسجيل في السجل العقاري: ١٧٢٦
رقم التسجيل في السجل العقاري: ١٧٢٧
رقم التسجيل في السجل العقاري: ١٧٢٨

المساحات المبنية ارقامها ادناه:
رقم التسجيل في السجل العقاري: ١٧٢٤
رقم التسجيل في السجل العقاري: ١٧٢٥
رقم التسجيل في السجل العقاري: ١٧٢٦
رقم التسجيل في السجل العقاري: ١٧٢٧
رقم التسجيل في السجل العقاري: ١٧٢٨

المساحات المبنية ارقامها ادناه:
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رقم التسجيل في السجل العقاري: ١٧٢٥
رقم التسجيل في السجل العقاري: ١٧٢٦
رقم التسجيل في السجل العقاري: ١٧٢٧
رقم التسجيل في السجل العقاري: ١٧٢٨

Chapter Eleven: Kiva Eco-Vert Feasibility Study

Financial Analysis

Construction Assumptions

We have assumed that the construction will be done over a period of 4 years, each year will finalize a phase of the project. The construction costs have been derived from our experience in the market. The construction cost is based depending on each function as described in the table below. Some functions will be fully furnished, while others semi furnished and the rest are on core and shell basis. The core and shell basis will be rented for operators in the specified sectors. The areas used are from the concept design of the project and these might vary in a small margin when the concept is further developed.

Revenue Assumptions: We have considered the below assumptions of revenues for the different functions:

- **Kiva spa:** We assumed that the Spa will be rented for operators at a rate of \$125 per sqm/ year
- **Kiva events venues:** It is assumed that we will rent the venue on an average of \$5,000 per day for an average of 60 days/ year.
- **Kiva tubes, cottages, lodges, farms, homes:** It is assumed that the above will be rented on an average of 200 days/ year
- **Kiva food clusters:** It is assumed that we will have 4 stores in the cluster which will be rented out at a rate of \$1,000 for each store/ month
- **Kiva restaurants:** The restaurants are assumed to be rented at a rate of \$250 per sqm/ year
- **Eco fuel gas station:** It is assumed that the space for the station will be rented at a rate of \$10,000/ month
- **Kiva futuristic business space:** It is assumed that the business space will charge \$10 per user, on an average of 200 days/ year
- **Dolmen creative hub:** The creative hub will be rented by Dolmen at an average of \$30,000/ year
- **Kiva babies brands:** The babies' brands will be rented at a rate of \$10,000/ year

Capital Structure

Financing the project will be through equity and subsidized loans. We assumed that the debt will be mainly from green energy and touristic loans. We will apply for NEERIA and LEA loans, in addition to touristic loans for the restaurants and hospitality functions. The debt structured will be on the basis of 4 years grace period and will be paid back over 10 years. The equity in the project will be mainly from the land purchase, which is estimated at \$4 million fully paid. In addition to this, equity will be injected in the project to cover any cash flow gaps.

The below preliminary study of the project is based on the area analysis done by the concept design and market study done by the team in Falougha area.

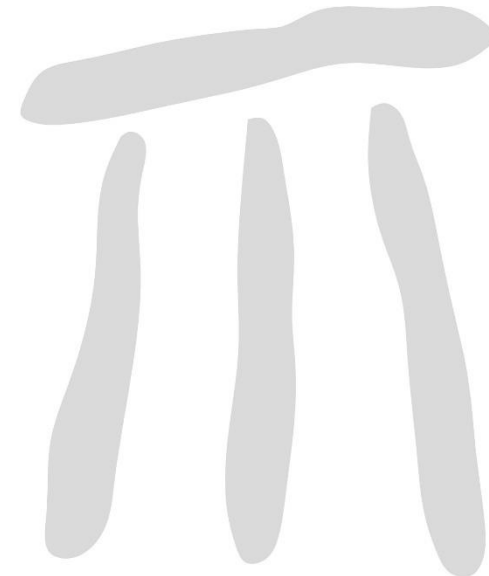
Functions	Phases	Units	Unit Area	Construction Notes	Area (Included in Investible Area)	Under Ground or Outside Investible Area	Development Cost per sqm	Development Cost	Unit Rate	Estimated Rent Per Year
Kiva Reception	1			Fully Equiped	250.00		\$ 1,000.00	\$ 250,000.00		
Kiva Eco Spa	3			Semi Furnished	1,500.00		\$ 1,250.00	\$ 1,875,000.00		\$ 187,500.00
Kiva Events Venues	1			Fully Equiped		1,000.00	\$ 1,000.00	\$ 1,000,000.00	60 days, \$5000 each	\$ 300,000.00
Kiva Recreation Area	1			Fully Equiped	250.00	750.00	\$ 750.00	\$ 375,000.00		
Kiva Central Kitchen	1			Fully Equiped	250.00		\$ 1,000.00	\$ 250,000.00		
Kiva Tubes	1	30 units	10 sqm	Fully Equiped	300.00		\$ 1,000.00	\$ 300,000.00		\$ 300,000.00
Kiva Cottages	2	20 units	20 sqm	Fully Equiped	400.00		\$ 1,000.00	\$ 400,000.00		\$ 400,000.00
Kiva Lodges	2	10 units	40 sqm	Fully Equiped	400.00		\$ 1,000.00	\$ 400,000.00		\$ 400,000.00
Kiva Farms	3	5 units	80 sqm	Fully Equiped	400.00		\$ 1,000.00	\$ 400,000.00		\$ 300,000.00
Kiva Homes	4	3 units	160 sqm	Fully Equiped	480.00		\$ 1,000.00	\$ 480,000.00		\$ 450,000.00
Kiva Food Cluster Gastronomic	2	4 units	100 sqm	Core and Shell	400.00		\$ 500.00	\$ 200,000.00	\$1,000 per shop per month	\$ 50,000.00
Lebanese Restaurant	2			Semi Furnished	500.00		\$ 750.00	\$ 375,000.00	\$250 per sqm per year	\$ 125,000.00
Retros International Restaurant	4			Semi Furnished	500.00		\$ 750.00	\$ 375,000.00	\$500 per sqm per year	\$ 250,000.00
Kiva Eco Dukkan	2	1 unit	150 sqm	Core and Shell	200.00		\$ 500.00	\$ 100,000.00		\$ 75,000.00
Kiva Fruit Haven	3					1,000.00	\$ 50.00	\$ 50,000.00		\$ 25,000.00
Eco fuel Gas Station	3	Excluding Machines		Core and Shell	500.00		\$ 500.00	\$ 250,000.00	\$10,000 per month	\$ 120,000.00
Kiva Solar Farms	1			Fully Equiped		1,000.00	\$ 150.00	\$ 150,000.00		
Kiva Green Areas and Landscape	1			Core and Shell		7,500.00	\$ 150.00	\$ 1,125,000.00		\$ 20,000.00
Kiva Eco Parking	1	Around 25 cars				500.00		\$ 150,000.00		
Kiva Futuristic Business Space	4			Fully Equiped	250.00		\$ 1,000.00	\$ 250,000.00	\$10 per user	\$ 20,000.00
Dolmen Creative Hub	4			Semi Furnished	500.00		\$ 750.00	\$ 375,000.00		\$ 30,000.00
Kiva Babies Brands	4			Core and Shell	250.00		\$ 500.00	\$ 125,000.00		\$ 100,000.00
General Storages	1			Fully Equiped		500.00	\$ 350.00	\$ 175,000.00		
Mep and Green Power Back Up	1	Underground		Fully Equiped	500.00		\$ 500.00	\$ 250,000.00		
Water Wel	1							\$ 50,000.00		\$ 300,000.00
Total					7,830.00	12,250.00		\$ 9,730,000.00		\$ 3,452,500.00

	Total	2020	2021	2022	2023	2024
Land Value	\$ 4,000,000.00	\$ 4,000,000.00				
Construction						
Construction Cost Phase 1	\$ 4,075,000.00	\$ 4,075,000.00				
Construction Cost Phase 2	\$ 1,475,000.00		\$ 1,475,000.00			
Construction Cost Phase 3	\$ 2,575,000.00			\$ 2,575,000.00		
Construction Cost Phase 4	\$ 1,605,000.00				\$ 1,605,000.00	
Total Construction Cost	\$ 9,730,000.00	\$ 4,075,000.00	\$ 1,475,000.00	\$ 2,575,000.00	\$ 1,605,000.00	\$ -
Revenues						
Kiva Eco Spa	\$ 1,500,000.00				\$ 187,500.00	\$ 187,500.00
Kiva Events Venues	\$ 3,000,000.00		\$ 300,000.00	\$ 300,000.00	\$ 300,000.00	\$ 300,000.00
	\$ -					
Kiva Tubes	\$ 3,000,000.00		\$ 300,000.00	\$ 300,000.00	\$ 300,000.00	\$ 300,000.00
Kiva Cottages	\$ 3,600,000.00			\$ 400,000.00	\$ 400,000.00	\$ 400,000.00
Kiva Lodges	\$ 3,600,000.00			\$ 400,000.00	\$ 400,000.00	\$ 400,000.00
Kiva Farms	\$ 2,400,000.00				\$ 300,000.00	\$ 300,000.00
Kiva Homes	\$ 3,150,000.00					\$ 450,000.00
	\$ -					
Kiva Food Cluster	\$ 450,000.00			\$ 50,000.00	\$ 50,000.00	\$ 50,000.00
Gastronomic Lebanese						
Restaurant	\$ 1,125,000.00			\$ 125,000.00	\$ 125,000.00	\$ 125,000.00
Retros International Restaurant	\$ 1,750,000.00					\$ 250,000.00
Kiva Eco Dukkan	\$ 675,000.00			\$ 75,000.00	\$ 75,000.00	\$ 75,000.00
Kiva Fruit Haven	\$ 200,000.00				\$ 25,000.00	\$ 25,000.00
	\$ -					
Eco fuel Gas Station	\$ 960,000.00				\$ 120,000.00	\$ 120,000.00
Kiva Green Areas and						
Landscape	\$ 200,000.00		\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00
	\$ -					
Kiva Futuristic Business Space	\$ 140,000.00					\$ 20,000.00
Dolmen Creative Hub	\$ 210,000.00					\$ 30,000.00
Kiva Babies Brands	\$ 700,000.00					\$ 100,000.00
	\$ -					
Water Wel	\$ 3,000,000.00		\$ 300,000.00	\$ 300,000.00	\$ 300,000.00	\$ 300,000.00
Total Annual Revenues	\$ 29,660,000.00	\$ -	\$ 920,000.00	\$ 1,970,000.00	\$ 2,602,500.00	\$ 3,452,500.00
Financing						
Green Energy Loan - NEERIA	\$ 2,000,000.00	\$ 2,000,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00
Green Energy Loan - LEA	\$ 2,000,000.00	\$ 2,000,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00
Touristic Loan	\$ 2,000,000.00		\$ 1,000,000.00	\$ 1,000,000.00	\$ 50,000.00	\$ 50,000.00
Net Cash Flow	\$ (4,075,000.00)	\$ (4,075,000.00)	\$ 345,000.00	\$ 295,000.00	\$ 847,500.00	\$ 3,302,500.00
Accumulated Cash Flow	\$ (4,075,000.00)	\$ (4,075,000.00)	\$ (3,730,000.00)	\$ (3,435,000.00)	\$ (2,587,500.00)	\$ 715,000.00

2025		2026		2027		2028		2029		2030	
\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
\$	187,500.00	\$	187,500.00	\$	187,500.00	\$	187,500.00	\$	187,500.00	\$	187,500.00
\$	300,000.00	\$	300,000.00	\$	300,000.00	\$	300,000.00	\$	300,000.00	\$	300,000.00
\$	300,000.00	\$	300,000.00	\$	300,000.00	\$	300,000.00	\$	300,000.00	\$	300,000.00
\$	400,000.00	\$	400,000.00	\$	400,000.00	\$	400,000.00	\$	400,000.00	\$	400,000.00
\$	400,000.00	\$	400,000.00	\$	400,000.00	\$	400,000.00	\$	400,000.00	\$	400,000.00
\$	300,000.00	\$	300,000.00	\$	300,000.00	\$	300,000.00	\$	300,000.00	\$	300,000.00
\$	450,000.00	\$	450,000.00	\$	450,000.00	\$	450,000.00	\$	450,000.00	\$	450,000.00
\$	50,000.00	\$	50,000.00	\$	50,000.00	\$	50,000.00	\$	50,000.00	\$	50,000.00
\$	125,000.00	\$	125,000.00	\$	125,000.00	\$	125,000.00	\$	125,000.00	\$	125,000.00
\$	250,000.00	\$	250,000.00	\$	250,000.00	\$	250,000.00	\$	250,000.00	\$	250,000.00
\$	75,000.00	\$	75,000.00	\$	75,000.00	\$	75,000.00	\$	75,000.00	\$	75,000.00
\$	25,000.00	\$	25,000.00	\$	25,000.00	\$	25,000.00	\$	25,000.00	\$	25,000.00
\$	120,000.00	\$	120,000.00	\$	120,000.00	\$	120,000.00	\$	120,000.00	\$	120,000.00
\$	20,000.00	\$	20,000.00	\$	20,000.00	\$	20,000.00	\$	20,000.00	\$	20,000.00
\$	20,000.00	\$	20,000.00	\$	20,000.00	\$	20,000.00	\$	20,000.00	\$	20,000.00
\$	30,000.00	\$	30,000.00	\$	30,000.00	\$	30,000.00	\$	30,000.00	\$	30,000.00
\$	100,000.00	\$	100,000.00	\$	100,000.00	\$	100,000.00	\$	100,000.00	\$	100,000.00
\$	300,000.00	\$	300,000.00	\$	300,000.00	\$	300,000.00	\$	300,000.00	\$	300,000.00
\$	3,452,500.00	\$	3,452,500.00	\$	3,452,500.00	\$	3,452,500.00	\$	3,452,500.00	\$	3,452,500.00
\$	250,000.00	\$	245,000.00	\$	240,000.00	\$	235,000.00	\$	230,000.00	\$	2,225,000.00
\$	250,000.00	\$	245,000.00	\$	240,000.00	\$	235,000.00	\$	230,000.00	\$	2,225,000.00
\$	50,000.00	\$	50,000.00	\$	250,000.00	\$	245,000.00	\$	240,000.00	\$	2,235,000.00
\$	2,902,500.00	\$	2,912,500.00	\$	2,722,500.00	\$	2,737,500.00	\$	2,752,500.00	\$	(3,232,500.00)
\$	3,617,500.00	\$	6,530,000.00	\$	9,252,500.00	\$	11,990,000.00	\$	14,742,500.00	\$	11,510,000.00

Chapter Twelve: Events and Workshops about Falougha since 2008

- 12. Falougha first Site Visit 2008**
- 13. Falougha Launching Project 2008**
- 14. Dolmen Sales and Marketing Crew**
- 15. Dolmen Workshops**
- 16. Falougha Municipality 2009**
- 17. Falougha Workshops**
- 18. Panels about Falougha AWCS**
- 19. Dolmen Exhibitions and Conferences**
 - e. 17th Arab Economic Forum
 - f. Abu Dhabi Economic Forum 2009
 - g. City Scape Abu Dhabi 2009
 - h. Qatar Economic Forum 2009
- 20. Dolmen Interviews about Falougha**
- 21. Dolmen Press Release**
- 22. Dolmen Sponsors**
 - c. Formula 3 2009
 - d. Falougha Rallying 2009

















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Day Two: 3rd March 2009

Session IV: Drivers for a New Real Estate Market

Panelists:

- Mr. Gurjit Singh
- Dr. H. Ghazal



Mr. Mohamad Ayash
 CEO and General Manager, Dolmen, Lebanon

At the age of fifteen he started as a worker on construction sites, promoted to a gymnasium expert at the age of eighteen, at the age of twenty-one Mr. Ayash signed his first 1 Million dollar contract.



Mr. Ayash established his first company in 1996, "YARAK" for contracting and finishing. He later established several other companies including "ATRIUM" – Architecture and Supervision", "Atrium Gulf", "Dolmen" Real Estate Development and Supervision", "Atrium Gulf", "Million US Dollars, "Ibis Tulip" which is an advertising agency, UMG – United Management Group for finance and services, "Modulor" for furniture and Building Materials, "Terra" for topography and survey studies, "Centros" and to top the cherry on the cake, he grouped all his companies under the umbrella of "The Phoenix Holding".

Mr. Ayash holds a Bachelors degree in Mathematics. He later studied architecture and was top of his class with an end-of-year project in NANO technology applied to architecture. Presently Mr. Ayash is pursuing his doctorate in Green Building, LEED certificate, in France.



Dolmen's participation in the 3rd Abu Dhabi Economic Forum was a good opportunity for exposure and for networking with potential investors and economic figures in the Arab World, due to the strong network of connections that Mr. Raouf Abou Zaki (CEO, Al Iktissad Wal-Aamal Group) has.



Mr. Raouf Abou Zaki and Mr. Mohamad Ayash



Al Bayan Magazine



Mr. Yasser El-Hajji (Marketing and Sales Director) gave an interview to Al Khaleej tir

Benefited from its participation in Abu Dhabi during Arabian World Construction which took place from 8th till 11th February where awareness was created for Dolmen. Business was acknowledged from the feedback of delegates who visited our stand, and showed interest in our projects and in Lebanon in general being one of the most secure countries for investment in the time being.

During the inauguration of the forum, H.E Sultan Said Al Mansouri (Minister of Economy in UAE), H.E Mr. Nasser Ahmed Alsowaidi, Chairman of the Department of Planning & Economy in Abu Dhabi (Organizers of Abu Dhabi Economic Forum), H.E Eng. Salah Al Shamsi, Chairman of the Abu Dhabi Chamber of Commerce & Industry visited our stand along with H.E Mr. Ghazi Zeaiter (Lebanese Minister of Economy and Industry). They were highly welcomed by Dolmen Staff who explained about the projects and Dolmen's activities. Mr. Al Mansouri, and Mr. Alsowaidi and Mr. Zeaiter showed big encouragement and appreciation for Dolmen.

Organizers of Abu Dhabi Economic Forum) Mr. Hamad



Mr. Mohamad Ayash and Mr. Walid Diab from Dolmen with Mr. Hamad Al Mass. The Middle East region are facing and showed... personal level in Lebanon and... recommended at



...profile and brochures of all Projects was distributed to delegates from... from the Gulf Region.

...covered by al Arabiya TV, Herald Tribune news paper, BBC World News and... had Ayash (CEO and GM) gave interviews to "Al Bayan Magazine" and "Al...".

...Al Mail newspaper

...Al Khaleej Times

...We requested a meeting from H.E Ghazi Zeaiter and he was very pos... including a meeting when we return to Beirut.

...outcome of the day was the two meetings I



A primary owner Lebanese company specializing in Real Estate Development and Project Management was established in Beirut in 2000 and currently operating in Lebanon and the Middle East area.

DOLMEN is a well known result of selected projects in all aspects of their life, especially in their housing and leisure time, led by the selection of "Falougha" village in Lebanon to develop the projects and to reach each client's needs.

DOLMEN is currently working on a multi purpose project "Falougha EcoVert" consisting of 2000 housing units, including residential, commercial and offices.

DOLMEN is committed to develop, deliver and operate state-of-the-art projects and properties.

"We bring every design to life"



**«دولمن» للتطوير العقاري
رؤية جديدة لعقار عصري**
محمد عياش
الملاذ الأكثر أماناً للأصول

بداية عهد جديد في لبنان مع بداية عهد دول المنطق من حيث التطوير العقاري ورعاية العميل المستهدف، فكانت الاستشارات، وكما نلاحظ في تجربة Dolmen، نحن نركز على خدمة العميل أولاً، ونحرص على أن يكون العميل في مركز الاهتمام في كل خطوة من خطوات المشروع العقاري، من اختيار الموقع، مروراً بالدراسات الهندسية والبيئية، وصولاً إلى تسليم المشروع النهائي، ونحن نحرص على أن يكون العميل في مركز الاهتمام في كل خطوة من خطوات المشروع العقاري، من اختيار الموقع، مروراً بالدراسات الهندسية والبيئية، وصولاً إلى تسليم المشروع النهائي.

أساس خدمة Dolmen هو العميل، ونحن نحرص على أن يكون العميل في مركز الاهتمام في كل خطوة من خطوات المشروع العقاري، من اختيار الموقع، مروراً بالدراسات الهندسية والبيئية، وصولاً إلى تسليم المشروع النهائي.

**المدير العام لشركة «دولمن» Dolmen المهندس المعماري محمد عياش لـ «المال والعالم»:
أصبح للتطوير العقاري والفن المعماري قصة أظري وعهداً جديداً**



محمد عياش، عثمان لم يخلو أيها من وروا

دليل «المال والعالم» هل لكم بإستقانة تبتدئ عن شركة Dolmen... تأسست شركة دولمن للتطوير العقاري عام ٢٠٠٨، وهي إحدى شركات التطوير العقاري المتخصصة في السوق اللبنانية، وتتمتع Dolmen بسمعة طيبة في السوق اللبنانية، وتتمتع Dolmen بسمعة طيبة في السوق اللبنانية، وتتمتع Dolmen بسمعة طيبة في السوق اللبنانية.

**المهندس المعماري محمد عياش (دولمن للتطوير العقاري DOLMEN)
الاضراب الأمني العائق الوحيد أمام الإقبال على الاستثمارات العقارية والسياسية في لبنان**

شركة دولمن للتطوير العقاري Dolmen real estate development اللبنانية تعمل في مجال التطوير العقاري في لبنان والشرق الأوسط، وقد توسعت الشركة بدخولها إلى مجموعة شركة العقارية الفاخرة، والمعروف عن الشركة، وبالتحديد من الرؤية البينة لرئيس مجلس إدارتها الشيخ انس الجميلي، تؤمن بحرصها على تقديم تجربة جديدة للمستهدف في الوقت المناسب، مع الجودة العالية والمصداقية المهنية والخدمة السريعة.

الرئيس التنفيذي للشركة المهندس المعماري محمد عياش شرح مفهوم عمل الشركة التطويري، مسلطاً الضوء على المشروع السكني في فالوغا - جبل لبنان، ومشروع فندق في منطقة سوق الغرب - جبل لبنان، معتبراً أن توسع أعمال الشركة نحو تونس وفنجر، وإيفاء التزامها للشركة في لبنان خلال ٢٠٠٩ بالاستقرار الأمني، إلتفاناً إلى خطط بديلة يمكن أن تلجأ إليها في حال حدوث أزمات مستجدة.

شركة لبنانية
هل لنا بلحة من شركة دولمن؟
تأسست شركة دولمن في بيروت ٢٠٠٨ كشركة لبنانية خاصة للعمل في مجال التطوير العقاري داخل لبنان ومنطقة الشرق الأوسط، وهي شركة مشتركة مع شركة إس إس إس العقارية الفاخرة في قطر الشيخ انس الجميلي وشركتها في بيروت، وفي عام ٢٠٠٩ تأسست شركة دولمن في تونس بالتعاون مع شركة Sotade Dolmen De Promotion Immobiliare المتخصصة في تطوير العقارات السكنية والتجارية في تونس، وتتمتع شركة دولمن في تونس بسمعة طيبة في السوق التونسية، وتتمتع شركة دولمن في تونس بسمعة طيبة في السوق التونسية.

مشروع فالوغا تجربة فريدة
ما هي أهم مشاريع دولمن في الفترة الراهنة؟
تتمركز دولمن على كافة المشاريع في المناطق الجبلية اللبنانية، لتستغل تنوعاً جغرافياً واسعاً، وتحرص على توفير حياة أفضل لمواطنيها، وتحرص على توفير حياة أفضل لمواطنيها، وتحرص على توفير حياة أفضل لمواطنيها.

خطى بديلة في الأزمات
تتمركز دولمن على كافة المشاريع في المناطق الجبلية اللبنانية، لتستغل تنوعاً جغرافياً واسعاً، وتحرص على توفير حياة أفضل لمواطنيها، وتحرص على توفير حياة أفضل لمواطنيها، وتحرص على توفير حياة أفضل لمواطنيها.

«جذبات فالوغا» و «مسكن فالوغا» يجسدان
الرؤية التطويرية والمهندسية لـ «دولمن»
تأسست شركة دولمن في بيروت ٢٠٠٨ كشركة لبنانية خاصة للعمل في مجال التطوير العقاري داخل لبنان ومنطقة الشرق الأوسط، وهي شركة مشتركة مع شركة إس إس إس العقارية الفاخرة في قطر الشيخ انس الجميلي وشركتها في بيروت، وفي عام ٢٠٠٩ تأسست شركة دولمن في تونس بالتعاون مع شركة Sotade Dolmen De Promotion Immobiliare المتخصصة في تطوير العقارات السكنية والتجارية في تونس، وتتمتع شركة دولمن في تونس بسمعة طيبة في السوق التونسية، وتتمتع شركة دولمن في تونس بسمعة طيبة في السوق التونسية.

مع العالم ٢٠٠٨ أيضاً... فالوغا...
تأسست شركة دولمن في بيروت ٢٠٠٨ كشركة لبنانية خاصة للعمل في مجال التطوير العقاري داخل لبنان ومنطقة الشرق الأوسط، وهي شركة مشتركة مع شركة إس إس إس العقارية الفاخرة في قطر الشيخ انس الجميلي وشركتها في بيروت، وفي عام ٢٠٠٩ تأسست شركة دولمن في تونس بالتعاون مع شركة Sotade Dolmen De Promotion Immobiliare المتخصصة في تطوير العقارات السكنية والتجارية في تونس، وتتمتع شركة دولمن في تونس بسمعة طيبة في السوق التونسية، وتتمتع شركة دولمن في تونس بسمعة طيبة في السوق التونسية.

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**الرئيس التنفيذي والمدير العام المهندس محمد عياش لـ «المال والعالم»:
«الهندسية الفاخرة» The Phoenician Holding
هي الشركة الأم وتختلف من ١٠ شركات متكاملة متجانسة**

بمقاول وحساس ومعنويات مرتفعة، يعهد الرئيس المهندس المعماري محمد عياش، الشركات العشر المتشعبة في شركة الأم، شارحاً دور عمال وأحد معانيها، مؤكداً أنها في قلبها، وذلك لتقديم الأفضل معاً على التكامل والتجانس في تنفيذ المشاريع وعدم الحاجة إلى أي شركة خارج نطاق الشركة الأم، ولا سيما «المال والعالم» يؤكد عياش على مستقبل لبنان والقطاع العقاري في آن، وذلك بتوفير المزايا والوظائف الصاعدة للقطاعات العالمية، مؤكداً دورها في تعزيز مساهمة الحكمة، وقام على شخص العلاقة مع المهندس محمد عياش:

تختلف عن شركات...
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Chapter Thirteen: SWOT Analysis Internal Factors and Conclusion

Strengths

- Site location / quality environment
- Variety in land morphology and typology
- Gated community / secure environment
- Land rich in resources (rocks, snow...) and a good agricultural potential (fertility)
- Impressive views in several areas of the site due to the strategic land location on the top of the hill
- Site exposure / visibility
- Site location / near several cultural and touristic attraction poles
- Natural unaltered site, with high potential, which has become rare in the rural landscape
- Existing attractive rock formation in several spots on the site
- The developer / owner is well-known in the region, is very reputable and highly connected

Weaknesses

- Lack of built infrastructure
- Existing and approved parcellation plans contains several problems
- Market not clearly defined, no competitors, no samples, and no similar projects in the neighborhood

Opportunities

- Develop new products for new markets
- Create an all year attractive location
- Sustainability / leed affiliation / green architecture/ eco-friendly development
- Target a wide range of clientele due to the multiple attraction poles existing in the neighborhood
- Create a distinguished product that will influence all the future developments in the neighborhood as well as in the region
- Have incentives from the administrative authorities in order to develop the project in the "c" classified area
- High demand on lots and real estate products due to the starting market in the neighborhood

Threats

- Regional economy risks
- Local economic instability / fluctuation
- Risk of having speculative clients with low interest in the area
- Security threats from the existing roads which are confusing and not well studied
- Growing bargaining powers of customers and buyers
- Seasonality factors, mid-season attraction risks
- Governmental obstacles and threats in procedures and administrative policies

Chapter Fourteen: Mckinsey Study about Lebanon Economic Vision 2019-2020

1. Executive Summary
2. The Tourism Industry
3. The Tourism Diagnostic
4. Tourism Key Performance
5. Tourism Sector Aspiration





Economic Vision Outline

Covered in this section

I. EXECUTIVE SUMMARY

II. INTRODUCTION AND METHODOLOGY

- A. Methodological approach to the study
- B. Stakeholder engagement and syndication process
- C. Reviewed documentation

III. CONTEXT AND DIAGNOSTIC

- A. Chapter summary
- B. Economic perspective
 - 1. *Macro-economic evolution*
 - 2. *Trade profile (exports & imports)*
- C. Sector diagnostics
 - 1. *Natural resources (oil & gas)*
 - 2. *Agriculture*
 - 3. *Industry*
 - 4. *Tourism*
 - 5. *Knowledge economy (e.g. tech)*
 - 6. *Financial services*
 - 7. *Education*
 - 8. *Healthcare*
 - 9. *Real estate and construction*
 - 10. *Retail and commerce*
 - 11. *Logistics and transportation*
 - 12. *Telecommunications*
 - 13. *Power and water*
 - 14. *Diaspora*
 - 15. *Urban efficiency*

- D. Institutional and policy enablers
 - 1. *Public finance*
 - 2. *Ease of doing business*
 - 3. *Monetary policy*
 - 4. *Economic development activation*
 - 5. *Trade & international agreements*

IV. THE VISION: LEBANON'S ECONOMIC ASPIRATIONS

- A. Chapter summary
- B. Burning platform
- C. Lebanon's growth imperatives
- D. Economic aspirations and macro-economic targets
- E. Sector prioritization mechanism and rationale

V. SECTORAL ENGINES FOR LEBANON'S ECONOMIC GROWTH

- A. Chapter summary
- B. Sector deep-dives
 - 1. *Agriculture*
 - 2. *Industry*
 - 3. *Tourism*
 - 4. *Knowledge economy*
 - 5. *Financial services*
 - 6. *Diaspora*

VI. REQUIRED ENABLERS TO SUPPORT THE ASPIRATIONS

- A. Chapter summary
- B. Public administration reform requirements
- C. Infrastructure including CIP initiatives
- D. Public finance requirements
- E. Main legislative requirements
- F. Country branding & export promotion

VII. INSTITUTIONALIZATION MECHANISMS

- A. Chapter summary
- B. Governance set-up: orchestration and delivery
- C. Path forward

VIII. FLAGSHIP PROJECTS

- A. Tourism end-to-end journey
- B. Construction technology zone
- C. Smart Lebanon licensing and clusters

VICIOUS ECONOMIC CYCLE

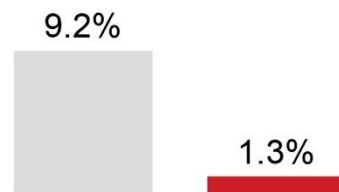


Summary of the economic & fiscal indicators

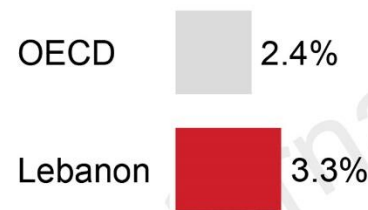
■ 2006-2010² ■ 2010-2017²

A Macro-economic

Real GDP growth, %



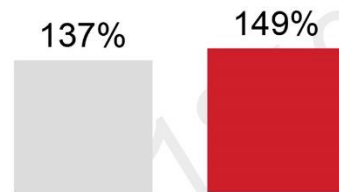
Real GDP volatility, %



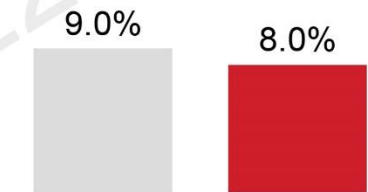
- Period of **high economic growth** between **2006 and 2010** before **near-stagnation**
- ★
- **Relatively high GDP volatility**

B Fiscal

Debt to GDP, % GDP¹



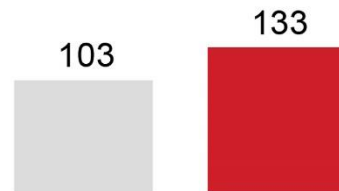
Fiscal deficit, % GDP¹



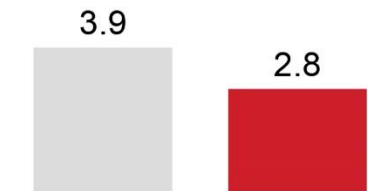
- **Growing public debt burden**, standing at **~150% of GDP**
- **Sustained fiscal deficits** of **~8-9%**

C Private sector

Ease of doing business, rank



Foreign Direct Investments, USD Bn



- **Worsening business environment**, dropping **30 ranks** in 7 years
- **Reduction in FDI** into the country **by an average of ~1 USD Bn**

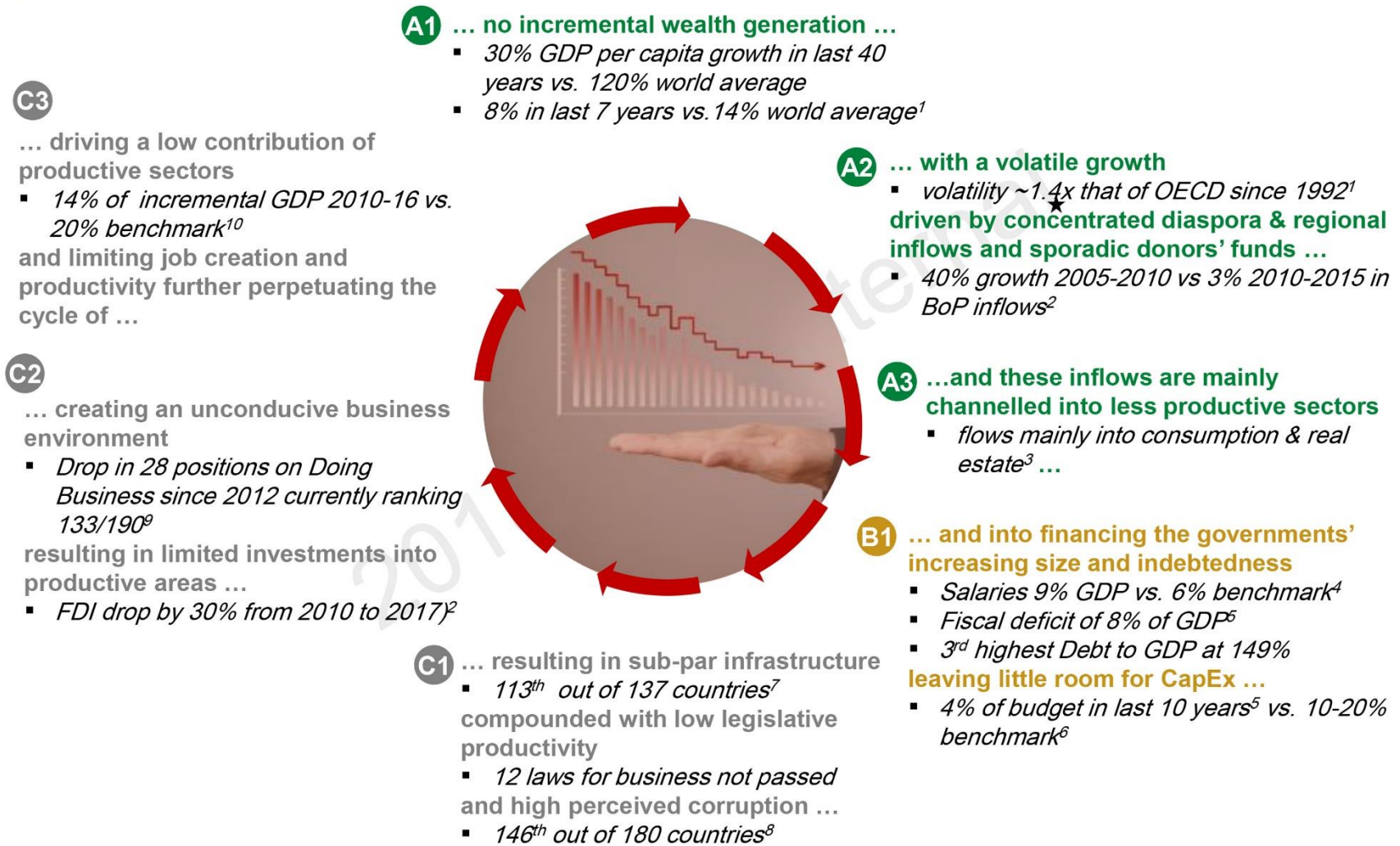
¹ GDP 2017 extrapolated from 2016 CAS numbers using IMF nominal growth rates

² End of period for Debt and ease of doing business; average of periods for other metrics

VICIOUS ECONOMIC CYCLE



The Lebanese economic model seem to be stuck in a vicious circle



VICIOUS ECONOMIC CYCLE

A1 Over the last ~40 years, Lebanon has not created significant incremental wealth and has also lagged other countries in the last 7 years

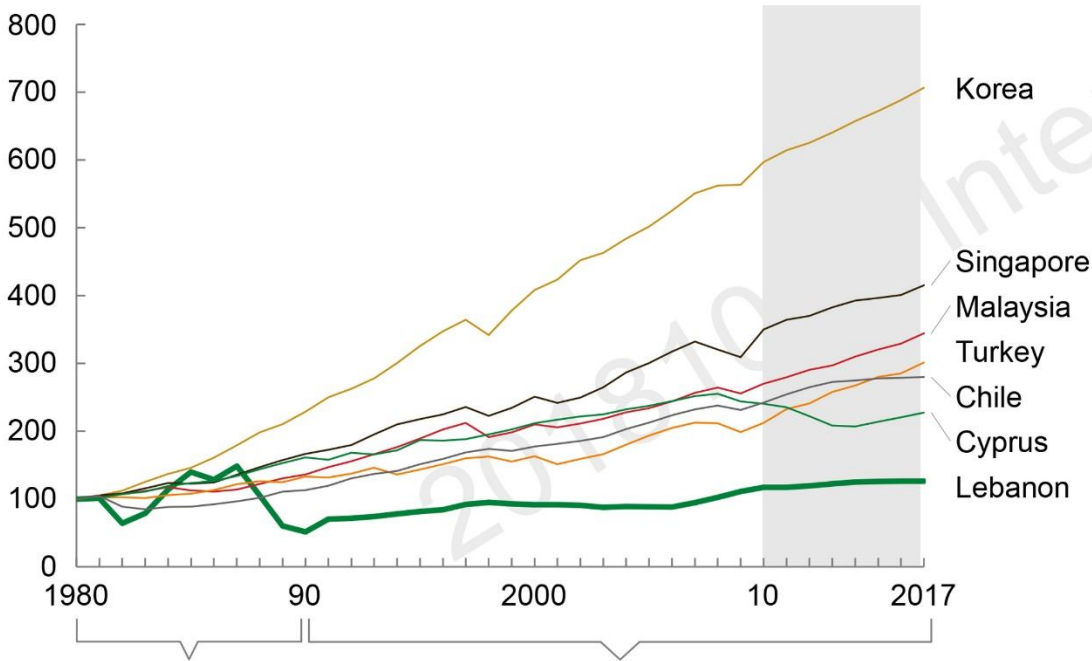


● Global Rank ● 2017 GDP per capita, K USD

Lebanon's GDP per capita in 2017 was only 30% more than that in 1980, whereas growth in Singapore and Korea reached 400% and 700% respectively **Even since 2010, GDP per capita grew by less than 10%**

Comparison of Lebanon's real GDP per capita with select countries¹

Real GDP per capita in 2017 prices, indexed 100 = countries' 1980 value



Volatile, GDP per capita almost halved (civil war)

Stable but limited growth

Real GDP per capita increase

Growth from 2010 to 2017



¹ Countries with similar or lower GDP per capita in 1980

Notes: Real GDP computed by applying IMF real growth rates to 2017 Nominal GDP; per capita computed using IMF population estimates

VICIOUS ECONOMIC CYCLE

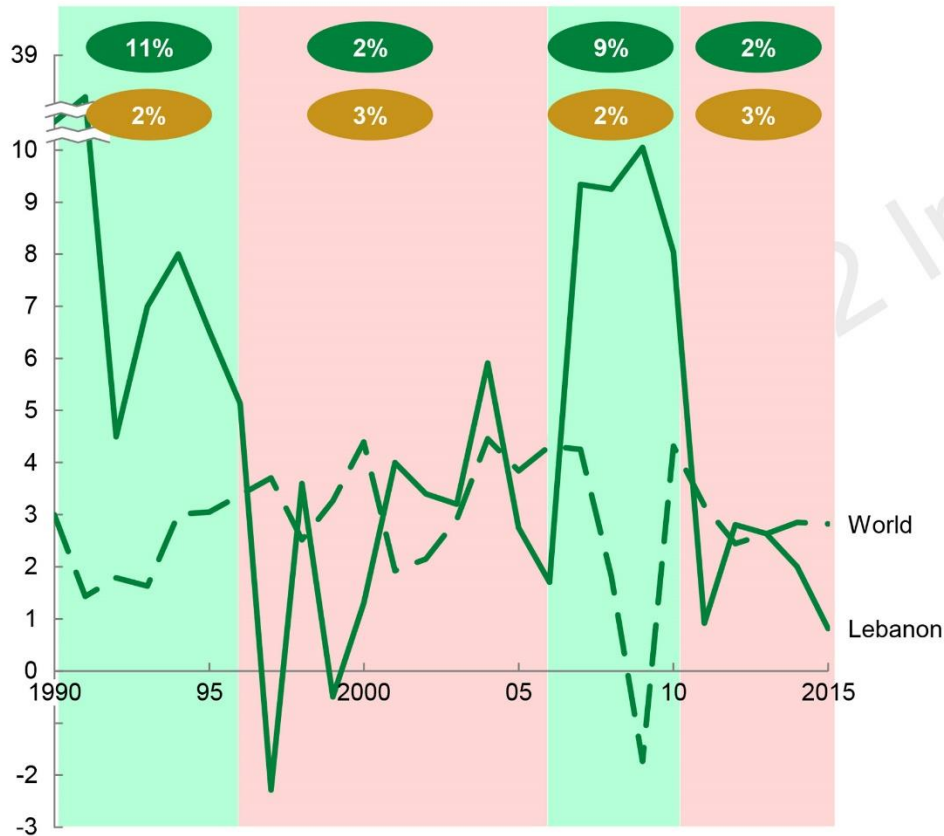
A2 Despite witnessing several periods of economic prosperity, growth has been highly volatile



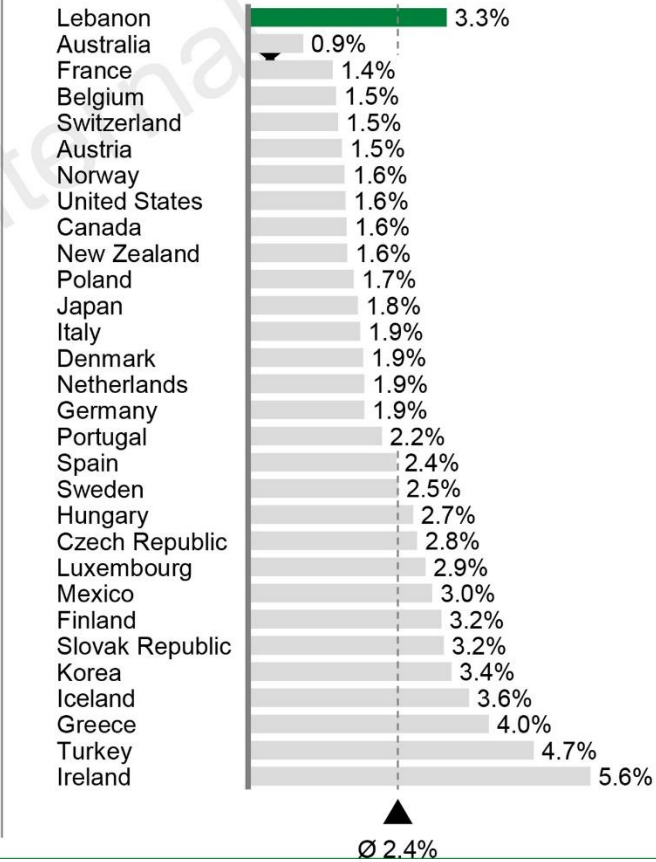
World CAGR, % Lebanon CAGR, %

Despite witnessing several periods of growth since 1992... ..growth has been highly volatile

GDP growth, % GDP constant prices, 2010



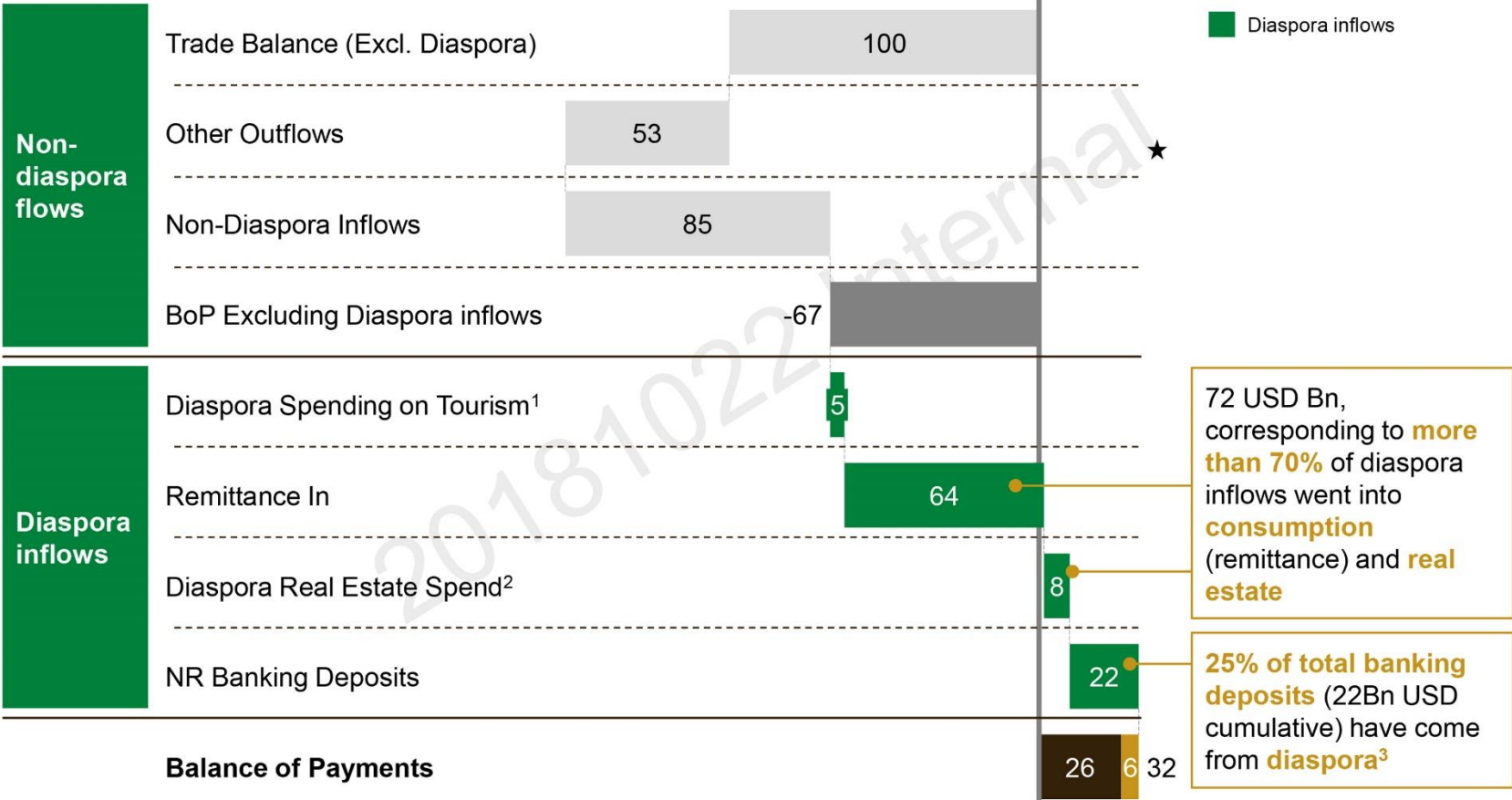
Standard deviation (volatility) of real GDP growth from 1992-2017, %



VICIOUS ECONOMIC CYCLE

A2 Volatility has been influenced by the economy’s reliance on diaspora inflows, channelled into real estate, banking and consumption sectors 

Cumulative balance of payments 2005-2015, USD Bn



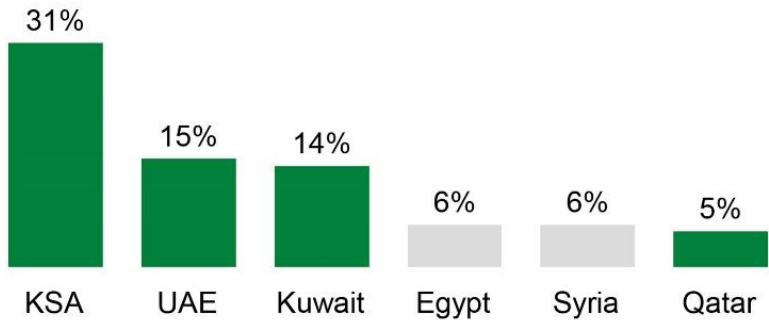
1 Computed assuming non diaspora tourists stay in hotels 2 Computed by using loan data as proxy and building depreciation schedule of purchases
 3 Assuming all non-resident deposits are partially or fully related to Lebanese diaspora
 Note: Sovereign exposure computed as BDL deposits and public sector loans minus 15% of deposits as required reserves, and assumed to purely finance fiscal deficit

VICIOUS ECONOMIC CYCLE

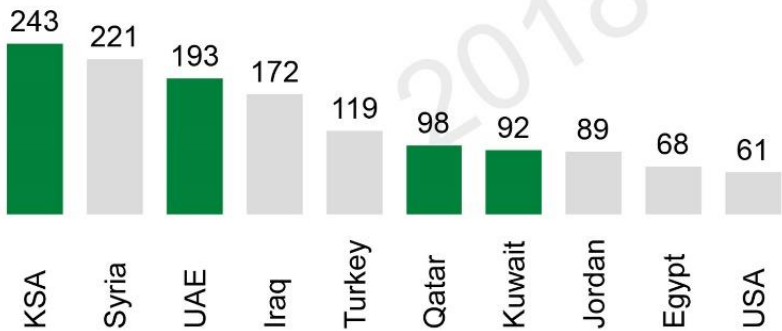
A2 Inflows have been geographically concentrated in the GCC, further influencing volatility and the reliance on exogenous factors for growth



Tourism spending distribution by country of residence¹
 Percentage, 2016

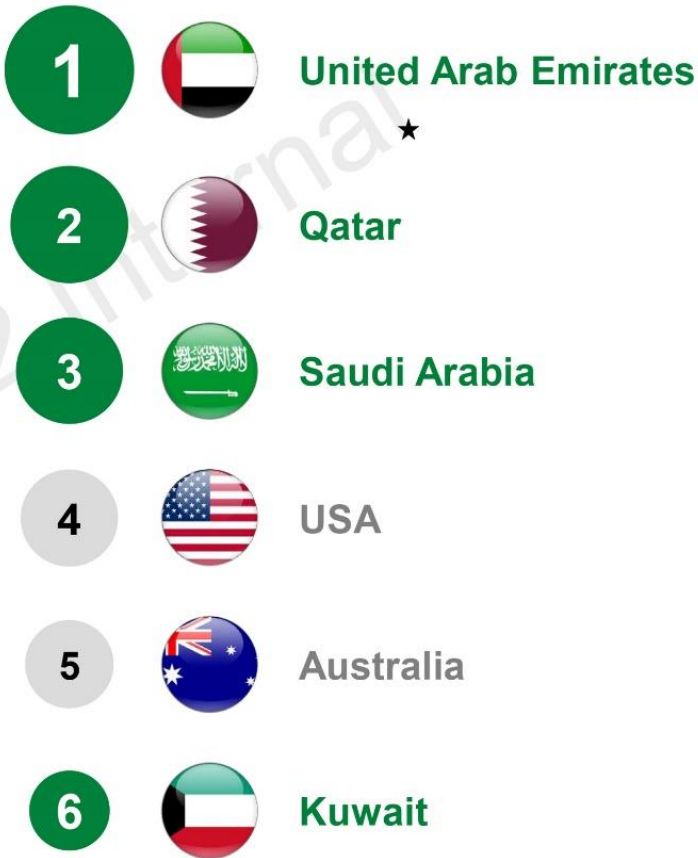


Breakdown of Lebanese Exports by destination²
 Mn USD, 2017




1 Global Blue Lebanon (through Bank Med report)
 2 Excluding gold, diamonds, petroleum and other products not locally produced

Remittances
 Ranking, 2016

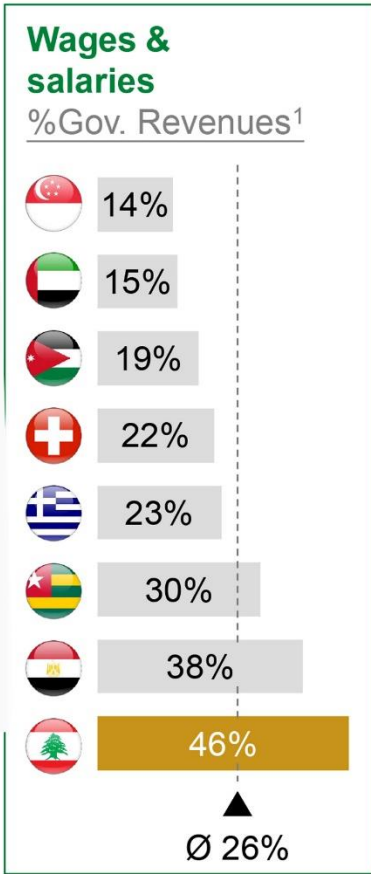
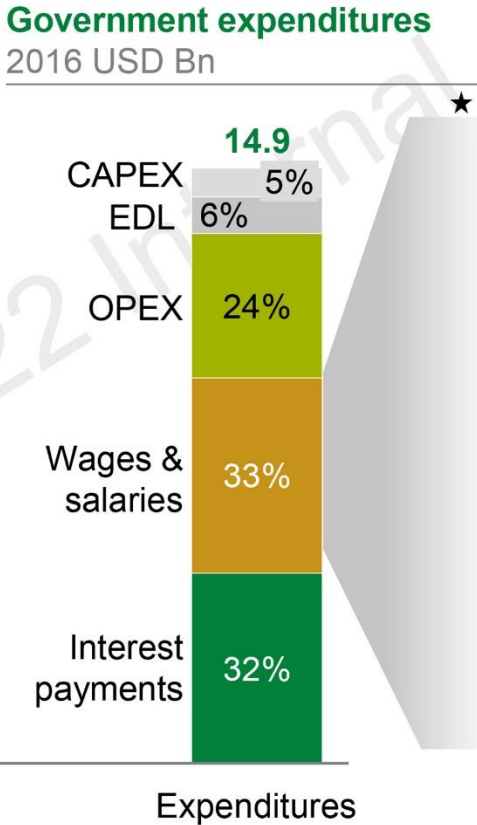
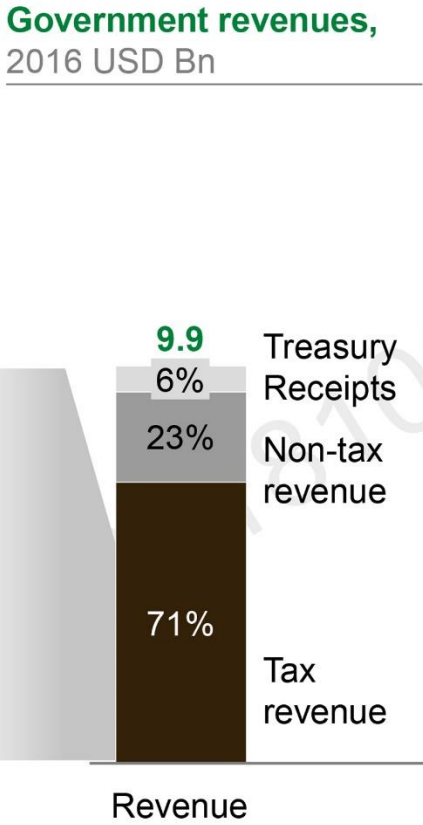
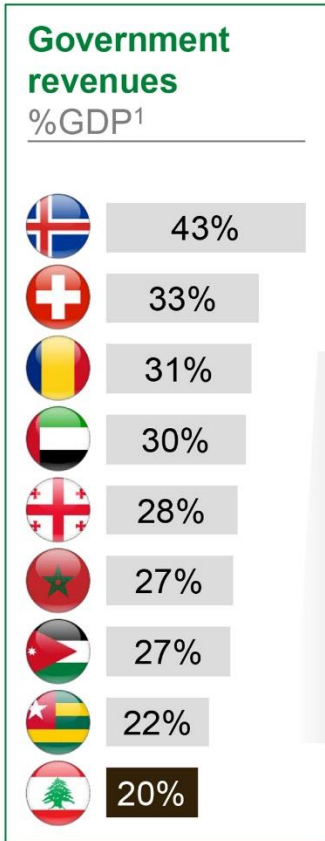


VICIOUS ECONOMIC CYCLE

B1 The inflows also went into financing the governments’ increasing size and indebtedness leaving little room for Capital Expenditures 

Revenues have been constrained with low tax collection compared to benchmarks

High government expenditures are driven by fiscal mismanagement with high wages & salaries



¹ Average of 2012-2017, whenever data is available; for government revenues includes tax, non-tax & other revenues



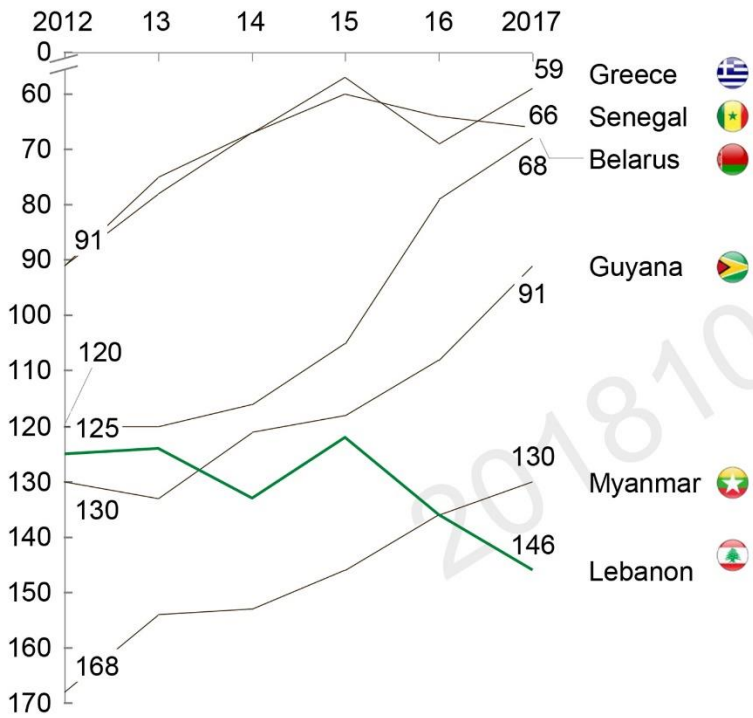
VICIOUS ECONOMIC CYCLE

C1 Persistent corruption and legislative inefficiencies have further perpetuated the government’s inability to spur economic growth

Whereas several countries improved, Lebanon’s Corruption perception has recently been increasing

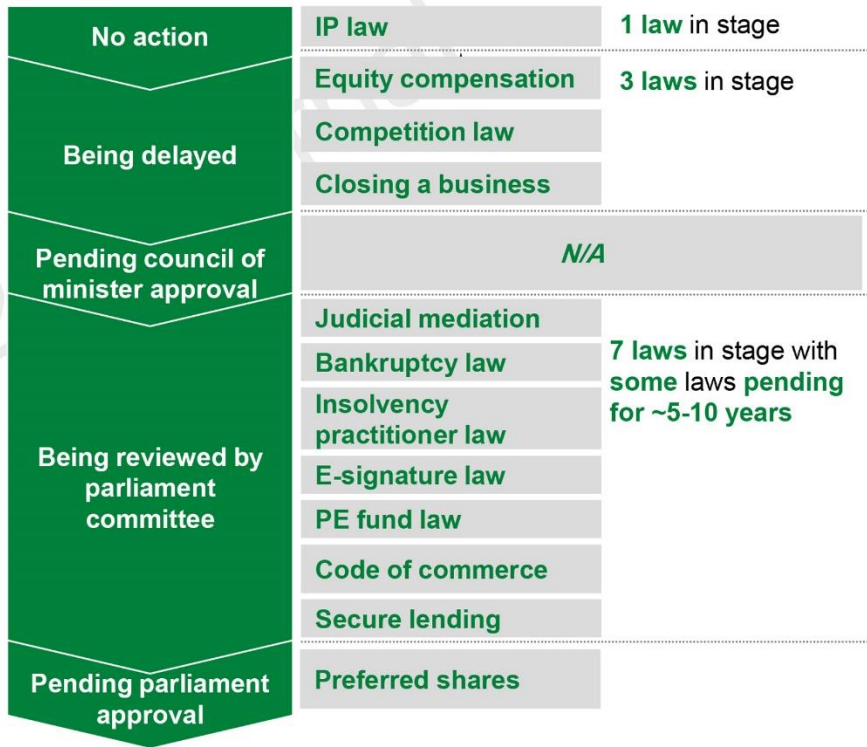
12 critical business environment laws, out of a total of 13 identified, have not been put in place

Corruption perception index, country rank



Lebanon also ranked **180th out of 209** on WB’s Control of Corruption index and **121st out of 137** on WEF’s Irregular payment and bribes

Number of business environment laws by stage, #



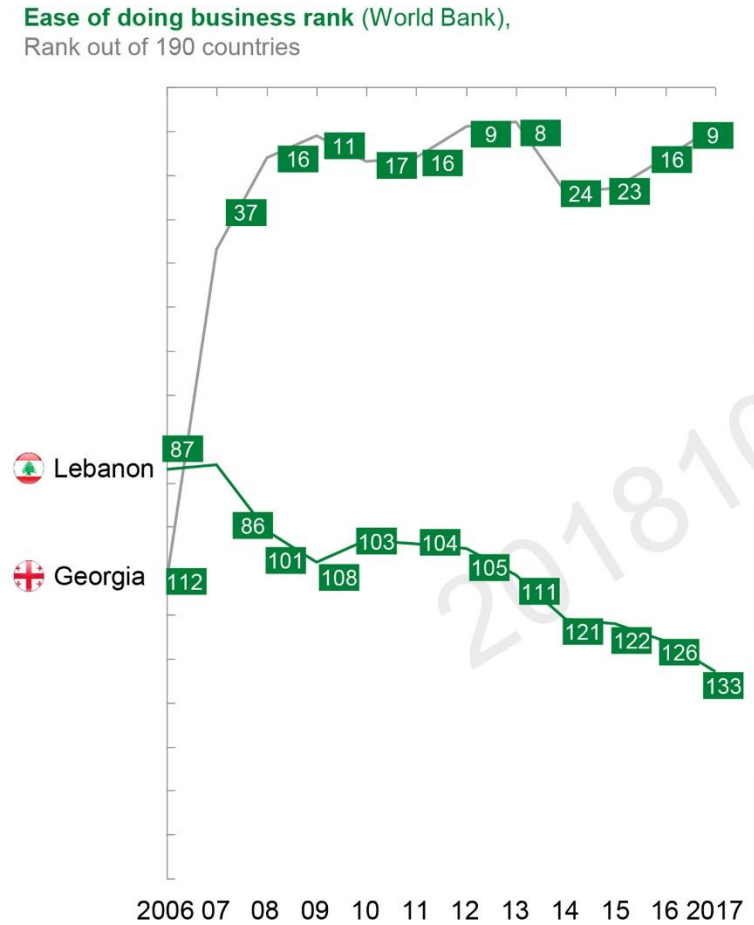
Some legislations have been **stuck** at different stages of the pipeline **for ~5-10 years**

VICIOUS ECONOMIC CYCLE

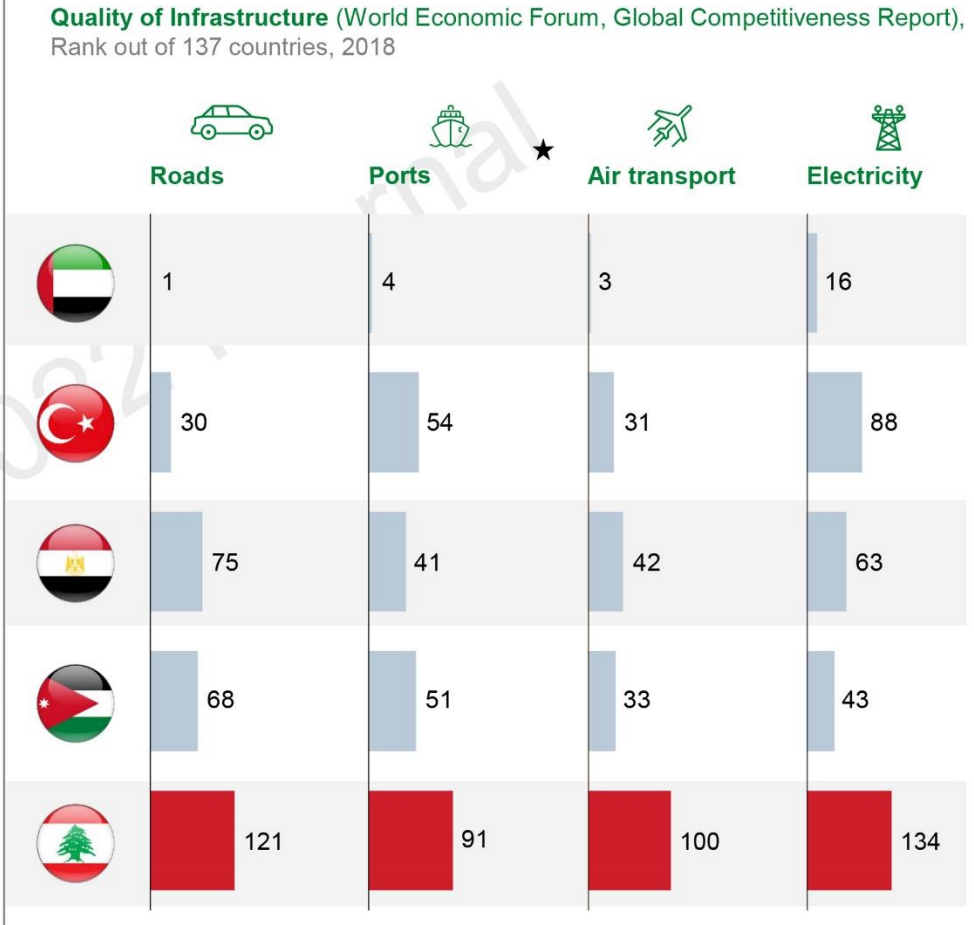
C2 As a result, the country has been witnessing an uncondusive business environment along with a lagging infrastructure



The overall business environment has recently been deteriorating with Lebanon losing 46 ranks in 10 years



The country's infrastructure also greatly lags behind peers, across all dimensions

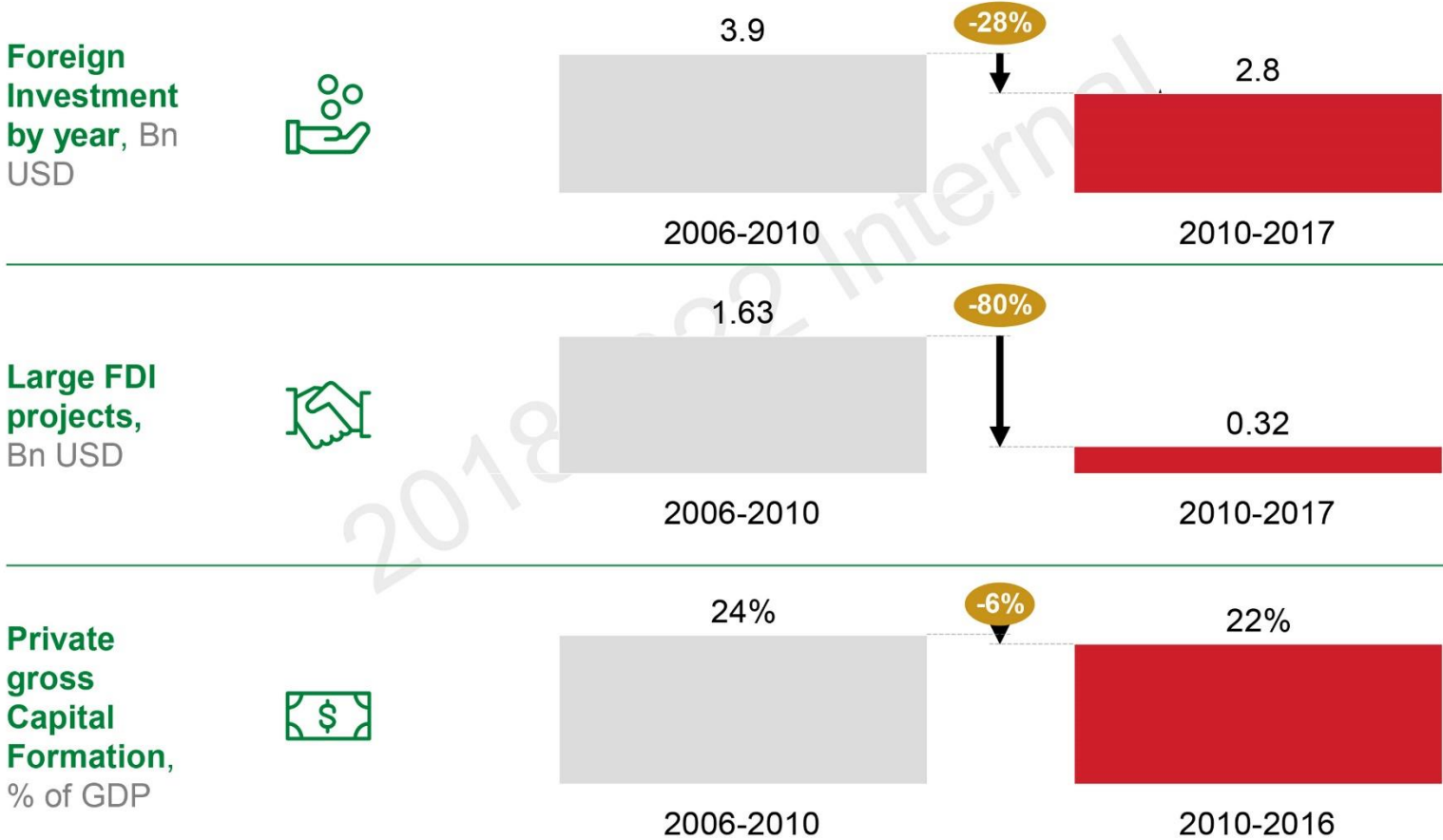


VICIOUS ECONOMIC CYCLE

C2 Private sector investment have therefore dropped, leading to additional economic stagnation...



Foreign & domestic investments dropped with FDI decreasing by ~30% and gross capital formation by 6% over the last 7 years



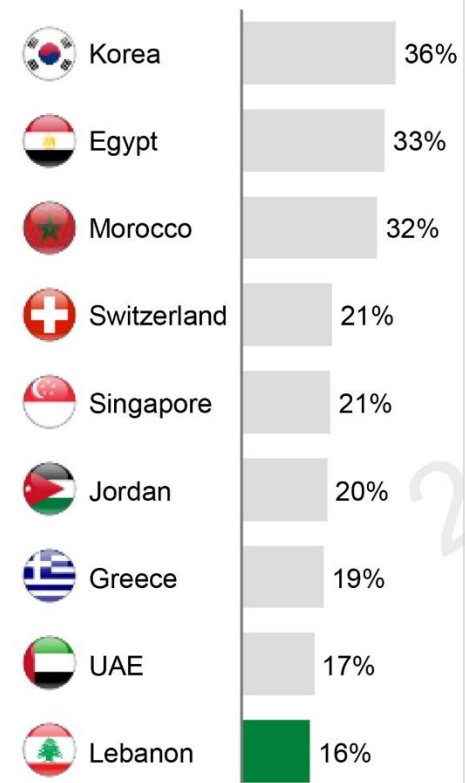
VICIOUS ECONOMIC CYCLE

C3 An uncondusive business environment has kept Lebanon’s productive sectors underdeveloped



ECONOMIC CONTRIBUTION OF PRODUCTIVE SECTORS IS LOW

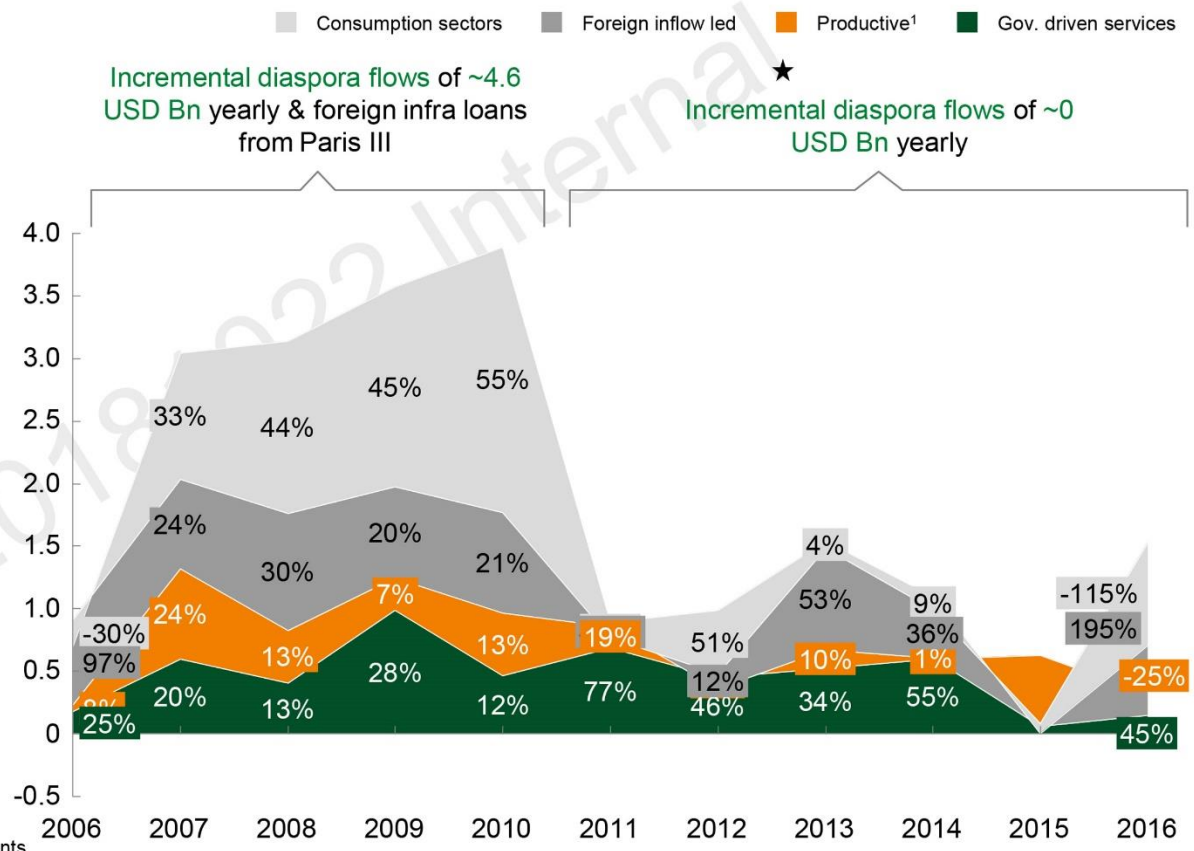
Contribution of productive sectors¹, %GDP



¹ Defined as agriculture, industry & hotels and restaurants

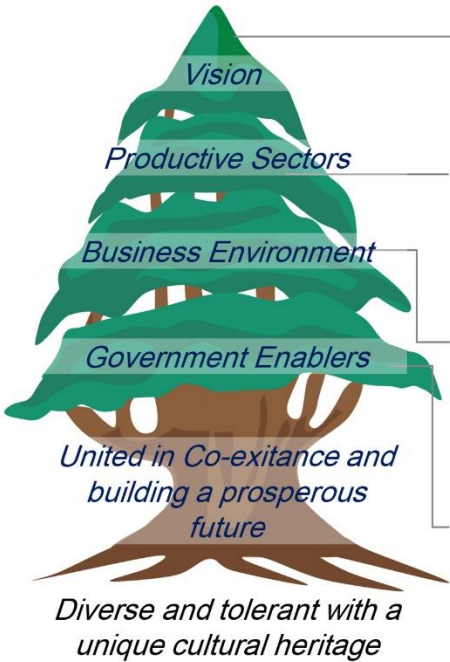
GROWTH PERIOD WAS SUSTAINED BY FOREIGN-INFLOW LEAD AND CONSUMPTION SECTORS

Year-on-year contribution to GDP growth by sector category, USD Bn



PROMISING FUTURE

The National Economic Vision 2025 would build on Lebanon’s unique economic and social characteristics

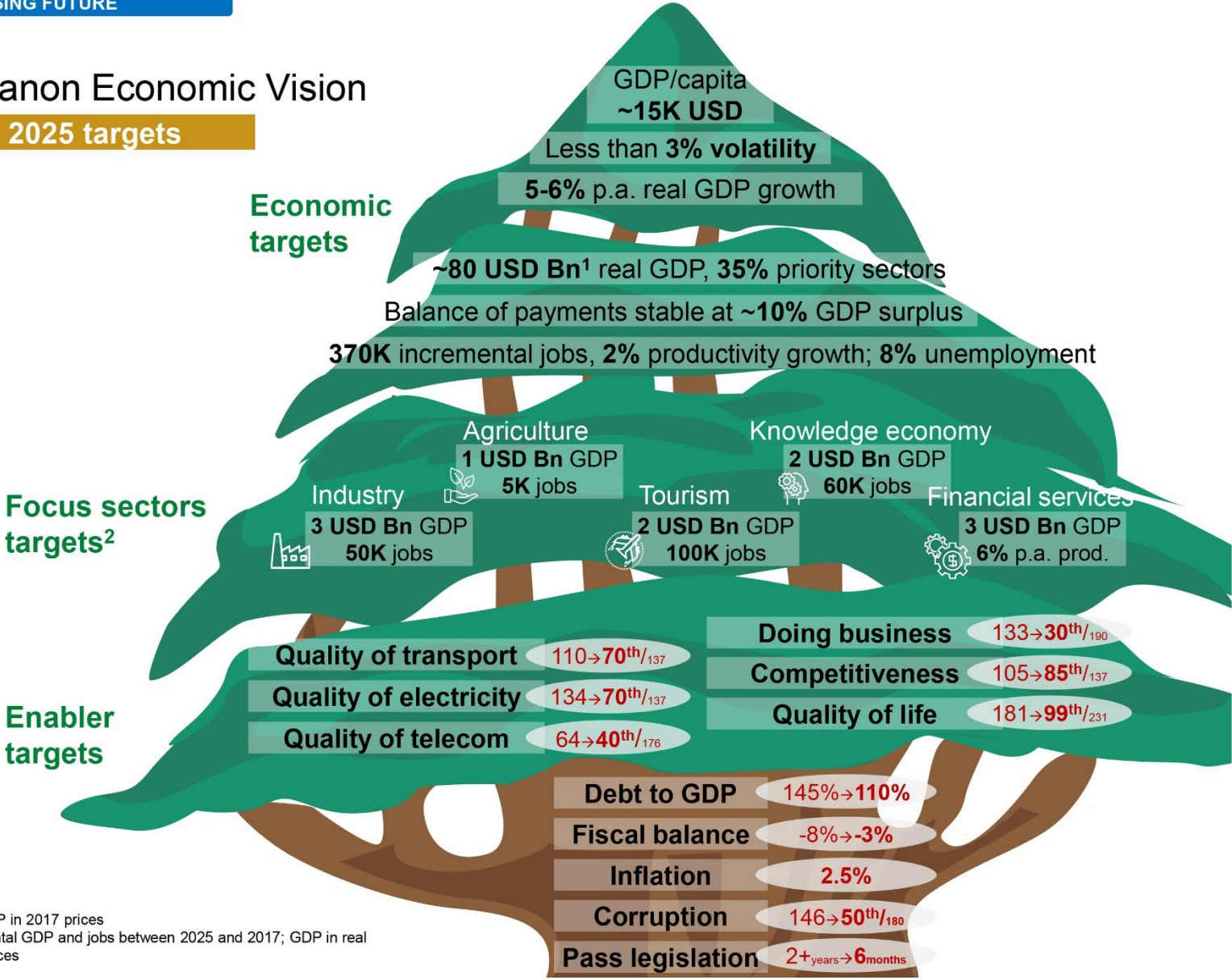


- | | | |
|-----------------|--|---|
| <p>1</p> | <p>A re-ignited productive economy supported by overhauled business environment</p> | <p>A high income diversified economy with a globally competitive and distinctive economic footprint</p> |
| <p>2</p> | <p>Jumpstarted productive engines, with demonstrated showcases of success (e.g. SEZs, landmark mega projects)</p> | <p>A knowledge-based high-value economy with established areas of excellence and a diversified source of inflows</p> |
| <p>3</p> | <p>Fixed hygiene factors of economic competitiveness (e.g. Infrastructure, conducive business environment) and vibrant cities</p> | <p>Sustainable leveraging of scarce resources (e.g. water, land)</p> |
| <p>4</p> | <p>Fiscally disciplined and accountable government and efficient public administration</p> | <p>Healthy macro fiscal position and global economic influence beyond borders</p> |

PROMISING FUTURE

Lebanon Economic Vision

2025 targets



¹ Real GDP in 2017 prices
² Incremental GDP and jobs between 2025 and 2017; GDP in real 2017 prices

FOCUSED APPROACH

Five sectors would present the highest economic potential for Lebanon

- Core engines
- Economic contribution covered within core engines
- Rural
- Semi-urban
- Urban
- Positive
- Neutral
- Negative

PRELIMINARY

2025 Direct Potential		A Macro Aspirations			B Comparative advantage		C Size of the opportunity	
		A1 Potential additional GDP USD Bn	A2 Potential job creation K Jobs ¹	Induced job multiplier	A3 Regional balance & distribution	Lebanon's comparative advantage	Impact on Balance of Payments USD Bn	BoP Diversification
High comparative advantage, macro potential and BoP impact	Tourism	1.6	40	2.1		●	1.4	Global ●
	Knowledge Economy	2.2	48	1.5		●	1.1	Global ●
	Financial Services	1.8	12	1.4		●	1.0	Diaspora ●
High BoP potential and regional balance	Industry	0.7	23	2.7		●	0.3	Global ●
	Agriculture	0.5	1	1.2		●	0.5	Global ●
Niche plays with BoP impact	Diaspora	N/A	N/A	N/A		●	N/A	●
	Education	0.7	19	1.3		●	0.1	Regional & diaspora ●
Negative to low BoP impact	Healthcare	0.8	18	1.3		●	Medical tourism ~500 USD Mn -0.2	Regional & diaspora ●
	Oil & Gas	0	0	1.7		●	0	N/A ●
	Real Estate & Construction	1.6	Excluding CIP 10	2.3		●	-0.1	Regional & diaspora ●
	Retail & Commerce	1.5	-7	1.2		●	-1.4	Domestic ●
	Transport & Logistics	0.4	3	1.5		●	0	Regional ●
	Power & Water	0.2	1	2.2			0	

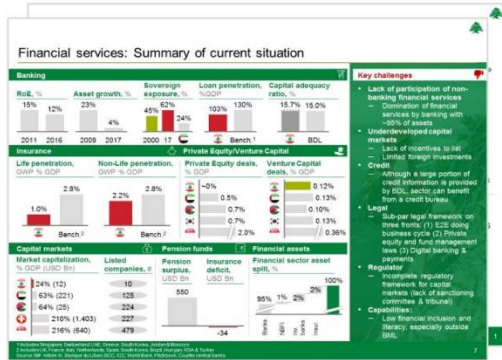
¹ Direct Impact Medium & High-Skill jobs



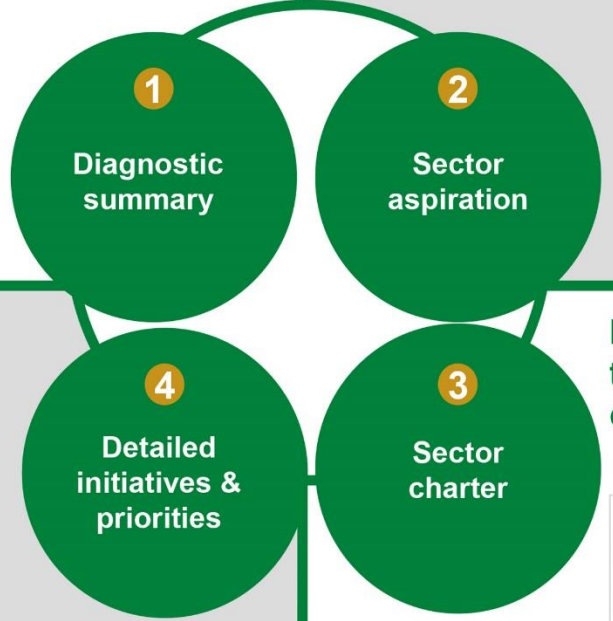
FOCUSED APPROACH

Developing the priority sectors should follow the targets and initiatives defined in the Economic Vision

Diagnostics conducted for 20 sectors



Sector aspirations (2025 and 2035) for 6 sectors with target metrics to be measured



Detailed list of 160 initiatives required to achieve sector aspiration

To support the growth of the financial services sector, the government should focus on 24 priority initiatives (1/5)

Objective	Initiative	Owner*
Deepen and strengthen the financial services sector	1.1.1. Develop banking sector asset base from public sector	ASL
	1.1.1.2. Increase banking sector asset engagement in productive private sectors	ASL
	1.1.1.3. Enhance capitalization and optimize balance sheets of Lebanese banks	ASL
	1.1.1.4. Consolidate Lebanese banks	ASL
Enhance cost efficiency through digitization	1.1.2.1. Enhance cost efficiency through digitization	ASL
	1.1.2.2. Set-up a credit bureau	ASL
	1.1.2.3. Enhance cost efficiency through digitization	ASL
	1.1.2.4. Set-up a credit bureau	ASL

Detailed sector strategic plays (3 to 5 plays per sector) and overarching enablers



FOCUSED APPROACH

Progress on sector aspirations should be monitored through specific performance indicators 1/2



2017 2025

2025 ASPIRATIONS

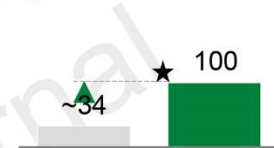
SECTOR PLAYS



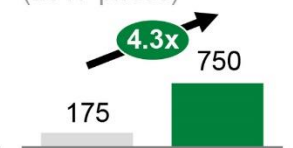
AGRICULTURE:
 THE MIDDLE-EAST'S HIGH-VALUE CROPS BREADBASKET

- **Commercial farmers:** Unlock regional export potential of commercial farmers by improving quality standards and transitioning to higher-value crops (e.g. Avocado)
- **Smallholder farmers:** Improve productivity of smallholder farmers in existing crops through technology and adoption of modern methods
- **Medicinal Cannabis:** Assuming government policy in place, explore legalization of cannabis cultivation in the aim of producing high value added medicinal products with export focus underpinned by the corresponding regulatory framework

Share of high-volume crops (1k+ hectare) with top-quartile yield %



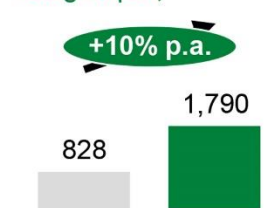
Agriculture exports (excluding processed food). USD mn (2017 prices)



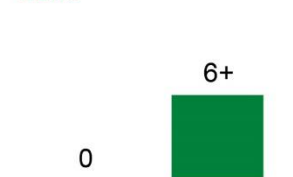
INDUSTRY:
 NICHE REGIONAL LEADER IN CREATIVE AND HIGH VALUE INDUSTRIES

- **Focus subsectors:** Focus efforts on 4 subsectors: food processing, consumer-facing products (e.g. Perfumes, cosmetics), pharma, and pre-fabricated construction & furniture (targeting Syria and Iraq)
- **Zones:** Develop next-generation Industrial Parks, providing highly competitive environment (best of Lebanon) to industrialists

Exports of prioritized subgroups¹, USD mn



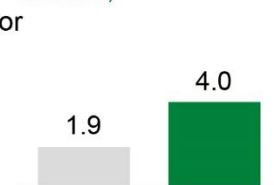
Number of functioning industrial zone



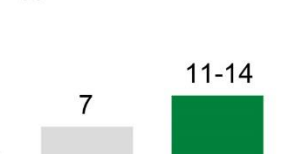
TOURISM:
 THE UP-AND-COMING MEDITERRANEAN RIVERIA

- **Leisure tourism:** Focus on leisure tourism in 15 source countries with distinctive core offering in City&Entertainment (including gaming), Sun&Sea and Culture across three anchor destinations and niche offering in ultra-luxury eco-tourism
- **Business tourism:** Focus Meeting and Incentives business travelers in GCC countries
- **Medical tourism:** Develop specialized medical tourism and wellness offerings, targeting regional markets

Number of leisure tourists, Mn



Number of hotel rooms in anchor destinations, K



FOCUSED APPROACH

Progress on sector aspirations should be monitored through specific performance indicators 2/2



2017 2025

2025 ASPIRATIONS

SECTOR PLAYS

FINANCIAL SERVICES:
 AN OFFSHORE HUB TARGETING MID-HIGH NET WORTH INDIVIDUALS



- Develop **digital banking** as an alternative delivery model to expand reach of sector and improve efficiency
- Deepen & strengthen the FS sector to enable and finance the country's **EconDev agenda**
- Position Lebanon as an **investment management and offshoring hub**, targeting mid-high net worth individuals
- Develop **centers of excellence** in specific niches (e.g. investment research, actuarial studies, digital analytics)

Global financial centre index, rank

Non-banking assets³, % of total assets



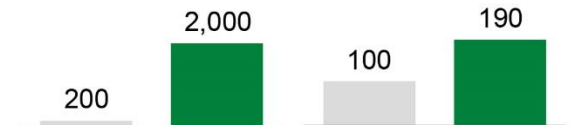
KNOWLEDGE AND CREATIVE ECONOMY: THE SILICON VALLEY OF THE MIDDLE EAST



- Leverage technology to grow productivity in the priority sectors, becoming an **innovation-driven economy**
- Position Lebanon as a leading regional rural cities destination for “high-value add” **outsourcing services** and a global hub for research & analytics
- Become a regional **creative hub**, including multimedia, productive content development
- Attract regional students across the board of **education majors**

Total Number of Start-ups, #

Yearly VC funding, USD Mn



DIASPORA: AN ENGAGED & ACTIVE DIASPORA



- Seed:** Prepare, organize and invest in the next generation Lebanese workforce to be ready for the global economy (extended market to Lebanon) while developing intelligence of stock and trend of emigrants
- Radiate:** Strengthen the bond between Lebanon and its diaspora across all generations through promoting national identity abroad
- Reap:** Leverage the diaspora network to drive economic growth through a) economic contribution of high potential diaspora, b) access to export markets, c) directing remittances to development projects
- Advocate:** Harness and formalize advocacy i.e. lobbying power in center of the world through establishing a diaspora advisory board of prominent diaspora members

FOCUSED APPROACH



Tourism – sector aspirations

Aspiration: A revived Riviera destination offering a unique combination of unrivalled entertainment, immersive culture and breath-taking sea views with regional niche offerings in business M&I segment and specialized medical tourism



Current situation



- **Unclear branding** of Lebanon and **tarnished image** in the media
- **Unfocused efforts in targeting source markets**
- **Lack of prioritization of product offering** and limited range of “ready-to-market products”
- **Lack of specialization** of hospitals in specific/medical services to attract medical tourists

2025



- A** Fast growing tourism sector in 15 source countries with distinctive core tourism offering in “City&Entertainment”, “Sun&Sea” and “Culture” across three anchor destinations and niche offering in ultra-luxury eco-tourism
- B** Preferred destination for Meeting and Incentives business travelers in GCC countries
- C** Clear branding of Lebanon in specialized medical tourism services targeting regional markets

2035

- **Globally renowned** destination for **city breaks**, with world-class **gaming** and **entertainment** offerings★
- Unique destination for regional and global **exhibition and conferences**
- **Centre of excellence** in specialized medical services
- **Sustainable** and **environmentally-friendly** tourism destination

Targets



¹ GDP contribution of hotels and restaurants is used as a proxy for tourism GDP, does not fully include contribution of medical tourism which will be mostly captured in the healthcare sector
² Leisure, business and medical tourism

FOCUSED APPROACH



Tourism – 2025 and 2035 targets (1/2)

Plays	Metric	Target values		
General targets	GDP In Real 2017 prices USD Bn	1.6	3.7	5.4
	Number of jobs K	89	★ 185	211
	Total number of tourists Mn	1.9	4.2	6.5
Leisure tourists	Total number of leisure tourists Mn	1.9	4.0	TBC
MICE tourists	Total number of MICE tourists Mn	N/A	0.2	TBC
		2017	25	2035

FOCUSED APPROACH



Tourism – 2025 and 2035 targets (2/2)

Plays	Metric	Target values								
Medical tourists	Total number of medical tourists K	<table border="1"> <caption>Target values for Medical tourists (K)</caption> <thead> <tr> <th>Year</th> <th>Value (K)</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>20</td> </tr> <tr> <td>2025 (Target)</td> <td>25</td> </tr> <tr> <td>2035</td> <td>40</td> </tr> </tbody> </table> <p>TBC</p>	Year	Value (K)	2017	20	2025 (Target)	25	2035	40
	Year	Value (K)								
2017	20									
2025 (Target)	25									
2035	40									

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Economic Vision Outline

Covered in this section

I. EXECUTIVE SUMMARY

II. INTRODUCTION AND METHODOLOGY

- A. Methodological approach to the study
- B. Stakeholder engagement and syndication process
- C. Reviewed documentation

III. CONTEXT AND DIAGNOSTIC

- A. Chapter summary
- B. Economic perspective
 - 1. *Macro-economic evolution*
 - 2. *Trade profile (exports & imports)*
- C. Sector diagnostics
 - 1. *Natural resources (oil & gas)*
 - 2. *Agriculture*
 - 3. *Industry*
 - 4. *Tourism*
 - 5. *Knowledge economy (e.g. tech)*
 - 6. *Financial services*
 - 7. *Education*
 - 8. *Healthcare*
 - 9. *Real estate and construction*
 - 10. *Retail and commerce*
 - 11. *Logistics and transportation*
 - 12. *Telecommunications*
 - 13. *Power and water*
 - 14. *Diaspora*
 - 15. *Urban efficiency*

D. Institutional and policy enablers

- 1. *Public finance*
- 2. *Ease of doing business*
- 3. *Monetary policy*
- 4. *Economic development activation*
- 5. *Trade & international agreements*

IV. THE VISION: LEBANON'S ECONOMIC ASPIRATIONS

- A. Chapter summary
- B. Burning platform
- C. Lebanon's growth imperatives
- D. Economic aspirations and macro-economic targets
- E. Sector prioritization mechanism and rationale

V. SECTORAL ENGINES FOR LEBANON'S ECONOMIC GROWTH

- A. Chapter summary
- B. Sector deep-dives
 - 1. *Agriculture*
 - 2. *Industry*
 - 3. *Tourism*
 - 4. *Knowledge economy*
 - 5. *Financial services*
 - 6. *Diaspora*

VI. REQUIRED ENABLERS TO SUPPORT THE ASPIRATIONS

- A. Chapter summary
- B. Public administration reform requirements
- C. Infrastructure including CIP initiatives
- D. Public finance requirements
- E. Main legislative requirements
- F. Country branding & export promotion

VII. INSTITUTIONALIZATION MECHANISMS

- A. Chapter summary
- B. Governance set-up: orchestration and delivery
- C. Path forward

VIII. FLAGSHIP PROJECTS

- A. Tourism end-to-end journey
- B. Construction technology zone
- C. Smart Lebanon licensing and clusters



Productive Sectors: Chapter Executive Summary

F Productive sectors should be selected...

Selecting the productive sectors and sector 'plays' would follow 3 main criteria:

- Lebanon's comparative advantages within the sector based on historical performance
- Regional and global emerging opportunities
- Lebanon's top-down macro economic aspirations including GDP growth and job creation

G ...and bold aspirations should be set for each of them, following Vision 2025 objectives and targets

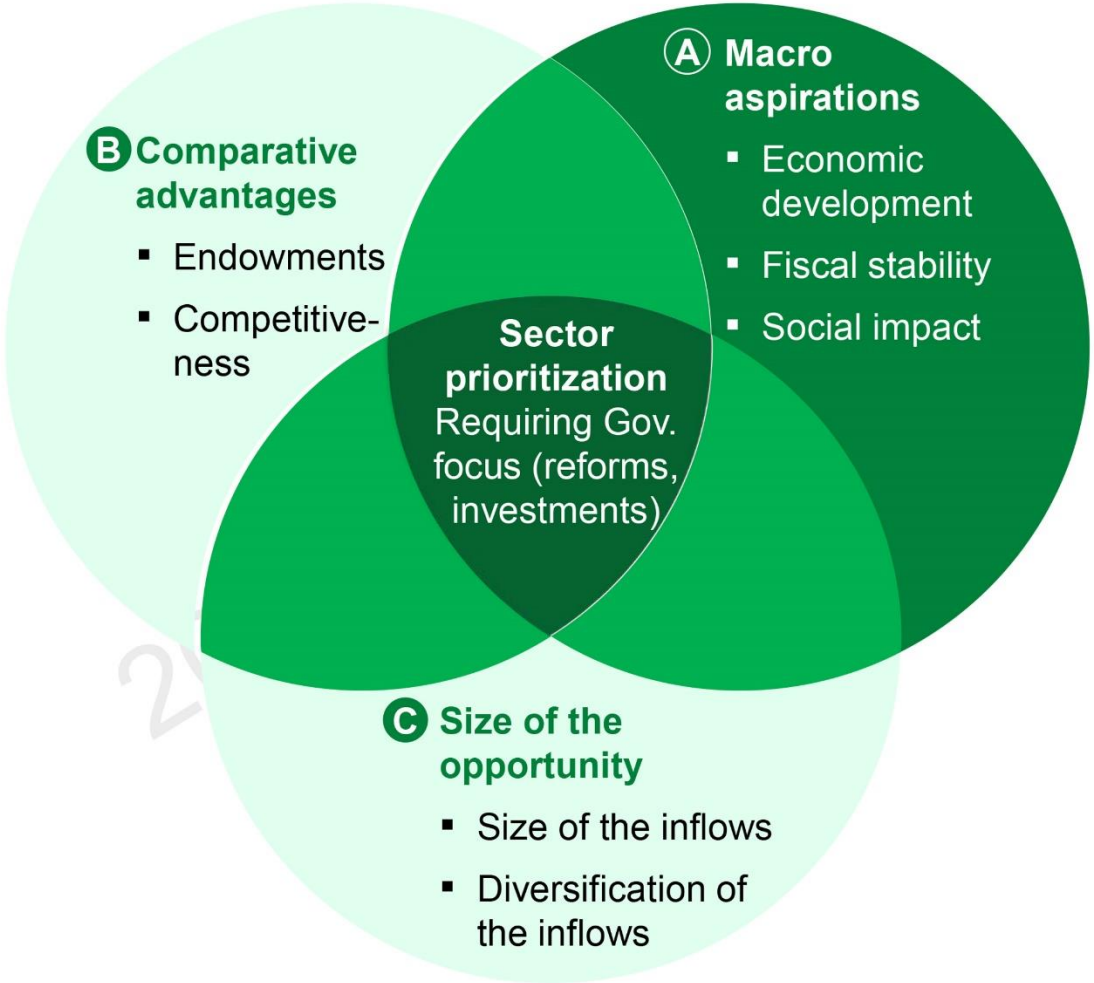
6 sector have been selected to receive priority government support:


- **Tourism:** Lebanon should build on its strong natural endowments and strategic locations to tap into its fair share of inbound tourists (~4m tourists by 2025)
- **Agriculture:** Lebanon has the largest arable lands in the Middle East, and a potential to become the main supplier of high quality fruits and vegetation for the levant and GCC
- **Industry:** Lebanon should capitalize on its creative edge to become a leader in high human value-add artistic products including jewellery, furniture and fashion
- **Knowledge Economy:** Lebanon should aspire to become the leading Knowledge Hub for the Middle East, serving as the region's KPO/BPO destination and the number 1 tech ecosystem
- **Financial Services:** Lebanon has the highest deposits relative to its GDP in the world, allowing it to become the financial hub for the middle east and a gateway for financial transactions globally
- **Diaspora:** Lebanon should aspire to greatly leverage the large diaspora to further drive economic growth



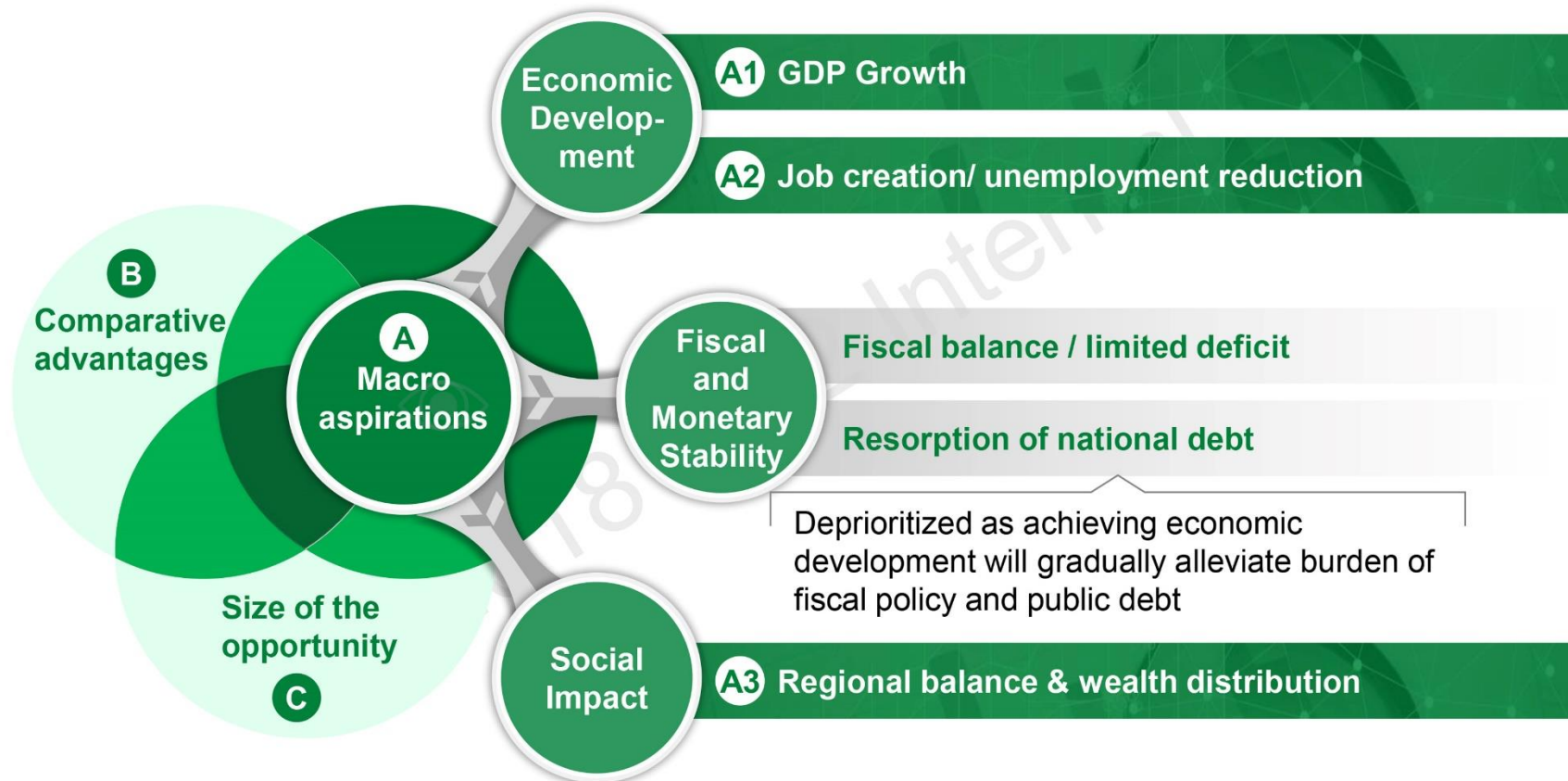
F

Selecting Lebanon’s productive sectors would follow three main criteria



F Three key metrics were prioritized to assess the sector's contribution towards reaching the macro aspirations 

 Prioritized metrics



G Five sectors would present the highest economic potential for Lebanon

■ Core engines
■ Economic contribution covered within core engines

🌳 Rural
🏠 Semi-urban
🏢 Urban

● Positive
● Neutral
● Negative

PRELIMINARY

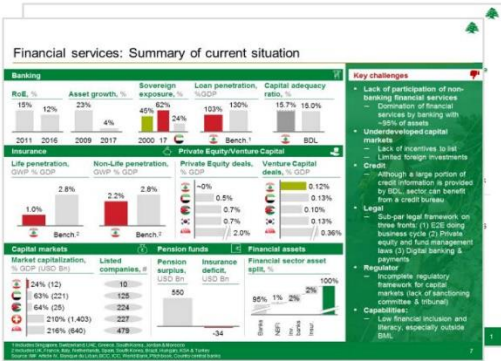
2025 Direct Potential		A Macro Aspirations			B Comparative advantage		C Size of the opportunity	
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High comparative advantage, macro potential and BoP impact	Tourism	1.6	40	2.1	🏢 🏠 🌳	●	1.4	Global ●
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Negative to low BoP impact	Oil & Gas	0	0	1.7	🏠	●	0	N/A ●
	Real Estate & Construction	1.6	Excluding CIP 10	2.3	🏢	●	-0.1	Regional & diaspora 🟡
	Retail & Commerce	1.5	-7	1.2	🏢 🏠	●	-1.4	Domestic ●
	Transport & Logistics	0.4	3	1.5	🏢	●	0	Regional 🟡
	Power & Water	0.2	1	2.2			0	

1 Direct Impact Medium & High-Skill jobs



G Developing the priority sectors should follow the targets and initiatives defined in the Economic Vision

Diagnostics conducted for 20 sectors



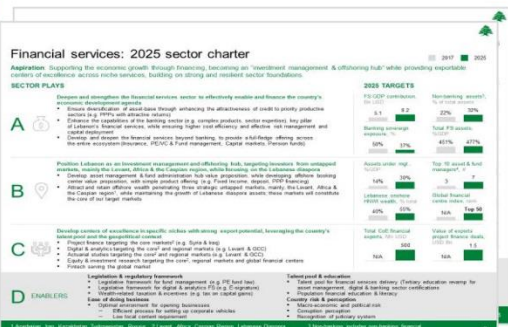
Sector aspirations (2025 and 2035) for 6 sectors with target metrics to be measured



Detailed list of 160 initiatives required to achieve sector aspiration



Detailed sector strategic plays (3 to 5 plays per sector) and overarching enablers





Contents – Productive sectors chapter summary

- Agriculture
- Industry
- Knowledge Economy
- **Tourism**
- Financial Services
- Diaspora





Tourism – sector aspirations

Aspiration: A revived Riviera destination offering a unique combination of unrivalled entertainment, immersive culture and breath-taking sea views with regional niche offerings in business M&I segment and specialized medical tourism



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2035

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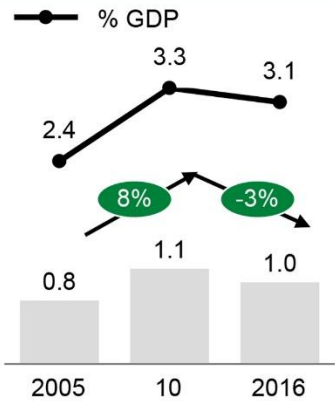


Tourism – summary of diagnostic

Economic contribution

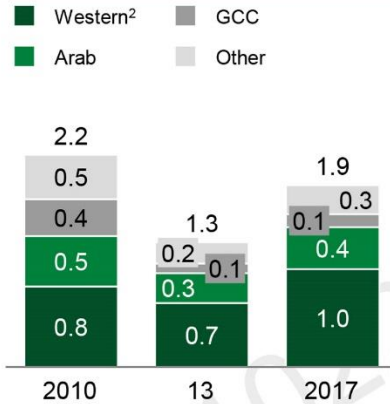
Real GDP value of tourism¹

Bn USD in 2010 prices



Number of tourists by nationality

Million tourists



Top nationalities

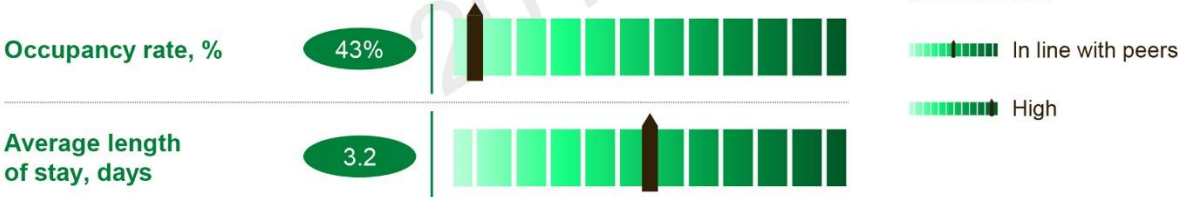
- Iraq (12%),
- France (9%),
- USA (9%),
- Canada (6%)

Key challenges

- **Lack of proper tourism data** to ensure informed decision making
- **Low occupancy rates in hotels** are deterring private sector investments
- **Limited hospitality infrastructure** catering for the upper mass and luxury segments (especially outside Beirut)
- Absence of a brand image for Lebanon
- **Limited flight connectivity and high airfare prices** to European markets
- **Highly fragmented eco-system** with no forum for collaboration between all the different stakeholders

Performance metrics³, 2017

Performance compared to peers



¹ GDP contribution of hotels and restaurants is used as a proxy for tourism GDP
² Includes Europe, Oceania and North America (US and Canada only); ³ Based on a sample hotel list provided by MoT



Tourism – 2025 sector charter

2017 2025

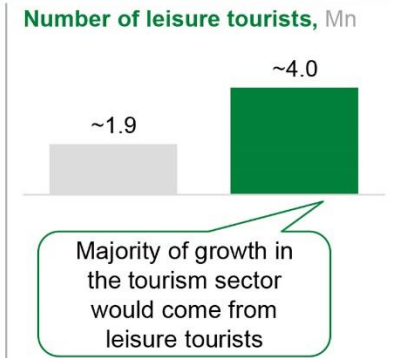
Aspiration: A revived Riviera destination offering a unique combination of unrivalled entertainment, immersive culture and breath-taking sea views with regional niche offerings in business M&I segment and specialized medical tourism

SECTOR PLAYS

2025 TARGETS


A  **Focus on attracting leisure tourists from 15 source countries by building core offerings in “City&Entertainment”, “Sun&Sea” and “Culture” in three anchor destinations (Beirut, Byblos and Sour) and developing ultra-luxury “eco-tourism” hubs**

- Grow number of leisure visitors by focusing on 15 countries in three types of markets: **Arab and GCC countries** (KSA, UAE, Kuwait, Iraq, Jordan and Egypt), **core European markets** (France, Germany, UK, Italy, Sweden, Turkey) and **countries with high number of Lebanese diaspora** (US, Canada, Australia)
- Build core **tourism offering in “City&Entertainment”, “Sun&Sea” and “Culture”** by focusing product development, infrastructure, incentives and marketing resources around the **three anchor destinations: Beirut, Byblos and Sour**; these destinations will be **“hub and spoke”** for ancillary offering in the hinterland
- Take a “bet” on developing **eco-tourism hubs** across **authentic (B&B) and ultra-luxury** (resorts) segments

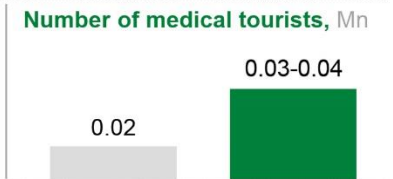


B  **Grow the Meeting & Incentive segment by focusing on 5 GCC destination (KSA, UAE, Kuwait, Qatar and Iraq) and promoting Lebanon as a high value for money destination for business tourists complimented with an attractive leisure offering**



C  **Position Lebanon as a “convenient” destination targeting regional medical tourists with a clear value proposition for high quality specialized medical services combined with an unparalleled leisure offering**

- Incentivize the specialization of hospitals and promote Lebanon as a center of excellence in selected procedures complimented with unparalleled leisure tourism offering
- Target outbound medical tourists from regional source countries (Arab and GCC countries)




X ENABL-ERS	Infrastructure and connectivity	Marketing	Organization and regulations
	<ul style="list-style-type: none"> Airport expansion Urban planning and transport infrastructure revamp Flight connectivity Hotel room capacity and quality 	<ul style="list-style-type: none"> Marketing budget Branding Targeted marketing Media and perception management 	<ul style="list-style-type: none"> Investments zones Enabling legislations Tourism board and stakeholder cooperation

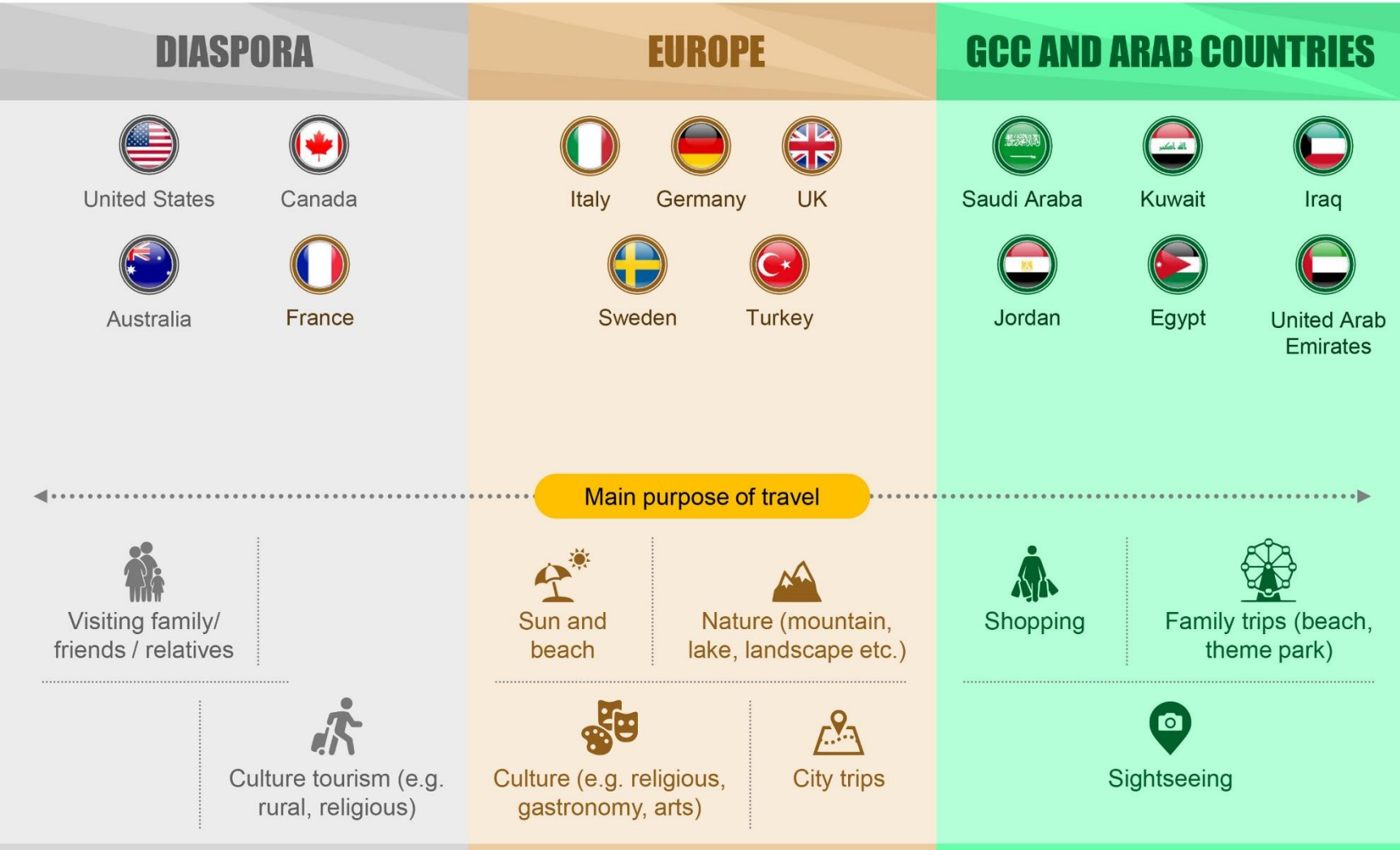


A Tailored marketing campaigns, packages and offerings should be developed for each source market

Target source countries approach






A Tourists from each source market seek different product offerings for leisure travel destinations 





NON-EXHAUSTIVE

Tourism – priority initiatives (1/3)




		Objective	Owner ¹	Plays
A Build core tourism offering in anchor destinations and set-up eco-tourism hubs 	TOU.A.1	Develop tourist friendly anchor destinations	<ul style="list-style-type: none"> MoPWT Municipalities 	
	TOU.A.2	Enhance access to/from anchor destinations to enable “hub and spoke” model	<ul style="list-style-type: none"> MoT 	
	TOU.A.3	Create an entertainment and gaming hub in Jounieh / Byblos	<ul style="list-style-type: none"> MoT 	
	TOU.A.4	Create a vibrant calendar of event that matches top countries’ preferences	<ul style="list-style-type: none"> MoT 	
	TOU.A.5	Clean Lebanon’s beaches and beachfront	<ul style="list-style-type: none"> MoT 	
	TOU.A.6	Enhance the public beach offering in Byblos and Sour	<ul style="list-style-type: none"> MoT 	
	TOU.A.7	Develop and protect eco-tourism hubs	<ul style="list-style-type: none"> MoT 	
B Grow the M&I segment 	TOU.B.1	Develop offering in the M&I segment	<ul style="list-style-type: none"> MoT 	
	TOU.B.2	Facilitate the issuance of bulk visas for corporates	<ul style="list-style-type: none"> MoT 	
C Position Lebanon as a “convenient” destination for medical tourism 	TOU.C.1	Incentivize the specialization of hospitals	<ul style="list-style-type: none"> MoPH 	

¹ Suggested owner. Most initiatives will require close collaboration with other public and private entities.



NON-EXHAUSTIVE

Tourism – priority initiatives (2/3)



	Objective	Owner ¹	Plays
C Position Lebanon as a “convenient” destination for medical tourism 	TOU.C.2 Facilitate issuance of medical visas	▪ MoPH	
	TOU.C.3 Develop package offerings	▪ MoPH	
X.1 Infrastructure and connectivity 	TOU.X.1.1 Increase accessibility to source markets (price and number of routes) *	▪ MoT	ABC
	TOU.X.1.2 Improve tourist experience in airport upon arrival and departure	▪ MoPWT	ABC
	TOU.X.1.3 Attract one anchor tenant in ultra-luxury eco-tourism	▪ IDAL	ABC
	TOU.X.1.4 Encourage the development of authentic eco-tourism offering	▪ BDL	ABC
X.2 Marketing and communication 	TOU.X.2.1 Increase marketing budget and ensuring direct access to budget	▪ MoT	ABC
	TOU.X.2.2 Launch an aggressive and targeted marketing campaign in source countries	▪ MoT	ABC
	TOU.X.2.3 Develop online presence for leisure and MICE tourism	▪ MoT	ABC

¹ Suggested owner. Most initiatives will require close collaboration with other public and private entities.



NON-EXHAUSTIVE

Tourism – priority initiatives (3/3)

	Objective	Owner ¹	Plays
X.3 Organization and regulation 	TOU.X.3.1 Set up dedicated bodies to implement the marketing strategy and the initiatives in anchor destinations	<ul style="list-style-type: none"> MoT 	ABC
	TOU.X.3.2 Set up investment zones in anchor destinations	<ul style="list-style-type: none"> IDAL 	ABC
X.4 Data and analytics 	TOU.X.4.1 Enhance research and data analysis to drive decision making [★]	<ul style="list-style-type: none"> MoT 	ABC

20181022 Internal



NON-EXHAUSTIVE

Tourism – additional relevant initiatives detailed within other sectors or enablers

Other initiatives related to tourism

	Objective	Initiative
Fin.X.3.3	Enhance access to financing to incentivize construction of new hotels and renovation of existing hotels in anchor destinations	<ul style="list-style-type: none"> Refer to initiative X.3.3 under Financial Services
Inf.1	Expand the airport capacity	<ul style="list-style-type: none"> Refer to initiative 1 under Infrastructure ★
Inf.4	Enhance access to/from anchor destinations to enable “hub and spoke” model	<ul style="list-style-type: none"> Refer to initiative 4 under Infrastructure
Leg.2.1	Amend the regulatory framework to extend gaming licenses beyond Casino du Liban	<ul style="list-style-type: none"> Refer to initiative 2.1 under Legislation
Leg.2.2	Introduce, update, enforce laws to ensure environment standards are met as per international standards	<ul style="list-style-type: none"> Refer to initiative 2.2 under Legislation
Leg.2.3	Stimulate investments in the tourism sector (Law 360)	<ul style="list-style-type: none"> Refer to initiative 2.3 under Legislation
Leg.2.4	Incentivize the specialization of hospitals	<ul style="list-style-type: none"> Refer to initiative 2.4 under Legislation
Exp.B.1	Establish the country brand and manage the perceived instability in the country	<ul style="list-style-type: none"> Refer to initiative B.1 under Export & Branding



A.1 Example of tourist-friendly destination (1/2) The Boston Freedom Trail

Overview

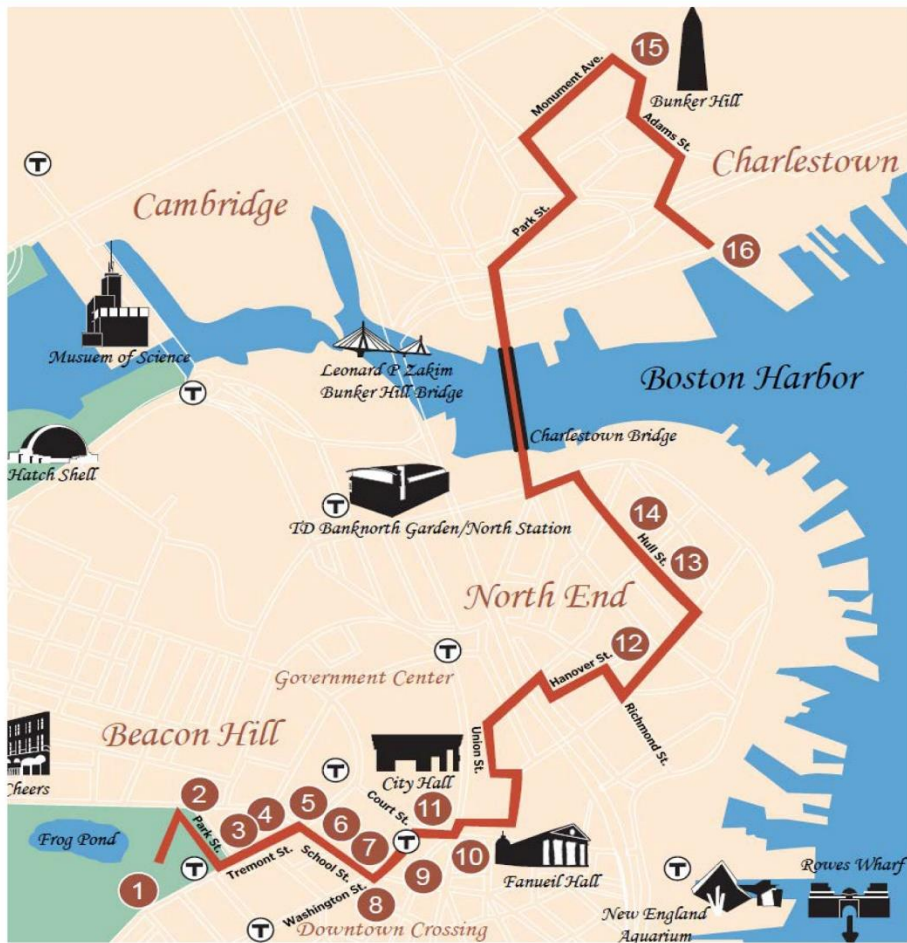
- **Description:** the Freedom Trail is a collection explanatory ground markers, graveyards, notable churches and buildings, and a historic naval frigate. **The sites tell the story of the American Revolution**
- **Length:** 2.5-mile-long (4.0 km)
- **Location:** path through **downtown Boston**, Massachusetts, largely marked by bricks
- **Cost:** **most of the sites are free** or suggest donations. The Old South Meeting House, the Old State House, and the Paul Revere House charge admission
- **Management:** overseen by the **City of Boston's Freedom Trail Commission** and partially **supported part by grants** from nonprofits and foundations, **private philanthropy**, and **Boston National Historical Park**
- **Facilities:** the trail is outside and is always open for walking. Public restrooms are available in some of the sites

Signs












A.1 Example of tourist-friendly destination (2/2) The Boston Freedom Trail



- 1 Boston Common
- 2 State House
- 3 Park Street Church
- 4 Granary Burial Ground
- 5 Kings Chapel
- 6 Ben Franklin and Old City Hall
- 7 Old Corner Bookstore
- 8 Old South Meeting House
- 9 Old State House
- 10 Boston Massacre Site
- 11 Faneuil Hall
- 12 Paul Revere House
- 13 Old North Church
- 14 Copp's Hill Burying Ground
- 15 Bunker Hill Monument
- 16 USS Constitution

The Boston Freedom trail passes by 16 locations of significance in US history

A.4 Unlike other cities, most of Lebanon’s tourism events happen within the span of 2 months 

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
New York City 		Fashion Week		Tribeca Film Festival Cherry Festival	International Food Festival NYC Design			US Tennis Open Fringe Festival	NYC Film Festival Fashion Week		Macy's Parade NY Comedy Festival	Time Square NYE	12
Dubai 	Dubai Shopping Festival	Dubai Food Festival Dubai Jazz	Art Dubai GITEX Meydan Dubai WC	Dubai Fashion		Dubai Sports World Ramadan in Dubai	Dubai Summer Surprises			Design Week Dubai Fashion Forward		Dubai Film Festival Rugby Sevens	14
Singapore 	Chinese New Year (Chingay Parade + River Hongbao)			World Gourmet Summit	Asia Fashion		Dragon Boat Festival		F1 Grand Prix	Diwali/Deepavali		Xmas in the Tropics	10
Lebanon 		Al-Bustan Festival					The Baalbek International Festival The Byblos International Festival The Beiteddine Art Festival Zouk Mikael International Festival	Beirut Holidays Festival Ehdeniyat International Festival The Batroun International Festival					8
Montreal 		Montréal en Lumière'				F1 Grand Prix	Jazz Festival	Osheaga Music and Arts Festival			Taste Montreal		5
Sydney 				Sydney Carnival		Vivid Sydney				Crave Sydney Food Festival	Sydney International Art Series	New Year's Eve	5

6 key anchor event themes emerge across international benchmarks:
Food, Retail & Fashion, Sports, Art, Music and Lights

A.4



Guiding principles for developing tourism calendar of events

Guiding principles

Optimize number of anchor events

International benchmarks of cities with vibrant event calendars indicate the necessity of **~5-15 anchor events per year**

Ensure offerings incorporate key themes

International benchmarks demonstrate the presence of **6 key themes** across anchor events including: **Food, Retail & Fashion, Sports, Art, Music and Lights**

Develop complimentary offerings

Anchor events should be supported by a **cohesive set of satellite events** in line with the overarching theme to ensure **city-wide activation and appeal across visitor segments**

Counter seasonality

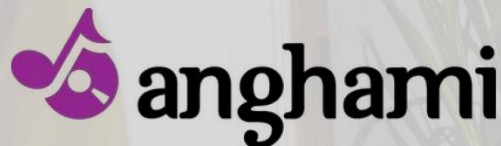
Large scale events intended to drive tourism should be **aligned with key source market travel preferences and school holidays**

Ensure reoccurrence

Key anchor events should be **hosted during the same time period annually** to ensure visitors are able to reliably plan holidays based on the event



A Regional success stories have specialized in areas extensively leveraging country's comparative advantages



- Advantage leveraged: **Creative industries**

- Anghami is the first legal music streaming platform and digital distribution company in the Arab World providing unlimited Arabic and International music to stream



- Advantage leveraged: **Large base of corporates & MNCs**

- Careem is a transportation network company based in Dubai, with operations in 80 cities in 13 countries in the Middle East, North Africa, and South Asia



- Advantage leveraged: **Transportation & logistics**

- Souq.com is the largest ecommerce platform in the middle east
- Fetchr is an international express, mail delivery and logistics services company



B Several digital disruptive trends are shaping the future of Lebanon’s priority sectors



NOT EXHAUSTIVE

	Travel & Tourism	Media & creative	Financial Services	Healthcare	Education	Industry	Agriculture
1	Online travel agencies <ul style="list-style-type: none"> Explosion of online and mobile bookings 	3D Printing <ul style="list-style-type: none"> 3D printing is a process in which material is joined under computer control 	Innovative FinTechs <ul style="list-style-type: none"> Fully Digital Operations High service 	Remote diagnostic <ul style="list-style-type: none"> Use of telecom. and IT to provide clinical health care from distance 	Unbundled offering <ul style="list-style-type: none"> Offering “micro-credentials” for discrete skills in lieu of degrees 	Machine monitoring <ul style="list-style-type: none"> Real-time machine monitoring to provide operator feedback 	Biologics <ul style="list-style-type: none"> Microorganisms that enhance plant roots’ ability to access nutrients
2	Sharing economy <ul style="list-style-type: none"> Airbnb: Innovative offering with corporate travel and group, tours and activities 	AR/VR <ul style="list-style-type: none"> VR & AR as technology mediums to deliver creative output 	New attackers <ul style="list-style-type: none"> Completely online banks Robotic advisory model Spending patterns 	Teleradiology <ul style="list-style-type: none"> Tele-radiology refers to the electronic transmission of radiological images through the Internet 	Blended learning <ul style="list-style-type: none"> Combination of in-person and technology-based solutions 	IoT <ul style="list-style-type: none"> Collect real-time after-sales data from sensors and customers (e.g., connect to factory operations, predictive quality control) 	Precision irrigation <ul style="list-style-type: none"> Sensor driven drip-irrigation or mechanical to maximize area irrigated, reduce wastage, and optimize cost/profitability
3	Advanced analytics <ul style="list-style-type: none"> Rising guest expectations: “know, recognize me” Proliferation of data (internal and 3rd party) 	Artificial intelligence <ul style="list-style-type: none"> Study devices that perceive their environment and take actions to maximize the chances of success 	Incumbents perusing digital transformation <ul style="list-style-type: none"> Cut costs or die Breakthrough digitization 	Omni-channel delivery <ul style="list-style-type: none"> Delivering clinical services through a seamless experience 	Crowdsourcing platforms <ul style="list-style-type: none"> Providers who consolidate courses and link education content providers to students 	Advanced analytics <ul style="list-style-type: none"> Implement advanced algorithms for spare parts forecasting and supply planning 	Drones <ul style="list-style-type: none"> Enable live monitoring of the field to enable the farmer to make analytically driven decisions.



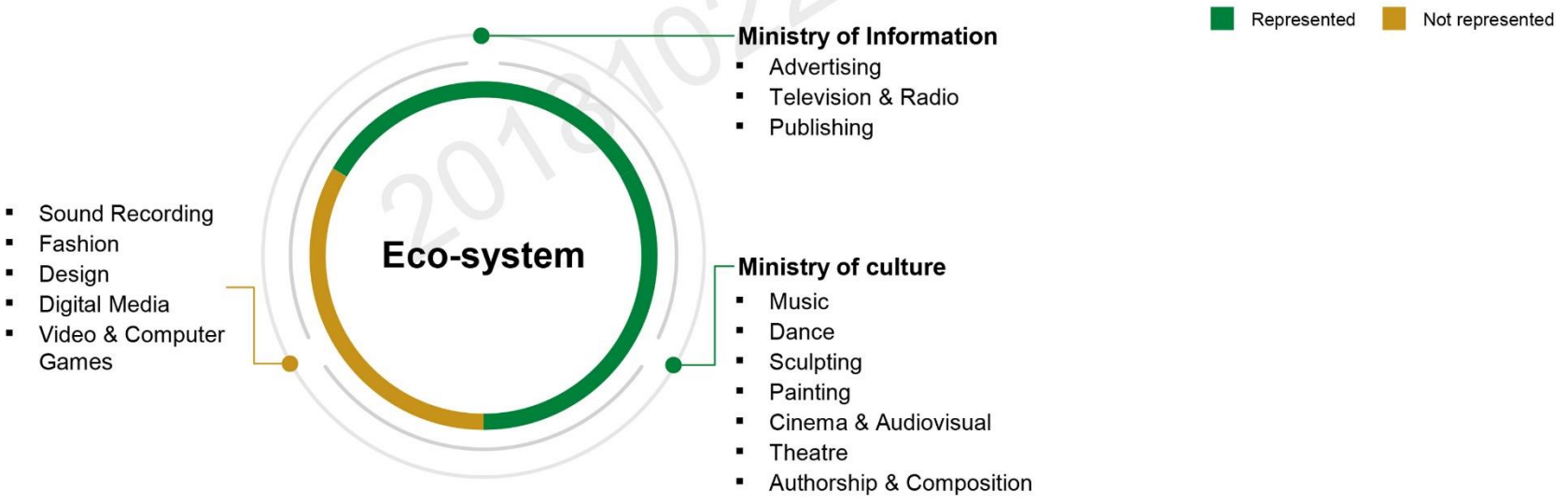
Majority of CC industries are represented by two government entities;
 several industries however are not fully represented in the government



The ministry of Culture and ministry of information cover most of the creative and cultural industries ...



... However, some industries remain not represented in the government





Economic Vision Outline

Covered in this section

I. EXECUTIVE SUMMARY

II. INTRODUCTION AND METHODOLOGY

- A. Methodological approach to the study
- B. Stakeholder engagement and syndication process
- C. Reviewed documentation

III. CONTEXT AND DIAGNOSTIC

- A. Chapter summary
- B. Economic perspective
 - 1. *Macro-economic evolution*
 - 2. *Trade profile (exports & imports)*
- C. Sector diagnostics
 - 1. *Natural resources (oil & gas)*
 - 2. *Agriculture*
 - 3. *Industry*
 - 4. *Tourism*
 - 5. *Knowledge economy (e.g. tech)*
 - 6. *Financial services*
 - 7. *Education*
 - 8. *Healthcare*
 - 9. *Real estate and construction*
 - 10. *Retail and commerce*
 - 11. *Logistics and transportation*
 - 12. *Telecommunications*
 - 13. *Power and water*
 - 14. *Diaspora*
 - 15. *Urban efficiency*

D. Institutional and policy enablers

- 1. *Public finance*
- 2. *Ease of doing business*
- 3. *Monetary policy*
- 4. *Economic development activation*
- 5. *Trade & international agreements*

IV. THE VISION: LEBANON'S ECONOMIC ASPIRATIONS

- A. Chapter summary
- B. Burning platform
- C. Lebanon's growth imperatives
- D. Economic aspirations and macro-economic targets
- E. Sector prioritization mechanism and rationale

V. SECTORAL ENGINES FOR LEBANON'S ECONOMIC GROWTH

- A. Chapter summary
- B. Sector deep-dives
 - 1. *Agriculture*
 - 2. *Industry*
 - 3. *Tourism*
 - 4. *Knowledge economy*
 - 5. *Financial services*
 - 6. *Diaspora*

VI. REQUIRED ENABLERS TO SUPPORT THE ASPIRATIONS

- A. Chapter summary
- B. Public administration reform requirements
- C. Infrastructure including CIP initiatives
- D. Public finance requirements
- E. Main legislative requirements
- F. Country branding & export promotion

VII. INSTITUTIONALIZATION MECHANISMS

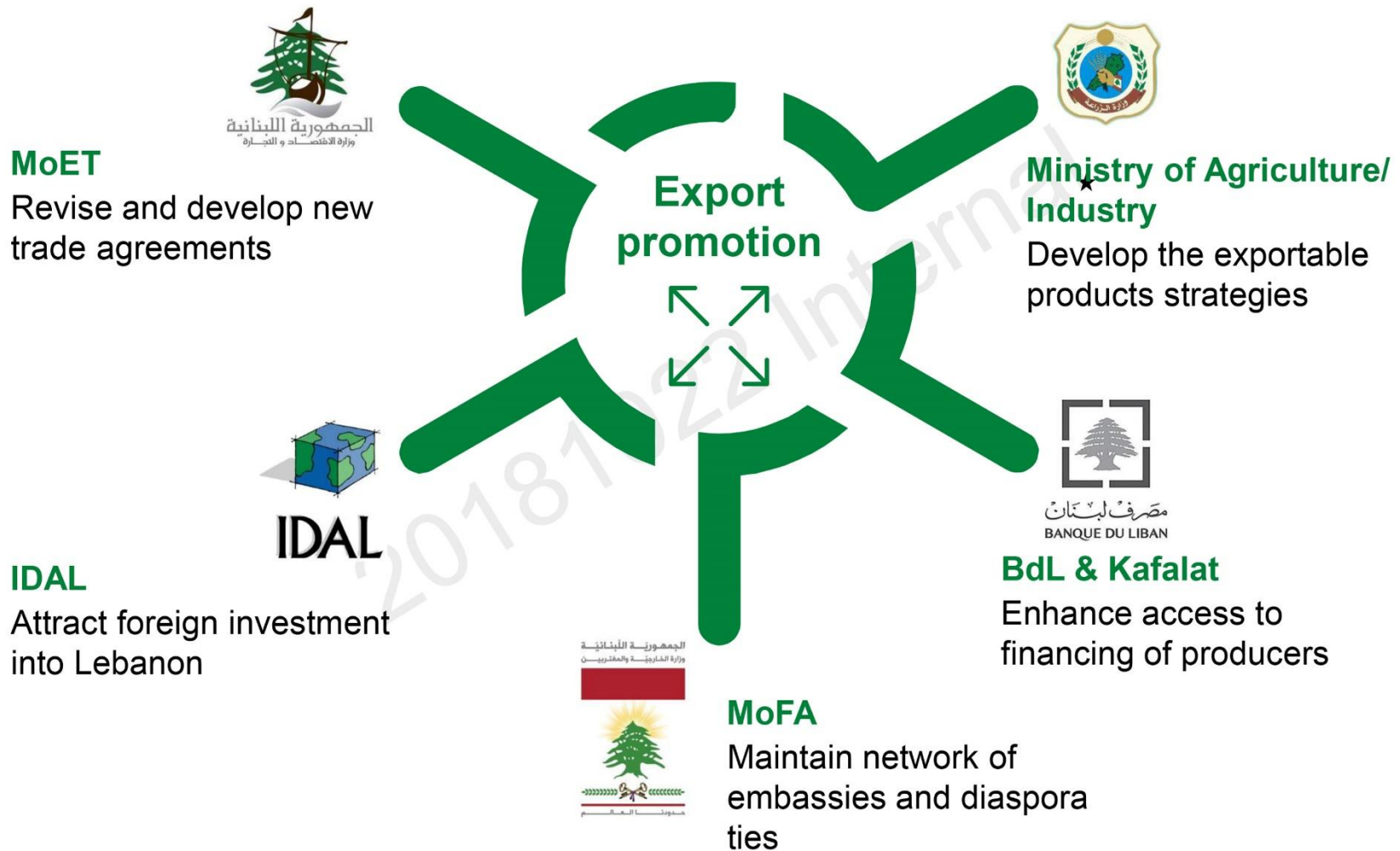
- A. Chapter summary
- B. Governance set-up: orchestration and delivery
- C. Path forward

VIII. FLAGSHIP PROJECTS

- A. Tourism end-to-end journey
- B. Construction technology zone
- C. Smart Lebanon licensing and clusters



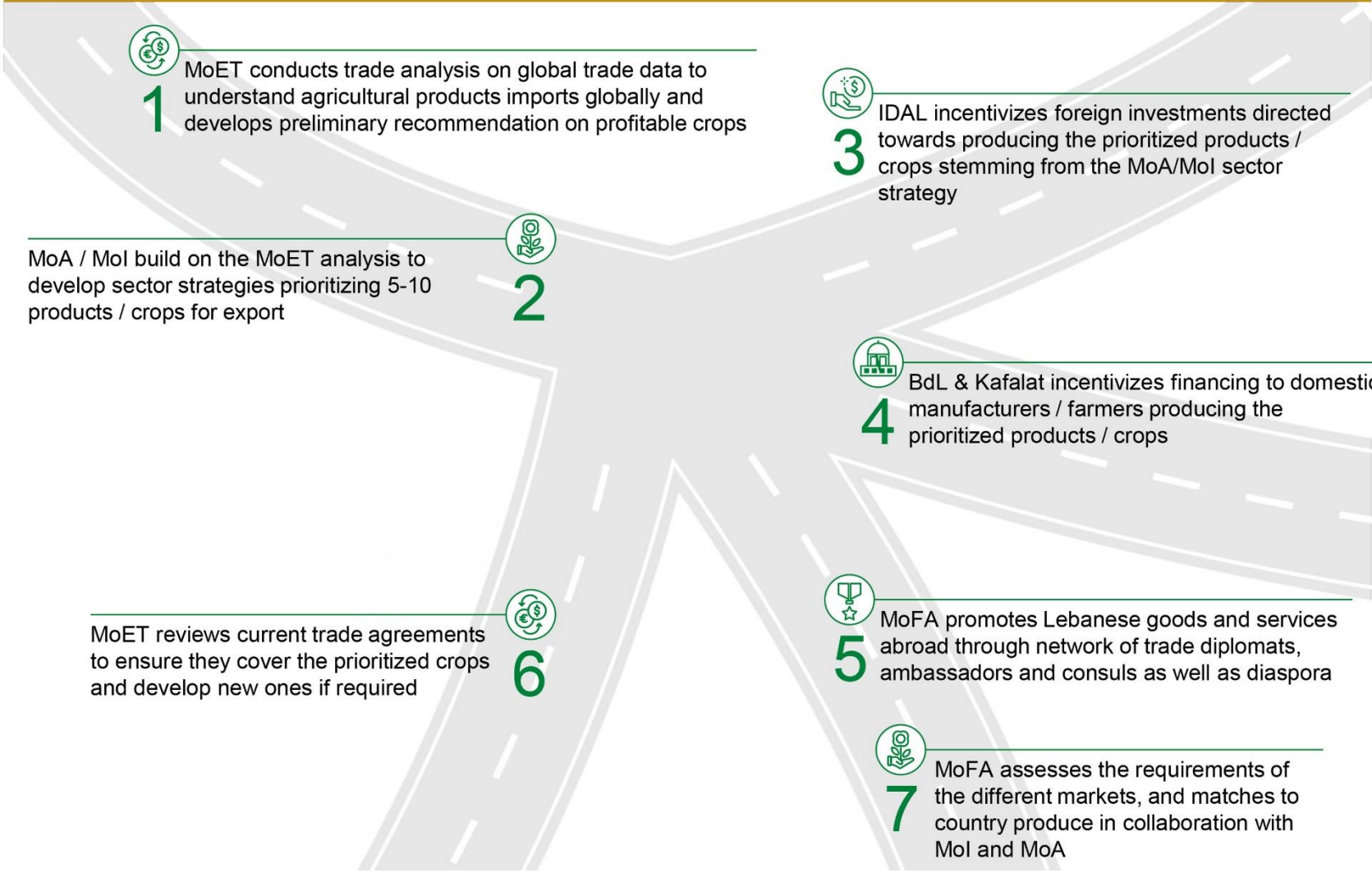
Several entities currently play a role in export promotion





ILLUSTRATIVE

Export promotion will require close collaboration across all relevant entities for optimal impact 1/2





Airport arrival – Ease of access

 Addressed in this section

A Planning and booking | **B** Airport Arrival | **C** In-country experience | **D** Airport departure | **E** Aftercare service



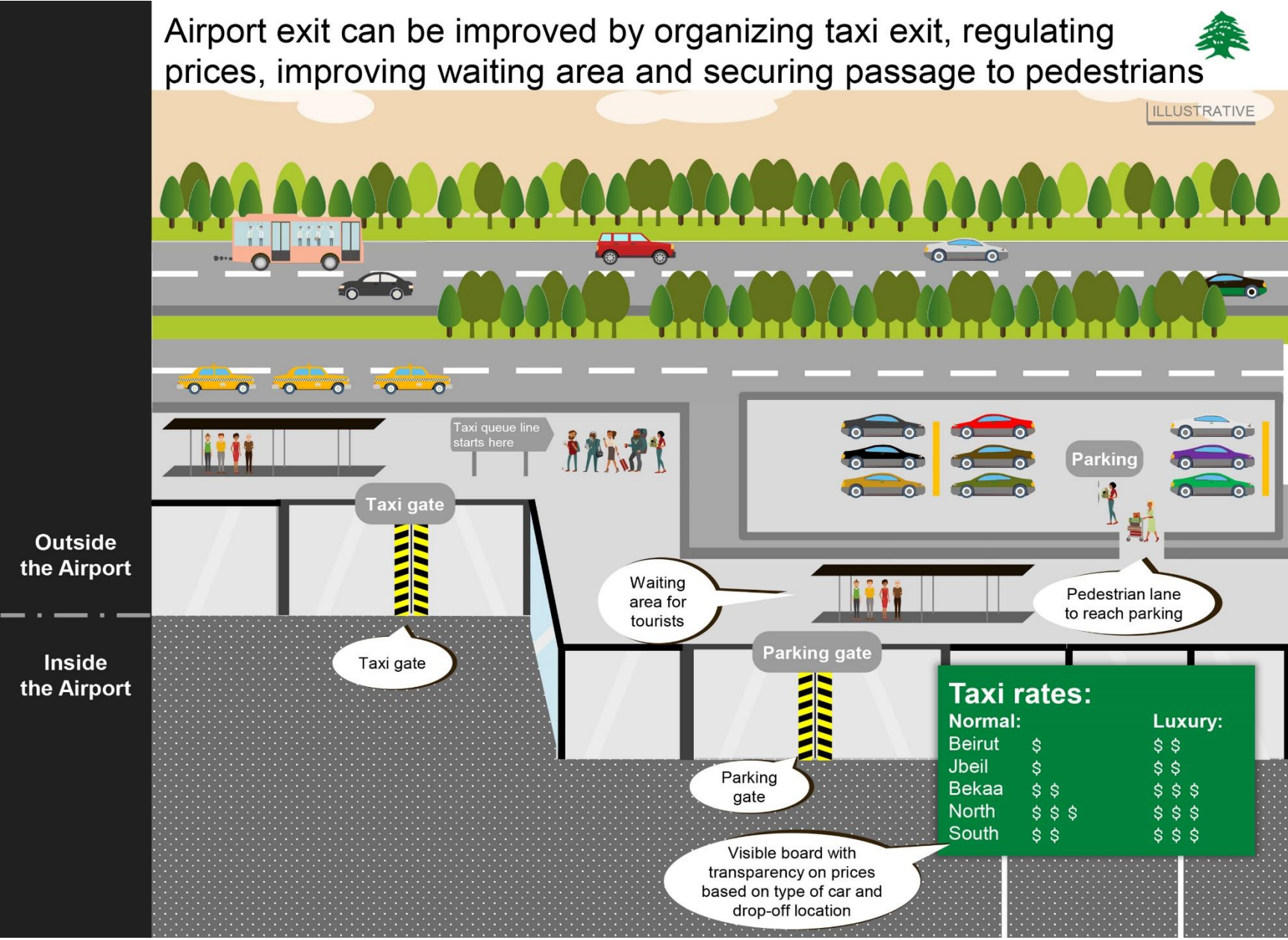
F Data collection





Airport exit can be improved by organizing taxi exit, regulating prices, improving waiting area and securing passage to pedestrians

ILLUSTRATIVE





Airport arrival – Ease of access implementation timeline

TO BE UPDATED AT LAUNCH OF THE IMPLEMENTATION MECHANISM

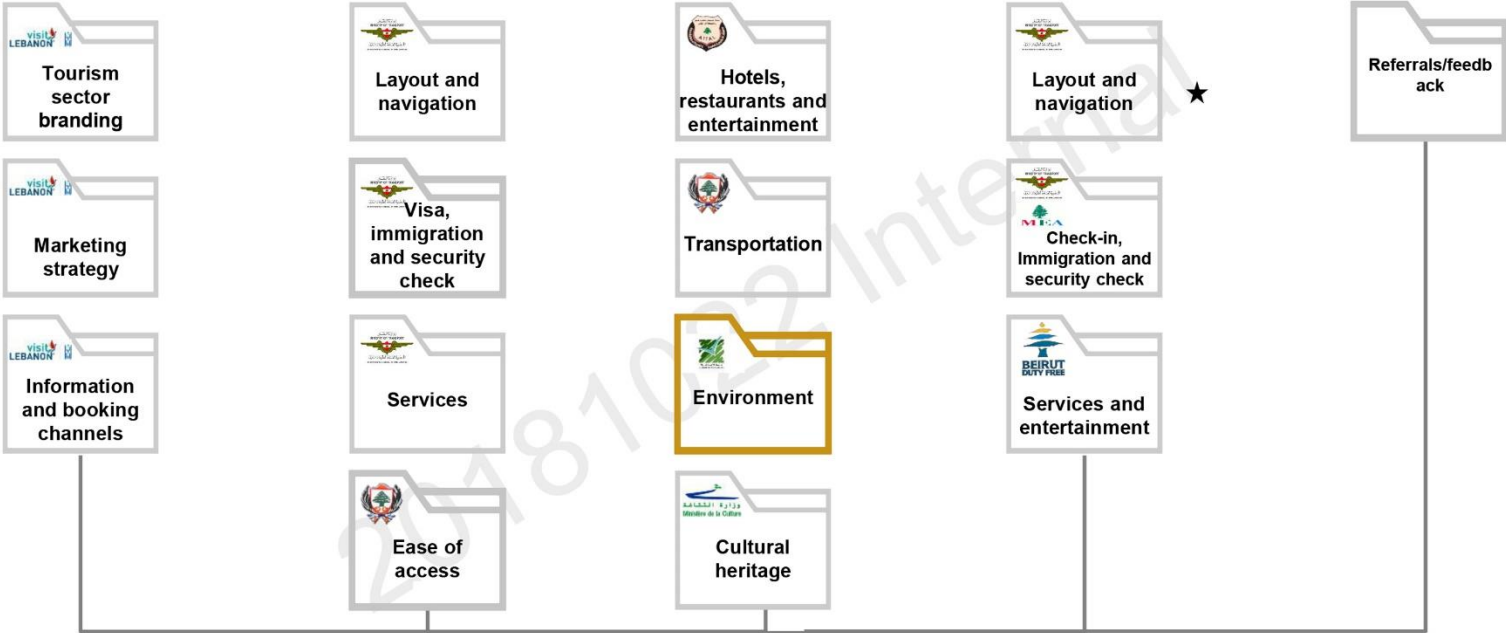
Activity	M0	M1	M2	M3	M4	M5	M6	Responsible
Organize taxi service at the airport, regulate prices and tailor offering to different segments	Introduced dedicated exit for taxis with queuing system	█						MoPW
	Impose fines on drivers poaching tourists for rides	█						MoPW
	Introduce new “luxury” segment for taxi service depending on car model (set standards for classification of “luxury” vs “normal” car)	█			★			MoPW
	Design taxi service rates based on segment of car and region for drop-off		█					MoPW
	Implement a sign board near the taxi exit with taxi rates				█			MoPW
Improved passage for pedestrians from exit to parking	Build a waiting area for tourists with a shield roof at the exit to improve tourist waiting time (protection from rain and sun)	█						MoPW
	Build a pedestrian lane to secure passage of tourists from airport exit to the parking	█						MoPW
	Strictly regulate overcrowding of passenger vehicles in front of the exit gate	█		█	█	█	█	MoPW
	Understand the plan and timeline of the public transport project in Lebanon and the links with airport		█					MoPW
Assess the feasibility of implementing a bus transport service from the airport				█				MoPW



In country experience - Environment

 Addressed in this section

A Planning and booking | **B** Airport Arrival | **C** In-country experience | **D** Airport departure | **E** Aftercare service



F Data collection






As part of the tourism strategy, Lebanon could focus on 4 initiatives related to the environment





Lebanon should encourage and promote user generated content and referrals to promote Lebanon as a tourism destination



Social media to create, share and push user generated content






- Develop a vibrant and active social media presence to push, promote and interact with tourists
- Encourage tourists to engage on social media and publish context about their visit in Lebanon to further increase reach to broader audience



Partnerships to understand customer satisfaction and store content

- Partner with different travel channels/ platforms to organize, aggregate and store user generated content for marketing
- Aggregate and organize tourist feedback and reviews on social media to formulate understanding on client satisfaction

Platform/Channel





A

Lebanon is intrinsically competitive in cultural and creative industries

Lebanon's has an intrinsic competitive advantage in the creative and cultural industries

- ▶ **Cultural heritage:** Lebanon's cultural heritage (e.g. UNESCO world heritage)
- ▶ **Human Capital and talent:** Success stories globally and regionally in creative industries (movies, music, theater, fashion)
- ▶ **Culture and mindset:** Lebanon has a very versatile culture (18 religions) and three spoken languages ★

Recent global success in filmography and movie production

Global recognition in high end fashion

Export of Lebanese designers (media, UI/UX, advertisement) especially to the region

Recognized legacy and long standing success in the theatre and music industry


Emerging successful modern music bands in Lebanon

”

Cultural and creative emerge organically from communities and places, and cannot be easily 'invented' into Industries. Assessing the potential of the creative economy therefore requires careful tracing of what has come before ... The particularities of geography and history matter enormously

Chapter Fifteen: Who we are? Dolmen Development

O u r H i s t o r y



Dolmen Development Long track record in the real estate market has positioned it as a leader in this sector. The projects acquired by the company enhanced its experience in the market in providing turnkey projects.

Dolmen Development through its subsidiaries is able to plan, develop and execute projects in Lebanon, GCC, Iraq, Copenhagen and Mozambique. The strength of the work is mainly highlighted by providing all the supply chain of projects through its subsidiaries. The company that started in 1996 as a contracting company has evolved to cover all aspects of real estate projects. The name of the company has been derived from the portal tomb, portal grave, or quoit, which is a type of single-chamber megalithic tomb, usually consisting of three or more upright stones supporting a large flat horizontal capstone (table), although there are also more complex variants. Most date from the early Neolithic period (4000 to 3000 BC).

Dolmens were usually covered with earth or smaller stones to form a barrow, though in many cases that covering has weathered away, leaving only the stone “skeleton” of the burial mound intact.

It remains unclear when, why, and by whom the earliest dolmens were made. The oldest known dolmens are in Western Europe, where they were set in place around 7000 years ago. Archaeologists still do not know who erected these dolmens, which makes it difficult to know why they did it. They are generally all regarded as tombs or burial chambers, despite the absence of clear evidence for this. Human remains, sometimes accompanied by artifacts, have been found in or close to them, which could be scientifically dated, but it has been impossible to prove that these archaeological remains date from the time when the stones were originally set in place.

A b o u t t h e F o u n d e r

Architect Mohamad Ayash / CEO

Mohamad Ayash is the CEO of Dolmen Development, a holding company for 10 subsidiaries. Balancing between strategic decisions and financial capabilities, Mohamad Ayash navigated his crew in the right direction for over 2 decades, stewarding efforts towards a multi-disciplinary, highly capable Dolmen Development.

With high enthusiasm and outstanding discipline, Arch Mohamad succeeded in expanding a small construction contract he was awarded to a multi-disciplinary holding that provides turnkey real estate solutions. Starting with a small project and a capital as small as \$100 in 1995, Dolmen Development currently employs 40 engineers and more than 60 employees.

Arch. Mohamad holds Mathematics and Architecture degrees from the Lebanese University and is currently pursuing his doctorate in “Green Building Solutions, LEED certification”, in France, which is also part of his motto “To create not only designs, but solutions”.

Moreover, Arch. Mohamad is a member of the “Italian Chamber of Commerce, Industry and Agriculture “Comedit” and represents 26 countries in the MENA region. In addition, Arch. Mohamad is the vice president of “Kun Jadir”, a social NGO in Beirut and an active member in “Nahr El-Assi Club”.

Mohamad Ayash brings forward a group that is ready to serve in every aspect of construction, from conceptual design to the last detail of finishing. His vision is to mark Dolmen’s presence internationally; serving the most eminent corporate names and meeting the most challenging design criteria



O u r P r o f i l e

“Dolmen Development S.A.L” is an established company with a primary focus on real estate and infrastructure development. The company provides turnkey solutions by conducting the adequate studies to provide a clear picture of the market, sector and the potential projects. The scope of the studies will include and will not be limited to:

- Feasibility Studies
- Action and Business Plans
- Market Studies
- Due Diligence

The company will also be responsible for strategically screening and selecting the design companies, the contracting companies, and consultancy services to attain governmental permits.

“Dolmen Development S.A.L” will continue to supervise the construction of the project and will represent the owners in the different phases of the project’s span. The company will provide wide range of solutions to enhance the decisions of a real estate or infrastructure project.

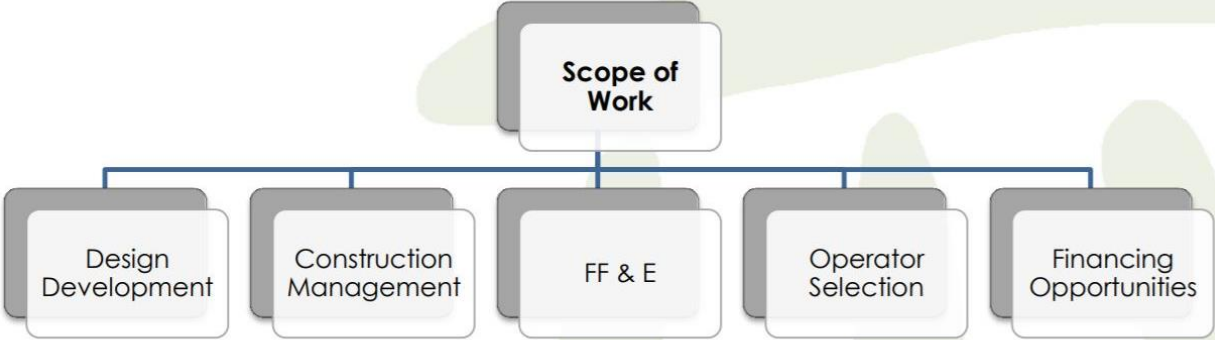
In addition, “Dolmen Development S.A.L” can handle the marketing, sales and facility management of the development through providing the necessary sales and rentals contracts and management services.

Vision

“To Deliver Innovative Solutions that Meet our Customers’ Needs and Aspirations, while Generating Enduring Value to our Clients and Shareholders”

Mission

“To Be the Leader in Creating New Architectural and Interior Designs, in Developing Innovative Real Estate Projects; and in Providing related Exceptional Products and Services in Lebanon and Beyond”



Scope of Work:

After a thorough study of the project, Dolmen believes that it can has a major role in the different phases of the project. Our role can start in the design development after the concept design has been done in order to expand on the needed drawings for the execution of the project. In the same time Dolmen can assist in the operator selection that would be of a great value in the design phase. Dolmen can also assist in construction management through the selection of sub contractors, management on sit and communication between various parties on site and the shareholders. Through its connections, Dolmen can also secure debt financing for the project through international financial institutions and trough securing subsidized green energy loan.

On the other hand, Dolmen can work on the FF & E contract of the resort and can apply value engineering on many phases. Through its experience in the sector, Dolmen has the right connections in order to execute this contract within the time and budget needed.

In the following sections, a brief about the services and previous projects worked will be elaborated.