PUTTING THE PIECES TOGETHER

PRELIMINARY CONCEPT PAPER FOR DEVELOPING SUSTAINABLE TOURISM

DERNA / GREEN MOUNTAIN – LIBYA

Preliminary Concept Paper
Realizing Tourism Opportunities
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The report "Realizing Tourism Opportunities" is an outcome of a rapid assessment of the tourism potential that exists in Derna/Green Mountain region in Libya. The report touches on diverse aspects of the tourism possibilities in this region and shall provide a foundation for further detailed study on each of these facets. Challenger Limited, as part of their CSR program is keen on improving the social and economic fabric in this region through sustainable initiatives, and this project forms part of this philosophy.

Amir Gohar, as urban & tourism planner (accompanied by staff of Challenger Limited) conducted extensive four-day field trips in the Green Mountain area and some examples of the tourism attraction are mapped in the report. The areas visited during the field trip extend from Al-Beda in the west to Derna in the east, comprising different types of attraction in this region. In addition, the team held comprehensive workshops and interactive sessions with the staff of the local NGO al-Hela' based in Derna, in order to have an in-depth understanding of the on-ground situation. Challenger Limited is keen on helping al-Hela' pursue through them further opportunities and utilize the tourism resources in the region for long-term sustainability. This report is considered a step-one towards having a comprehensive action plan to work closely with al-Hela'.

Map Showing Areas visited during the filed trip
The Green-Mountain area has enormous cultural and natural resources that are not touched undermined or totally ignored, it is blessed by not yet being spoilt or over developed such as allot of other similar areas in the world, so it is really the Mediterranean as it is used to be one day.

This report is an attempt to understand the context and assess the tourism potential in the area in order to help al-Hela’ NGO to utilise, understand, apprehend and appreciate the golden attractions that nature and history had provided to this region.

The report is structured into four main arts, (i) understanding current situation, (ii) looking at tourism resources on all levels, (iii) going through a SWOT analysis and (iv) ending with series of initial recommendations and adding value.

In order to tackle the green mountain region appropriately, it was crucial to understand the current situation through reading the literature and a site visit. An attempt to roughly identify the boundaries of the area was crucial and can be enhanced and modified as the work flow. Also description of the existing situation is essential for knowing what this region is about, this includes looking at natural elements within the region in addition to man made systems that is already developed or anticipated to be developed within the study area.

After an overall mapping of what is there, it was obvious that there are enormous tourism potential and tourism resources that are not necessarily seen with the same eye from the local residents, which is quite typical all over the world, therefore, it was essential to highlight these tourism resources and identify the ingredients of successful ecotourism through looking at the resources the green-mountain level, the phasing on the level of ecotourism development plan, the eco-model where integration with community and surrounding local packages ending with the ecolodge (or eco-building) that will be used as NGO head quarter with guest accommodation facility.

A rapid SWOT was conducted with the team, and touching on the major points that need capitalizing on or need to be avoided, some are external factors that might be out of al-Hela’ NGO or even Derna city, and others can be achieved easily with no major capital investment.

Although further detailed studies and analysis shall take lace for accurate decision, a set of obvious recommendations was laid out with actions to add value to the region and strength the tourism framework within the Green-Mountain region and within realistic capacity of the exiting resources of the city of Derna and al-Hela’ NGO. The report can also be a dynamic report that gets updated and modified to issue further enhanced and detailed understanding of the current situation and more implementation guidelines to the recommendations as part of the upcoming “Action-Plan” in realizing & utilizing the tourism opportunities.
The Green Mountain region is blessed with unique qualities and special tourism resources. It has a wide range of natural and cultural attractions that if utilized to its potential can make this region a world-class tourist destination. However, due to a lack of understanding of the real value of the resources amongst the local residents, these are not very well cared for and have been treated as “very ordinary.” As a result, some places have become a dumping ground for solid waste from locals as well as examples of vandalism from irresponsible visitors can be seen at places.

This report will focus on describing the natural and built environment in the region in general (which is crucial to the development process) and will broadly describe the areas of interest in terms of its natural elements and man-made systems - that shall be taken into consideration while developing the action plan in further steps.

After understanding the natural and built environment in the region, the report will tackle specifically the tourism potentials through touching on different available recourses. The last part of the report will comprise advice on how these resources shall be registered and utilized in the future by local stakeholders in the region.

PART (I) – UNDERSTANDING THE CURRENT SITUATION
2. REGIONAL CONTEXT

2.1 Area Of Interest (AOI)

The city of Derna, where al-Hela’ (NGO) is based, is situated in the north-eastern part of Libya. Currently, it is the city where most of the tourism development through al-Hela’ team has been planned to start from. Although, it is crucial to identify the study zone accurately and requires further in-depth multiple studies, however, it is not the main focus of this report. The boundaries or the AoI has Derna in the centre, bordered by the Mediterranean Sea from the north, Al-Beda from the west, the end of the Green Mountain zone in the south and El-Tamimi in the east. The accurate alignment for the regional borders will be identified after reviewing detailed topography map, watershed zones, natural elements, urban development map, hydrology map and a number of other factors that shall be overplayed to identify the natural boundaries of the AOI.
2. REGIONAL CONTEXT

2.2 Accessibility

In order to understand the existing situation, it is important to map the available accessibility options to the area. These are:

2.2.1 Roads
The area has a national coastal highway that provide accessibility from the east (Tobruk) and from the West (BenGhazi), in addition to having a main road network extended from north-south and linking different sites/facilities within this region supplemented by local roads that serve the urban settlements situated on the coastline.

2.2.2 Airports
Benina Airport is the nearest International Airport in this region. Some visitors arrive via Tripoli to the region, specifically those planning to have an extended itinerary in Libya. The area is also blessed with a national airport (Labraq Airport) that provides quick access to other areas within the region.

2.2.3 Harbours
The coastline in the area has few marinas that can be used to bring visitors from near-by areas or utilized for local boat excisions, however, main harbours are the main source for tourism with significant numbers, and those are the ones within urban settlements such as Derna Port.
The Cyrene Declaration – made in the ancient Greek Gymnasium at Cyrene, in the heart of The Green Mountain, on 10 September 2007 – marks the inception of the world’s first regional-scale conservation and development project. The Cyrene Declaration responds to a series of challenges and opportunities, some of which are unique to this region, and others of which exist elsewhere in Libya and on a global scale. This declaration is a step-one towards declaring special sites with special treatment and it is an initial step to recognise the value of such an area through the diversity of resources it contains.
Understanding the natural system is crucial to the tourism development for the region, the natural characteristics identify the types of tourism development may occur, the seasons, the precautions, the hazards, the type of attractions,... and the appropriate intensity for development. The following are the main pillars of environmental characteristics:

### 3.1 Natural Elements

<table>
<thead>
<tr>
<th></th>
<th>Average Minimum Temperatures in Libya (°C)</th>
<th>Average Maximum Temperatures in Libya (°C)</th>
<th>Libya Average Temperatures (°C)</th>
<th>Average Precipitation/Rainfall (mm)</th>
<th>Wet Days (&gt;0.1 mm)</th>
<th>Average Sunlight Hours/Day</th>
<th>Average Relative Humidity (%)</th>
<th>Average Wind Speed in Libya (Beaufort)</th>
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</thead>
<tbody>
<tr>
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<td>17</td>
<td>12</td>
<td>46</td>
<td>8</td>
<td>6.6</td>
<td>66</td>
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<tr>
<td>February</td>
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<td>19</td>
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<td>27</td>
<td>5</td>
<td>7.6</td>
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<td>3</td>
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<td>3</td>
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<tr>
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<td>12</td>
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<tr>
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<td>10.2</td>
<td>51</td>
<td>3</td>
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<tr>
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<td>19</td>
<td>34</td>
<td>27</td>
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<td>0</td>
<td>10.4</td>
<td>41</td>
<td>3</td>
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<tr>
<td>October</td>
<td>16</td>
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<td>27</td>
<td>5</td>
<td>7.9</td>
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<td>December</td>
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<td>19</td>
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<td>74</td>
<td>8</td>
<td>6.4</td>
<td>69</td>
<td>3</td>
</tr>
</tbody>
</table>

The table above shows the range of temperature in the green mountain in Libya in general and the diagrams to the right shows the different climatic factors all over the 12 months of the year, including temperature, humidity, wind speed, wet days, days with frost and average sunlight hours.
3.1.2 Topography
Land surface is a crucial element in identifying the suitability for development for specific land or specific region, the cost of development and infrastructure line / connections increases dramatically with the increase of land slope. The green mountain typical situation is a coastal plain edged from the south with steep mountain. Identifying ecotourism packages or development of specific facilities shall consider the land surface to be sustainable, reduce cut & fill and lower environmental impact.

3.1.3 Marine Environment
The warm and temperate climate of the Mediterranean Sea region allowed numerous ancient peoples to establish themselves and flourish, developing traditions of philosophy, art, literature, and medicine. For Green-Mountain the Sea itself was the most important route for merchants and travellers of ancient times, allowing for trade and cultural exchange between Green-Mountain and southern Europe / north Africa. It was also the main mean for bringing invader, battles, cultures, civilisation, and this made the Green-Mountain area home to many ancient harbours and underwater physical attractions. The Mediterranean is not probably the richest destination when it comes to marine biodiversity or attractive marine environment, however, the ecotourism seeking diving for ancient remains that tells the history of large civilizations might find the green mountain marine area a perfect destination for such diving.

Examples of wreck diving (not in Green-Mountain marine area)
3. EXISTING SITUATION

3.2 Manmade Systems

3.2.1 Urban Systems

The region has different types of existing development: (i) main settlements along the coastline, these are the old settlements that has the dense footprint and more regular street network (ii) the scattered villages that may surround the main ones, and usually less dense and more organic urban form with less population and more informal unpaved roads, (iii) the special development that is considered privately owned facilities such as the touristic villages along the shoreline.
3.2.2 Road Network

The road network in the green mountain can be categorized as follow: (i) main coastal highway, which is parallel to the shoreline, and it is a high-speed asphalt road and connect most of the coastal cities of all Libya and it extends from the east to west, (ii) main streets within settlements, which are paved asphalt roads serving local cities and connect settlements with its surrounding areas, and (iii) those are the old roads that connect the coastal highway and the cities with the remote areas, up above in mountains, or within wadis, these are mostly paved but not necessarily in good condition.
3.2.3 Infrastructure
Understanding of current infrastructure is crucial prior to setting any development plan, either for the entire green mountain area or specific zones within al-Hela’ NGO reach. The basic infrastructure covers water, sanitation and electricity:

(i) ELECTRICITY: The green mountain area is connected to national grid and all areas are served by electricity, relying on two main stations, one in Derna and one in Tobruk.

(ii) WATER: water wells are dug in remote areas, and desalination units are used for major settlements. Understanding of current infrastructure is crucial prior to setting any development plan, either for the entire green mountain area or specific zones within al-Hela’ NGO reach. The basic infrastructure covers water, sanitation and electricity, and

(iii) WASTEWATER: the settlement is connected with drainage system and the farmlands in the suburbs are using septic/holding tanks,
4. SENSITIVE AREAS

4.1 Sensitive Environments

The green mountain area is rich in environmental resources that are sensitive and fragile and unique, such as geological phenomena, caves, wild habitat areas, biodiversity, significant marine environment, Wadi floors, ground water system,... and unique landscape.

4.2 Sensitive Cultural Sites

Through different layers of history, the green mountain area was home to different civilisations, and therefore rich in antiquities, cultural heritage, architecture remains, crafts, temples,... and allot more of historical features that require specific attention and sensitive to massive uncontrolled development.
5. ECOTOURISM RESOURCES (level-1)

The significant distinction between ecotourism and ordinary tourism is that the primary attractions for the visitor/ecotourist are authentically providing, personal experiences that are unique to green mountain. The ecotourists' personal experiences include some combination of environmental and cultural activities (classified here as primary & secondary tourism attractions). These are further reinforced by supporting facilities (classified here as complementary attractions) such as accommodations that accurately reflect the heritage, foods, amenities, & various personal services that distinctly characterize the host community. The ecotourist generally seeks a destination that promotes environmental conservation & economic benefits to those host communities. It is crucial to understand the tourism potential in the area through knowing the real value of the tourism resources. This is through a comprehensive registry of the . ecotourism resources in the green mountain area.

Example of a comprehensive mapping exercise done for a similar region in the Red Sea area. It was developed by the author supported by collective team work from the survey, mapping, GIS, .. and documentation of for the resources.
5.1 Primary Attraction

The primary attractions are the ones that can make a solo destination, and can be a stand alone attraction. The green mountain has lots of the environmental and cultural sites that are considered primary sites in relation to the Libyan context such as:

5.1.1 Example of Primary Environmental Attraction:

Sinkholes which are a natural depression or hole in the earth’s surface caused by the chemical dissolution of carbonate rocks. Sinkholes may vary in size from less than 1 to 300 meters both in diameter and depth, and vary in form from soil-lined bowls to bedrock-edged chasms. They may be formed gradually or suddenly, and are found dispersed in the green mountain area.
5. ECOTOURISM RESOURCES (level-1)

5.1 Primary Attraction

Sinkhole (1)
"Howa Raj‘ei"
N21.9995° E32.7991°

Sinkhole (2)
"Howa Hejry"
N21.9434° E32.8205°

Sinkhole (3)
"Howa Ashry"
N21.9902° E32.7806°
5.1 Primary Attraction

5.1.2 Example of Primary Cultural Attractions:
The region has some world heritage sites that can be categorized as primary attraction due to its historical significance. Such as the roman temple of Zeus and Cyrene archaeological site in Shahhat.
5.2 Secondary Attraction

The secondary attraction is the one that can be visited with other group of attractions, so it is less than a site to be visited alone for the regular visitor but has to be combined with other attractions.

5.2.1 Examples of Secondary Environmental Attractions:
The green-mountain is loaded with such attractions as it is rich in its biodiversity and natural resources such as (water falls, rare species, scenic areas, geological formations, ..) And areas naturally suitable for camping.

5.2.2 Examples of Secondary Cultural Attractions:
The cultural attractions are found everywhere, some are within cities such as old mosques, churches, old architecture, … and other are spread out of cities such as roman ruins, columns and artwork on ancient walls.
5.3 Complementary Attraction

The complementary attractions are not necessarily unique to specific region, and they are not a stand alone attraction, but instead these are the man-made facilities that the tourist use during the trip, these can be cafeteria, sitting area, information point, lodging facility, drinking water point, toilet facility, old market, hotel, campsite ….. or any other point in the path/itinerary of the visitor.

- Farmland could be a resting point for visitors
- Toilet facility that visitors use against fees
- Locally produced honey / point of stop for visitors
- Local hotel, lodging/dining point for visitors
- Old market for visitors to purchase local crafts
After the full understanding/registration of the ecotourism resources, the eco-tourism development plan is a stage one towards utilizing these resources in specific part of Green Mountain to enable people to enjoy and learn about the unique natural, historical and cultural resources of this region while simultaneously preserving their integrity and stimulating regional economic development.

The boundary of this specific area within the green mountain shall be determined based on (i) the spatial distribution of resources, (ii) the diversity of the attractions, (iii) the serviceability of sites, the natural land dividers such as sub-basin, (iv) the ability of al-Hela’ NGO to package certain tours or cover certain services as a start, (v) the existing packages provided by other tour operators, (vi) ability to mange such a coherent zone within green mountain and apply the ecotourism best practices, and (vii) potential sites for eco-model/ ecolodge projects within the ecotourism development plan.

The ecotourism development plan is the initial stage to implement ecotourism in all green mountain, so it is considered a pilot experience that will be expanded to cover all green mountain with all its attractions. It shall be developed within the main lines and objectives of sustainable development of this region:
- promote the conservation and restoration of wildlife habitats and ecosystems;
- respect local cultures, traditions, and historic sites;
- be well planned, managed, and marketed in order to meet the stringent environmental and recreation demands of the sophisticated and increasingly competitive ecotourism market; and
- be economically feasible in order to attract financing and sustain business operations.

Example of an eco-tourism development plan – developed on USAID programme in Red Sea - Egypt
7. ECO-MODEL (level-3)

The eco-model is a comprehensive sustainable model for tourism that include eco-lodge development, community involvement in the process, utilising the local context, capitalizing on local opportunities onsite, and blend with local culture.

The eco-model has the same principles but vary from ecotourism to agro-tourism

7.1 Ecotourism

Ecotourism Model is a coherent functioning model where a specific site has a representation of local community, specific attraction, ecolodge, cultural significance, and all local aspects of local context. The ideal eco model is where the lodging facility receive guests that are served by local community, and get exposure to local crafts, food, traditions, and also add value by transferring knowledge to the locals. The model is also financially maintained as business model that can stand alone in isolation of urban contexts and served cities.

One of the potential agro-tourism farms in within Derna community

7.2 Agrotourism

Agrotourism, unlike eco-tourism, cannot survive in isolation. It needs to be part of a bigger destination, offering visitors enough activities to justify them travelling to that part of the Libya. The attractiveness of the region as a whole will play a very important role in the success of, especially, Agrotourism products.

The farmers/landowners in the region can be classified to: (i) large farmland owners, their annual income from farming is large enough to the extend that an agro-tourism project within their land will not be financially attractive, (ii) however other small lands and probably close to the city of Derna can be great potential for becoming Agrotourism facilities.
The term “Ecolodge” is a tourism industry label used to identify a nature-dependent tourist facility that meets the principles of ecotourism. Such a facility is developed and managed in an environmentally sensitive manner in order to protect its operating environment. It is recognised that the most important thing about an ecolodge is that the ecolodge is not the most important thing. The ecolodge is the last final product serving ecotourism in Green Mountain, and it is crucial to be developed and constructed properly, since the visitors tend to compare their experiences in different lodging facilities. The most ecolodge is a facility that is looked at beyond the physical structure.

An ecolodge is not complete ECO if not: built from local material – built by with contribution of local community – local residents participate in the operations – providing local cuisine – relevant local experiences – knowledge about local products is provided to visitors – friendly relaxed, flexible - educational environment….and extremely hospitable. The design of an ecolodge and the activities provided within the facility encourage close interaction with the natural and cultural environment in Green Mountain.

Al-Hela’NGO has great documentation and examples of old designs for traditional houses, rooms, furniture, local crafts, and many other components that are essential while building an eco-lodge.

In addition, there is a designated land to be an eco-centre (as new premises) for al-Hela’ and this can be a potential to be a pilot model building to be replicated. This centre, will have distraction, accommodation, display, and other functions that will also add the value and make it an important stop in any visitor going through Dera or Green Mountain.
9. “SWOT” ANALYSIS

**STRENGTH**

- Availability of world class tourism resources
- Already recognized sites as tourism attractions
- Large world heritage sites
- Availability of skilled local guides
- Diversity of attractions (natural, cultural, scenic, nature, etc) is a strength that distinguish this region from other surrounding areas

**WEAKNESSES**

- No branding for the region as tourism destination
- Local residents are not fully accepting Agrotourism for cultural reason
- No proper mapping for the area
- Accommodation facilities in the region needs upgrading
- No clear land use planning for the region
- Solid Waste Management
- Lack of involvement for local stakeholders in the development process

**OPPORTUNITIES**

- Accessibility by coastal highway can be an opportunity to bring in more visitors
- The existence of Labraq airport is an opportunity for better and easier access
- Undeveloped region comparing by near-by tourism markets in adjacent countries, makes an opportunity to set developmental vision in sustainable manner
- Exhaustion of tourism resources in near by markets in the region

**THREATS**

- Entry visa for foreigners is not extremely encouraged
- Labraq Airport needs to be prepared to receive international tourism
- Lack of legislative framework is a threat to abuse of pristine land in green-mountain
- No enough awareness about international tourism and visitors requirements
- No regulating development rules for coastal areas or deep-range mountainous areas are great threatsto these environmental assets, evidence of inappropriate development along the shore line is a threat.
10. RECOMMENDATIONS

10.1 Recognizing tourism resources

- Realizing the tourism resources and potentials around the “green-mountain” affects the design, style, planning, architecture details, interior, itineraries, routs, camping sites,…etc.
- The area is rich of marine life, people, culture, crafts, natural beauty, pristine environment, bird watching, underwater attractions and very scenic areas.
- The classification into primary, secondary and complementary attractions shall happen in collaboration with local residents and experts within al-Hela’ NGO.
- This resource mapping / inventory will significantly affect the designed paths, trails, itineraries, and development of existing facilities.

10.2 Designing the visitor experience

- The visitor experience is crucial to the success of the visit and plays a great role in increasing the re-visit.
- The trail/street tanking to the facility.
- The arriving experience.
- The entry point.
- The surrounding experiences for the visitor (what is seen, felt, exercises,…)
- The exclusivity of certain experiences.
- The trail moving through different zones of the development.

Visitor arriving experience is designed completely different from the service linkage.
10. RECOMMENDATIONS

10.3 Certification, Labeling & Branding

Being a certified destination, entity or facility is an asset that proves that this NGO or tourism practice cares for the environment, reduce waste, reduce pressure on resources, guarantee better utilisation for existing assets,...etc. These designations not only signify a commitment to environmental but also assist in marketing to the destination & surrounding communities.

Demonstrating quality in design, construction, operation and management of green-mountain destinations can be achieved through recognised labelling systems such as “ISO”, “Green Globe” and “Blue Flag”. Eco-labels and Certifications – there are currently 38 certification programs in the tourism industry around the world, most of which target the accommodation sector. Western Europe and the U.K are home to the majority of these programs, and tourists from this region are increasingly aware of them.

10.4 Capitalize on local skills & knowledge

The local community is always rich of special talent and skills, which support its living without the most hi-tech tools and equipment. Skills such as local adventure and explorations (for example as in al-Hela' NGO), is crucial to be transferred and utilized as basics of tour guiding; other hospitality skills such as cooking or arranging for local camping can also be a capitalised on (with some extra training to complete minor issues).

Other skills like construction-skills, i.e. carpenters, builders, ...etc, shall be utilized in the development of facilities that the tourists/visitors will use, these skills are useful during the design construction and also maintenance times of these facilities such as ecolodges, visitor centres, campsites fixed structures,...etc.

The skills that are not operational, such as fishing, star gazing, making of local crafts,... and lots of other local skills can contribute in making displays or show areas to enrich the visitor experience and provide a strong sense of locality that each visitor/tourist usually seek.
10. RECOMMENDATIONS

10.5 Achieving authenticity

Achieving authenticity while providing the tourism experience is a great asset and really distinguishes this culturally rich part of Libya and north Africa from other places in the region. This could be enforced through looking carefully at detailed architecture & townscape and operation elements that the visitor use and it could be achieved through implementing the following trends:

10.5.1 Creating themed environment:
Sometimes the site developed for eco-tourism/agrotourism is poor in its elements and lack native identify. Is such situation, and instead of copying inappropriate models, it remain valid to develop a theme that emphasise a significant history for the area.
Many sites in Green-Mountain are loaded with environmental assets and culture history, however if a specific site in the wilderness has no significant value, the local crafts, and local bedouin tents can be introduced to any development that may occur, (camp sits, signs, lighting posts,…etc) in order to confirm specific theme that will add a flavour.

10.5.2 Using Native Elements:
Native and available in-site elements should be used in all details of the development and daily activities:
Using native architecture details in the facility design
Using native material for furniture and shades
Using, as much as possible, (i.e. native restaurant equipment, or made from local material)
Using native material in the signage
Avoid using exotic elements such as steel, glass, …etc as much as possible.
10.6.1 Waste prevention
Waste prevention efforts reduce the amount of solid waste. These efforts in turn reduce the amount of equipment, fuel and land consumed, and thus pollution caused by solid waste management activities, which apparently Green-Mountain lacks. Waste prevention also reduces the environmental impacts linked to purchasing materials, goods and chemicals.

10.6.2 Waste diversion
Waste diversion efforts (reuse, recycling and composting) reduce the amount of waste that must be disposed, which means that disposal sites generate less environmental impacts. This indeed requires allot of education and raising awareness among, not only Green-Mountain residents but also visitors from the national level targeting this attractive region for daily visit, camping overnight, or staying over in a hotel room.

10.6.3 Properly designed and operated activities
Properly designed and operated solid waste disposal systems will reduce environmental impacts. Effective and efficient collection and transportation of solid waste will reduce the amount of litter on land and at sea. Well-maintained collection and processing equipment will reduce air pollution.

Solid waste near major tourism facility (Hotel is al-Beida)
10. RECOMMENDATIONS

10.7 Incorporate SWM in design & stage

10.7.1 Incorporate SWM into design

- Design ecotourism intervention in harmony with the site (i.e. signs light polls, or other tourism establishments)
- balance cut & fill in any project intervention within the declared ecotourism region (follow any regulation initiative within the Cyrene Declaration)
- specify intervention material that eliminate waste
- include reuse in project design
- identify locations for collection containers
- provide space for on-site composting

10.7.2 Establish SWM policy Kit

- comply with environmental laws within Libyan context
- commit to SWM hierarchy
- establish SW reduction (realistic) goal and work on achieving it, and coordinate with other stakeholders working on the same goal.
- establish responsibility of management, using al-Hela’ NGO as a pilot responsible body.
- Waste at-source separation (plastic, paper, glass, organic, batteries and toners), or only organic & non organic if the above classification is
10. RECOMMENDATIONS

10.8 Adding value

10.8.1 Adding value to local community
Residents can be trained to benefit from the introduced development and for the development to blend within the context. This will require building trust, communication bridges, and mutual understanding. There is great willingness to support tourism in the local bodies (at least confirmed from all al-Hela’ NGO), and this support needs to have more than the financial return. The idea of exchanging knowledge is a core element in the sustainable/eco tourism and Green-Mountain local communities shall benefit from such an opportunity.

| 1. | On-job training for the local guides in using GPS as a navigation tool to take visitors around the wilderness zone |
| 2. | Increase their awareness about existing resources that might exist in green-mountain for a long time and they don’t value it anymore |
| 3. | Introduce some hospitality skills to be able to cope and compete with experiences provided by other tour operators from Tripoli |
| 4. | Increase the communication skills (i.e. language) for local guides (or candidates from al-Hela’ NGO) |
| 5. | Orient guides / identified candidates on what the international tourism is demanding (knowing that interaction with the international tourism has double sided and shall be properly managed) |
| 6. | Elaborate to them different types of local tourism and how to accommodate visitors in different parts of Green-Mountain |
| 7. | Help to local guides form selected cities (i.e. Derna) to coordinate and communicate with the government agencies that overlook the tourism operations in the region, and make sure operations are complying with government policies for sustainability matters |
10. RECOMMENDATIONS

10.8 Adding value

10.8.2 Adding value to the visitor

This is a local training that can be given by skilled members of the community and can be formalized through the management. It affect the design/plan because such activities shall be reflected in land use and proposed interventions, the following are examples for such training:

- Training on Camping & 4X4 as a sustainable sport
- Best practices for desert driving,
- Basic car mechanics,
- Navigation skills,
- Best driving techniques on different terrains
- 4WD specialisation (i.e. approach angles, departure angles, Diff-Lock, etc)
- Training on Knots

8. Training on Desert first-aid kit: Important with any outdoor activities and can also be provided by local residents
9. Training on Star Gazing, and how local bedouins used to navigate in the desert based reading stars composition
10. Information about Local Crafts / industries
11. Local cousin: Utilise the local knowledge of cooking and local meals to be part of what the facility will provide for visitors
10. RECOMMENDATIONS

10.9 Monitoring of tourism activities

10.9.1 Quality of Service
Quality of service in the such destination in Green-Mountain is an important dimension towards achieving successful tourism model. It helps the area to get repeated guest through building solid reputation. The following are consideration to be achieved while implementing any development on this special version land of Green-Mountain:

• Perform the promised service dependably and accurately.
• Willingness to help customers and provide prompt service.
• Reliability through good employees' courtesy, knowledge of the business, & ability to inspire trust & confidence in customers.
• Empathy refers to the caring, individualized attention that you give to each customer.
• Physical facilities, equipment, personnel, and written materials that customers see... all shall be tangible items appear neat, clean, and professional.

10.9.2 Hospitality
The hospitality industry is probably the world’s fastest growing. Visitors to the such tourism destination will have a certain expectation of the level of hospitality; the Green-Mountain is a prestigious site and all ecotourism operations in this unique area should not provide less quality that other high-end resorts or tour operators provide in Tripoli or other areas in Libya. Being native, simple, a bit rough, diverse is a completely different experience that Green-Mountain shall provide without compromising hospitality qualities. This hospitality shall be evident in:

** cleanliness
** staff attitude
** responding the guest expectation
** applying high standards and high-genes in restaurants …, and
** problem solving.
10. RECOMMENDATIONS

10.9 Monitoring of tourism activities

10.9.3 Guest Assessment

The interaction between guest and service provider/ tour operator is of great importance to gain the guest trust, revisiting and positive promotion of the place to ensure its sustainability. A formula should be filled in by customers at the end of their visit to each site in Green-Mountain (cultural or natural), to reflect their positive and negative opinions and how they see these negatives can be resolved for the best of their interest.

Also a continuous smiling inquiry about their pleasure and satisfaction with the products and services is advised.

Local businesses in the Green-Mountain, (such as the honey sellers, cafeteria at Cyrene, local crafts shops, BBQ camps on top mountains,… etc), all have to pay careful attention to feedback from customers. It is important to use all comments (both positive and negative) to improve the quality of the service delivery as seen by guest.