

Saida Urban Sustainable Development Strategy

Local Expert Team

Strategic Diagnosis Report

Employment in Traditional Crafts and Trades

**Jad Chaaban, PhD
Kanj Hamade, PhD
Ilina Srour, PhD (ABD)**

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1.0 INTRODUCTION

The descriptive memory chapter provided a general picture of the state of employment in Saida, which can be generally categorized as employment with a monthly remuneration (44% of the labor force) and self-employment (27% of the labor force). Employment is concentrated in the wholesale, retail trade and repair sectors (30%). Manufacturing comprises around 22% of economic activity, where the most active types of manufacturing are those of sweets and pastry products, and furniture. With a few exceptions, industrial activity takes place within micro and small enterprises (MSME's). The old city is the main center of small industrial production, with furniture manufacturing, artisanal crafts, construction services, appliances manufacturing, textile and leather, as well as food, among others.

Of particular interest to the current study is economic activity within the field of crafts. Employment within this sector forms more than 30% of total employment in Saida (see descriptive memory section p.11). Saida, especially the old city, is home to a wide range of traditional crafts and products that remain part of its living heritage. In this context, traditional crafts and trades are defined as the productions and handicrafts that have been historically manufactured in Saida. These include, shoe-making, weaving, leather artifacts, textiles, straw products, woodwork, boat building, furniture making, traditional foods, sweets, in addition to soap and orange blossom water that, unfortunately, are not being produced in marketed quantities in Saida anymore. Fishing is also considered part of the working team definition of traditional sectors. This definition has been further expanded to include small retail trade shops as well as restaurants present in and around the old city, which can be considered as part of the city heritage. In other words, all shops in old Saida souqs are within the scope of this transversal issue.

This report looks deeper into these traditional crafts and industries from a socio-economic as well as heritage point of view. The socio-economic team has triangulated several quantitative and qualitative sources of data to diagnose the major problems facing this sector and study its positive and negative trends. The team has relied on secondary data from several sources such as the National Living Conditions survey (CAS, UNDP, MoSA, 2004), the Socio-economic Survey of Palestinian Refugees (Chaaban et al, 2010), CHUD Wave One of Impact Assessment: Business Census report (CDR, 2009), and other statistical and analytical studies cited in the report. Another main source of data has been the semi-structured in-depth interviews that the team has conducted with key informants in Saida such as municipality officials, people working in civil society, fishermen, craftsmen, and syndicate representatives. In addition, the team has benefitted from the working group meetings, where the team's data and ideas were discussed, verified, and new issues were raised.

The main challenge the working team faced regarding the available data is the lack of a unified targeted dataset for traditional crafts. The working team resorted to different datasets from different years and sources to investigate the following issues:

- Distribution of craftsmen and semi-skilled workers across sectors of production (Household Living Conditions Survey 2004),
- Distribution and socio-economic characteristics of craftsmen working in traditional crafts across the different types of crafts (Household Living Conditions Survey 2004)
- Distribution and characteristics of enterprises inside the souqs and the surrounding market areas (CHUD survey data, 2009).

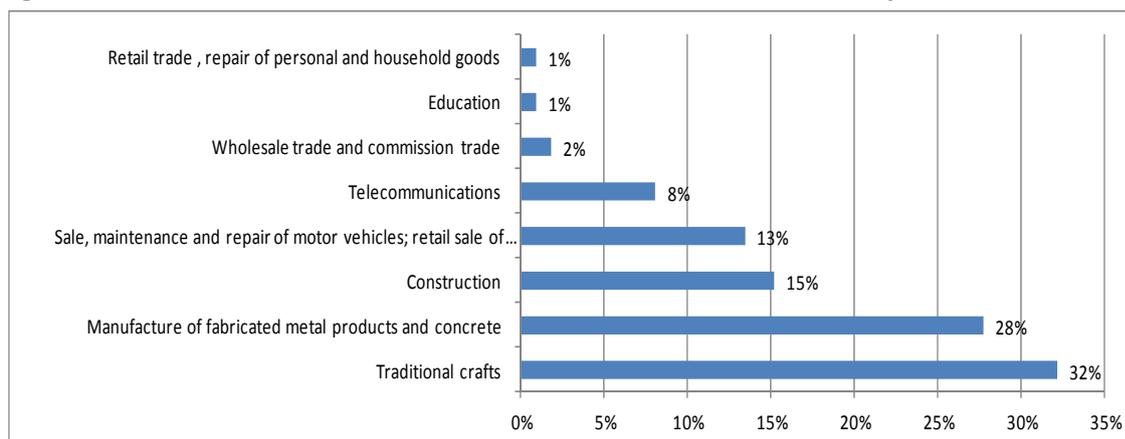
In all these cases, the team had to create statistical variables and elaborate the data so as to be in line with the team's definition of traditional crafts and trades. Against this background, data presented in this report does not always coincide. Nevertheless, and after triangulation of the data with the field observations, the working team is confident that the data is representative of factual trends and characteristics, and conveys the socio-economic reality of Saida's traditional businesses.

The sections of this report are divided as follows: section (2) looks at the present transversal issue from an analytical point of view, where it defines the main problems to be discussed. Section (3) explains the team's means of approaching the issue, presents the vision for the transversal issue and places it in the context of the overall vision for the city. Section (4) goes deeper into the major trends and challenges that the sector of traditional employment faces. It uses recent statistics and draws interpretations from the qualitative information collected by the team. It also suggests possible ways of enhancing the current situation. Section (5) lists the key partners that the working team needs to collaborate with in order to achieve fruitful progress towards enhancing the situation of traditional productions and trades in the city. Section (6) summarizes and concludes with a general SWOT analysis and provides guidelines for the next strategic planning phase.

2.0 PROBLEM DEFINITION/ANALYTIC READING

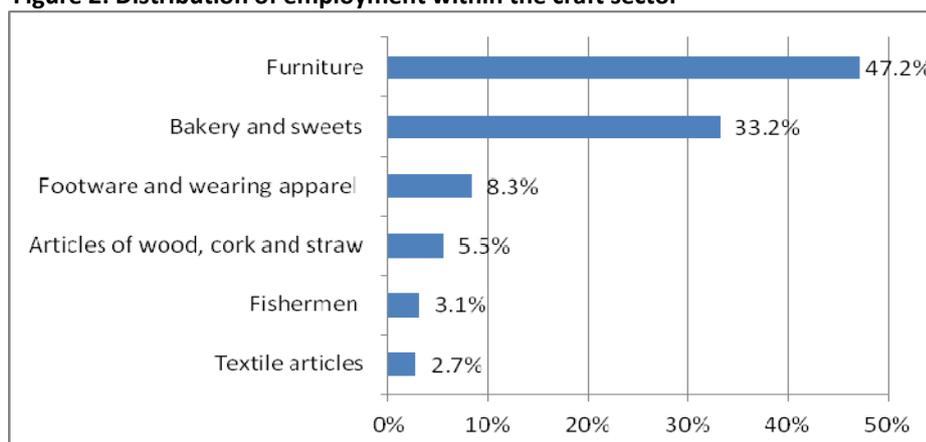
The transversal issue of employment in traditional productions and trades studies the demand for craftsmen and traditional labor as well as the supply markets for the end-products. The vast majority of employment within traditional crafts, as per the present definition, is semi-skilled work. The number of semi-skilled workers in Saida is estimated to be around 9,000¹ workers, of which 32% work in businesses that fall under the definition of traditional crafts and trades. Figure 1 below depicts this division of semi-skilled workers into the different sectors of employment. Other semi-skilled workers are employed in manufacturing of concrete and metal products (excluding machinery and equipment) (28%), and construction (15%).

¹ Authors' estimations based on the triangulation of several data sources.

Figure 1: Crafts and related works distributed across sectors of economic activity

Source: Authors' elaborations based on Household Living Conditions, 2004

This is to say that a significant number of people (around 3,000) work in traditional crafts. The following figure 2 shows their distribution across the various manufacturing activities. The two largest traditional industries are furniture and bakeries (including sweets). These two industries appear to be the only two traditional-to-Saida industries that have succeeded in introducing technology and/or know-how to their production process, and expanding their capacities. This is most probably due to that fact that their products have remained contemporary and the demand for them has not declined. These sectors have witnessed an "industrialization process" and relatively large investments, e.g. El-Baba sweets, Gandoline sweets, Classic Home, and Home Design. However, these investments have relocated from the old city to the eastern boulevard (i.e. sweets) and the industrial zone south of the city (i.e. furniture).

Figure 2: Distribution of employment within the craft sector

Source: Authors' elaborations based on Household Living Conditions, 2004

The rest of the traditional productions have significantly dwindled and have been reduced to a small number of family businesses that are most often not being transferred to the younger generations, and are thus threatened to disappear. At the same time, these crafts

are closely linked to the living heritage existing in the city. They are intrinsically connected to the image of the city, where their output represents the commoditization of this heritage.

Several macroeconomic, social and political factors have contributed to the erosion of traditional crafts and products, with the exception of the abovementioned bakeries and sweets production as well as industrial scale furniture. In the present days, where the local demand for such products has decreased - people buy ready-made shoes, clothes, wooden utensils, leather accessories, etc. - the bulk of the demand should come from national and international tourism. However, tourism in Saida is underdeveloped, and is mostly restricted to day visits to the archeological sites and restaurants. The old city, where most craftsmen operate (and reside), is not yet marketed as a main tourist attraction due to the haunting stereotype of it being an unsafe ghetto. The recent years have witnessed a large scale process of renovation and restoration of the old city with the attempt to revitalize this area and attract tourists. However, a lot of effort still needs to be done in terms of raising the security and safety in the area, opening tourist information centers, creating tourist maps and brochures, and other promotion tools.

The low demand for traditional products has rendered it unattractive to young people, such as people with vocational, including university level, formation. Most of the workers in this sector of activity are above 50 years of age, and they use outdated methods of production. This is further exacerbating the risk of disappearance of these crafts. To counter this phenomenon, a process of technological upgrading that enhances the quality of products without compromising their authenticity should be initiated. High quality traditional products of high cultural and material value would be an additional attraction for tourists and residents to visit the old city seeking to purchase them.

In the absence of efforts to raise the quality of traditional crafts and create market demand, the households working in this sector of activity will continue to suffer from poverty and social exclusion. Due to the low income currently generated from this activity, 65.6% of the craftsmen live under the national poverty line. In the present diagnosis, the working team will look in more detail into the socio-economic conditions of the households working in traditional crafts. Improving the work conditions of these workers and promoting their products and artifacts would contribute to enhancing the living conditions of many households.

In a strategy based on the cultural and living heritage of Saida, the constructed image of the city can give an added value (premium price) to the traditional industries' output on one hand, and the promotion of these industries preserves the living heritage on the other. In addition, this process will strengthen the people's sense of ownership of the city's image, as they will benefit from it and be major contributors to its maintenance.

3.0 POSITION AND GUIDING VISION

3.1 Position

Rather than being focused on developing one economic sector, economic development in Saida should benefit from the several smaller scale initiatives and opportunities, and rely on a diversified economy approach. Economic activities can be diversified across a number of competitive industries and service clusters such as specialized healthcare provision, higher technical education, and a number of thriving manufacturing industries, as well as tourism.

The major competitive advantage of Saida is its cultural and living heritage, especially the old city. It is the city's "treasure hidden under the dust" as some of the interviewed people describe it. Renovation activities and restoration initiatives in the old city have been gradually removing this dust from the remarkable old city souqs, alleys, hammams, mosques and churches. Within this context, economic development should be directed towards the revalorization of the old city in order to be able to benefit from its tourist potential as well as improve the living conditions of its residents. In fact, the residents of the old city are, among others, the craftsmen who still mostly rely on their crafts as a main source of income. The low levels of national and international tourism and the absence of initiatives for creating responsible and sustainable tourism led to the exclusion of residents from the potential benefits of the entire restoration process.

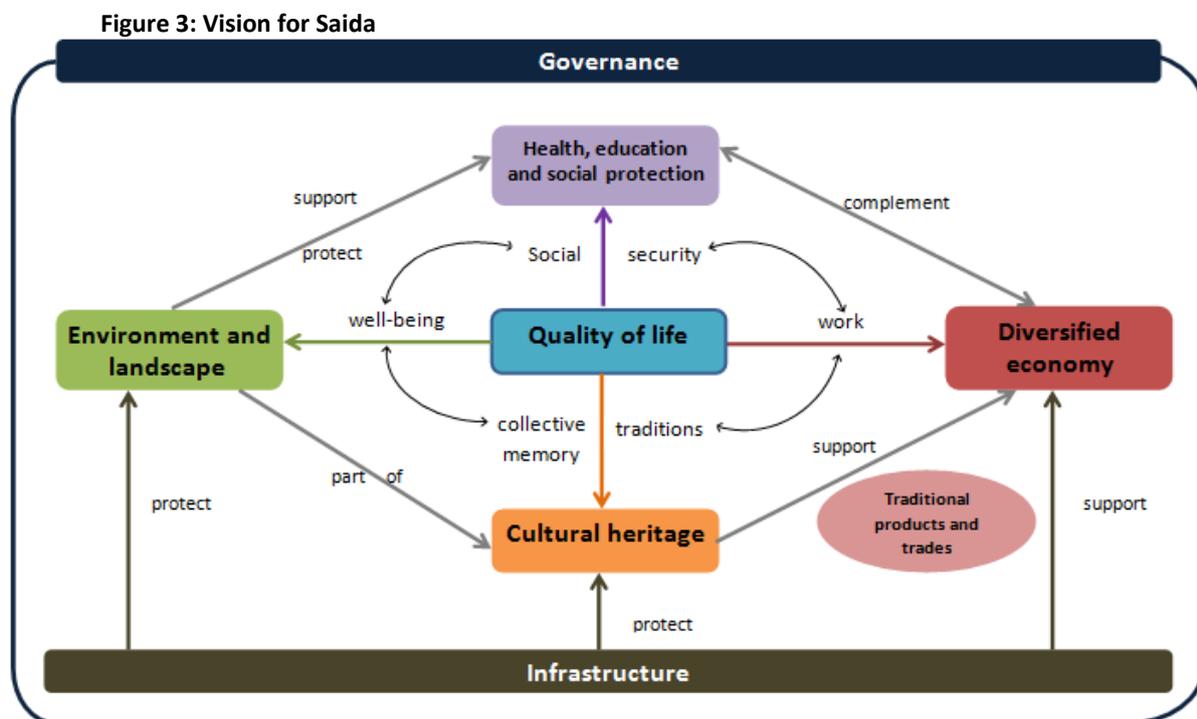
Economic development should, above all, create a socio-economic dynamic of change driven by architectural renovation and the social (re)-construction of the city space. Realistically, traditional crafts and trades alone cannot develop to a main economic activity for the city. However, around 3,000 households live from this activity and most of them are vulnerable and poor households. Developing this sector would increase the incomes of these households, who in turn would begin to relate proactively to the process of renovation and restoration taking place in their neighborhoods, and outside. Economic development would therefore strengthen the sense of ownership of the residents to the old city and gain their support and involvement in preserving it.

Along these lines, the protection and development of traditional products and trades is essential on a number of fronts. It has an economic aspect where it would help reduce the poverty rates and vulnerability levels among the households who work in this field. This is linked with the heritage preservation aspect since these people are mostly residents of the old city who, if have better living standards, can participate in the process of renovation and restoration of the old city. In addition, this can play a role in commoditizing the city image and integrating it into a sustainable tourism strategy.

3.2 Guiding Vision

In a city where principles of good governance are implemented by its public and private institutions, and are supported by adequate infrastructure, the quality of life is at the center of the goals and efforts of all public and private actors and citizens. This quality of life is based on four pillars, preserved cultural heritage, adequate health education and social protection, a diversified economy, and protected environment and landscape. These pillars are interlinked and support each other (refer to the figure below).

Within this vision, traditional products and trades are the link between the heritage pillar and the economic pillar. A developed sector of traditional economic activities supports the economic well being of households within an overall diversified economy and allows them to enhance their quality of life. A protected sector of traditional economic activities supports the preservation the city's living heritage, from people's traditions to their collective memory.



4.0 TRACKS OF INVESTIGATION AND ANALYSIS

4.1 Socio-economic conditions of traditional crafts labor

Households who mainly rely on income from traditional crafts can be categorized as one of the most vulnerable social groups in Saida. Their levels of poverty (Table 1) are significantly higher than the Saida average levels. Extreme poverty reaches very high levels, where 56.2% of the households of traditional craft workers live under \$2.4 per capita per day compared to 16.5% for Saida. More than two thirds of Saida's traditional crafts labor headed households live under the upper poverty line of \$4 per capita per day, which is also higher than the city average.

Table 1: Poverty levels among traditional workers compared to overall poverty in Saida

	Poverty headcount \$4 per capita per day	Extreme Poverty headcount \$2.4 per capita per day
Saida city	46.3%	16.5%
Traditional crafts labor in Saida	65.6%	56.2%

Source: Household Living Conditions, 2004

These conditions of high poverty are correlated with the state of health protection and education among the members of these households. Looking at health, only 5.4% of the households whose heads work in traditional crafts benefit from medical insurance (Table 2). Of these households, 67% are enrolled in the national social security fund (NSSF), while 33% are indirect beneficiaries of the army and internal security forces insurance schemes. In addition, table 2 depicts levels of chronic diseases, which appear to be slightly higher than Saida's average.

Table 2: Health indicators for traditional crafts labor compared to Saida city

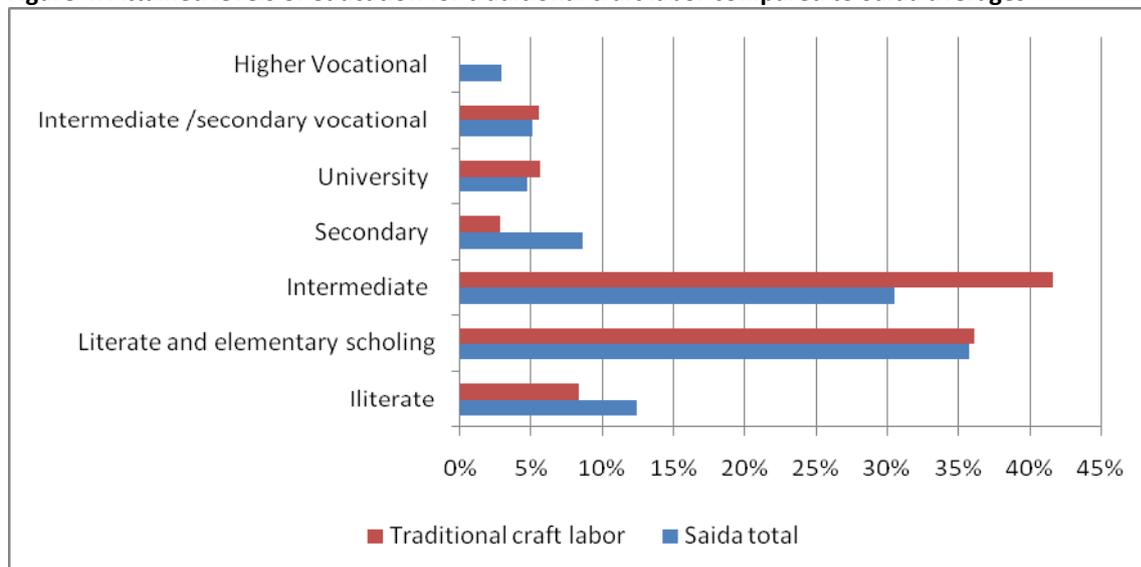
Measure	Traditional workers in Saida	Saida city total
Benefitting from medical insurance	5.4%	15.0%
Chronic diseases 1 disease	12.1%	10.8%
2 diseases	4.8%	4.2%
More than 2	4.2%	2.8%

Source: Household Living Conditions, 2004

Attained education levels of household heads who work in traditional crafts, show trends similar to the overall education among adults in Saida. Nevertheless, and due to the family based nature of these businesses, it is possible that most of today's craft workers have attained basic intermediate levels of education and have left school to work, as the family business opportunities were then readily available. The vast majority of university level graduates are in fact, according to the dataset, working in the bakeries and sweets industry sector. This can be explained by the need for high skilled workers such as operation

managers and food safety specialists, created by the industrialization process witnessed within the bakeries and sweets industry in Saida.

Figure 4: Attained levels of education for traditional craft labor compared to Saida averages



Source: Household Living Conditions, 2004

The poverty conditions of these households induce lower educational levels among their younger members, which is likely to hinder the climbing out of poverty for the next generation. According to the available statistics, 30.3% of children between the ages of 5 and 18 are not enrolled in school. Those who are go mostly to public schools and free private schools, and only 24.5% attend private schools.

These figures provide a clear picture of the hard socio-economic reality of traditional crafts workers and their households. Any vision and strategy planning for Saida that does not heed these problems and consider ways to improve the socio-economic conditions of these households is not likely to gain support. It will be opposed by these people and/or create additional marginalization and exclusion, which could backfire into manifestations of social and political unrest in the city.

4.2 The old city souqs and surrounding markets

This section investigates the characteristics and activities of the various types of businesses located in the old city and its vicinity. The enterprises are divided into several categories, part of which is related to traditional productions and activities.

4.2.1 The structure of the souqs and surrounding markets

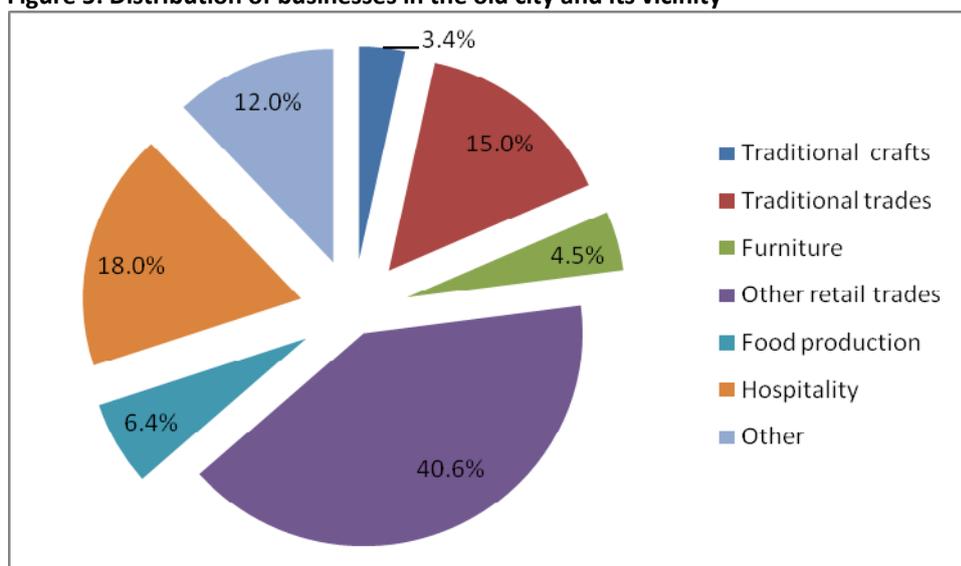
For the purpose of this section, traditional crafts, in the broad sense of the definition used in this report, have been divided into several sub-sections:

- Furniture production: is comprised of small furniture businesses that did not undergo industrialization processes or relocate outside of the old city and its surroundings to the industrial zone.

- Food production: mainly includes bakeries and sweets production manufacturers. Similar to the abovementioned furniture producers, these businesses did not expand or relocate.
- Hospitality: is comprised of restaurants and hotels in the old city and its vicinity. It therefore includes small traditional restaurants in the old city as well as standard modern restaurants mostly located at the sea boulevard. Since many of these restaurants benefit from their proximity to Saida's fishermen port, citadel and old city, their turnover rates and characteristics reflect the state of development of tourism in Saida.
- Traditional hand-crafts: encompass the narrow definition of "traditional crafts" and include businesses producing hand made shoes, carpentry, leather bags, and boats .
- Traditional trades: are defined as retail trades that are linked directly or indirectly to the city's cultural heritage and tourism activities.
- Other retail trade: are the standard types of trade
- Other: is composed of activities not included in the abovementioned categories such as financial services, wholesale trade and administrative offices.

Figure 5 below illustrates the distribution of businesses in the old city and its vicinity. Businesses directly linked to traditional craft manufacturing (traditional crafts and furniture) still represent 7.9% of the businesses. If we add food production, traditional trade, and hospitality, this figure increases to 47.3%. This means that the development of tourism could directly benefit around half of the businesses in Saida's center, and indirectly benefit the old city souqs and vicinity markets.

Figure 5: Distribution of businesses in the old city and its vicinity



Source: CHUD Wave One of Impact Assessment: Business Census, 2009.

It is worth noting that traditional crafts, in the narrow sense of the definition, still only constitute 3.4% of the businesses. This disappearance trend is likely continue if no effort to

preserve and protect these crafts is made since more than 70% of the business owners are above 55 years of age. In the following section, the report goes into more detail regarding the characteristics of the various businesses.

4.2.2 Characteristics of the businesses in the souqs and surrounding markets

Table 3 presents some indicative variables that can describe the overall characters of the businesses in the old city and surrounding markets.

Looking at education levels of business owners, when traditional trade owners were compared to other retail trades owners, they showed to be relatively younger and more educated as shown in Table 3 (e.g. 33.3% of traditional trade owners have secondary or higher education degree compared to 24% for other retail trade). Since this phenomenon seemed to contradict with the observation that older age people are occupied with traditional businesses, further investigation was conducted. The data showed that 34% of the traditional trade businesses have been established after 2003, while this figure is 20% for standard retail trade. Overall, 62% of the businesses established after 2003 are traditional trade businesses and therefore directly or indirectly linked - or perceive themselves as linked - to the cultural heritage of the city. 2003 is the year when implementation of the CHUD restoration project began in parallel with the other on-going renovation activities. One can assume that these efforts have created a business awareness on the potential of marketing and promoting the city's cultural and living heritage.

Table 3: Characteristics of the businesses in the old city and its vicinity

	Owner profile			
	Female-owned businesses	Above 55 years of age	Vocational education	Secondary or higher education
All sectors	6.0%	26.0%	23.0%	19.0%
Furniture	8.0%	50.0%	10.0%	0.0%
Food production	5.9%	20.0%	23.0%	7.7%
Hospitality	4.2%	11.9%	25.0%	16.7%
Traditional craft	0.0%	71.4%	16.7%	0.0%
Traditional trade	5.0%	18.4%	33.3%	33.3%
Other retail trade	5.6%	30.7%	14.7%	24.0%

Source: CHUD Wave One of Impact Assessment: Business Census, 2009.

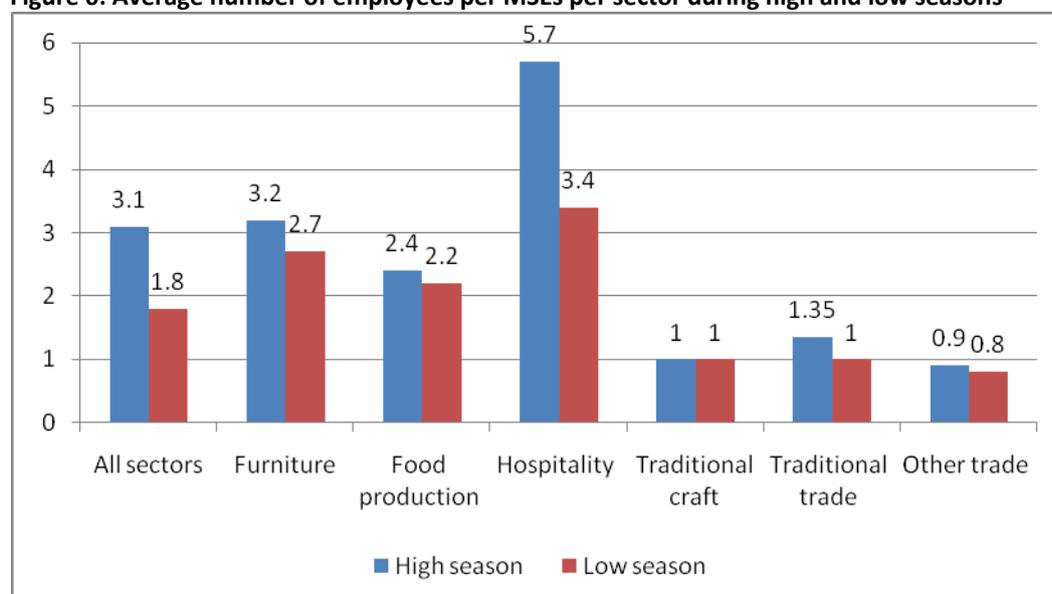
Nonetheless, the relatively positive trend in terms of retail outlets is not followed by similar trends in the manufacturing arena. This figure is reflected by on-the-field observation during which one can notice that many retail shops in the old souk and its vicinity are actually selling imported wearing apparel, toys, accessories and souvenirs. These shops are traditional due to their location in the old souqs, but have ceased to operate in trades of traditional crafts *per se*.

It appears from the data that manufacturing of traditional crafts is very limited and that no women are involved in such production. However, from interviews with stakeholders and

field visits, the working team has come to know that many women are actually working in traditional crafts such as weaving, beadwork, among others. This production is made either at home, or in NGOs, cooperatives and training centers, and is marketed through alternative market outlets. Women are of great potential to revive some of the dying crafts if given the opportunity to do so through micro-credit schemes and other support mechanisms. It is important that such women-led enterprises, workshops and ateliers be established in the old souqs in order to match the goods offered in the souqs with the local, national and tourist increasing demand for authenticity.

Figure (6) shows the average number of employees (other than the owner) that the Micro and Small Enterprises (MSE's) employ within each sector. These numbers are different for the high and low seasons of the businesses' activities. Most of the businesses are micro-mostly-family businesses with an average of 1.8 employees during the low season and 3.1 employees during the high season. Two trends can be deduced from the figure.

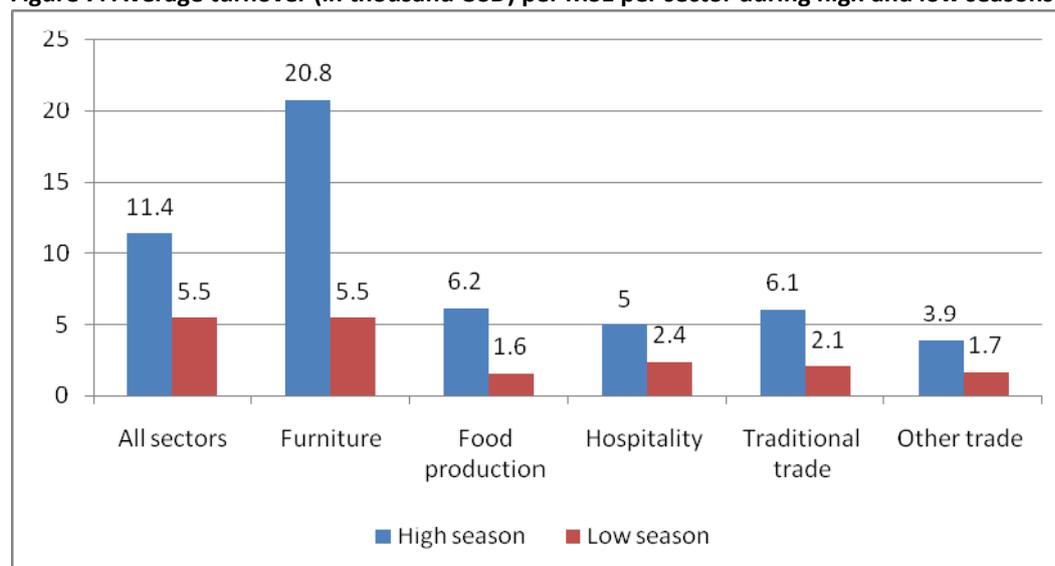
Figure 6: Average number of employees per MSEs per sector during high and low seasons



Source: CHUD Wave One of Impact Assessment: Business Census, 2009.

Firstly, the figure shows that manufacturing sectors are not labor-intensive. This leads to the conclusion that these businesses are almost entirely operated by their owners.

Secondly and more importantly, there is a clear seasonality trend that translates into significantly more employment during the high season only in the hospitality businesses. As a matter of fact, seasonality for tradition linked manufacturing and trade does not encourage changes in modes or intensities of production. However, the high seasons constitute an occasion for higher sales as shown from the turnover values in Figure 7; for instance, furniture turnover almost quadruples, and triples for traditional trades. These increases are higher than the average turnover increase when all sectors are considered (5.5 to 11.4 thousand USD). Unfortunately, no data were available for traditional crafts.

Figure 7: Average turnover (in thousand USD) per MSE per sector during high and low seasons

Source: CHUD Wave One of Impact Assessment: Business Census, 2009.

4.2.3 The demand side of the old city souqs and its vicinity

The security situation and the high levels of petty crime in Saida's old city are often presented as a main obstacle for the development of tourism. With the economic development of the 1960's and 1970's middle and upper middle class inhabitants of the old city moved to the city's *extra muros* neighborhood. Since the 1990's the relocating trend continued, with the residents who had initially moved to Saida *extra muros* shifted urban development towards the adjacent hilly municipalities around Saida city. Today many of Saida's middle class youth do not go (or rarely go) to the old city. In this regard, Box 1 presents a good example of a best practice non repressive fight against crime in Bari, Italy, t showing close similarities to Saida).

In parallel, in recent years, Saida's eastern boulevard has witnessed large investments in mall types of markets, attracting Saida's and the region's consumers. This has led to a shift in consumption from the old city center and its surrounding to these malls, which tend to offer higher quality and larger range of products. As a matter of fact, the numbers of visiting consumers is indeed highly relevant to the turnover of businesses and consequently their income. In order to preserve micro and small businesses as well as the liveliness and movement in the city center, interventions should focus not only on upgrading the quality of supplied products, but also and the ambiance in the old souqs and surrounding shopping areas. This could include the creation of pedestrian zones, strengthening and/or establishment of business associations, and various market festivals and activities.

Box 1: Fighting crime in *Bari vecchia*

Bari vecchia, or Old Bari, is in many ways similar to Saida old city. *Bari vecchia* is a sprawl of narrow streets and passageways limited by the old city walls. It includes the city's historical fishermen port and fish market. In addition to its peculiar south Italian architecture, *Bari vecchia* is home to important historical and cultural heritage monuments such as the Basilica di San Nicola (1087), where the relics of Saint Nicolas are preserved, and the Bari Cathedral of Saint Sabinus of Canosa (1170-1178).

Because of the high prevalence of petty crime, *Bari vecchia* was until fairly recently considered unsafe and categorized as a no-go zone by many of Bari's residents. A large-scale development and renovation plan, that started by renewing the sewage system and the renovation and development of the two main squares Piazza Mercantile and Piazza Ferrarese, has led to the opening of many pubs and other venues, completely converting the social condition of the area, formerly managed by organized criminalities. Now-a-days *Bari vecchia* is the main tourist attraction of the city, a space for public exhibition and events, and witnesses a vibrant night-life.

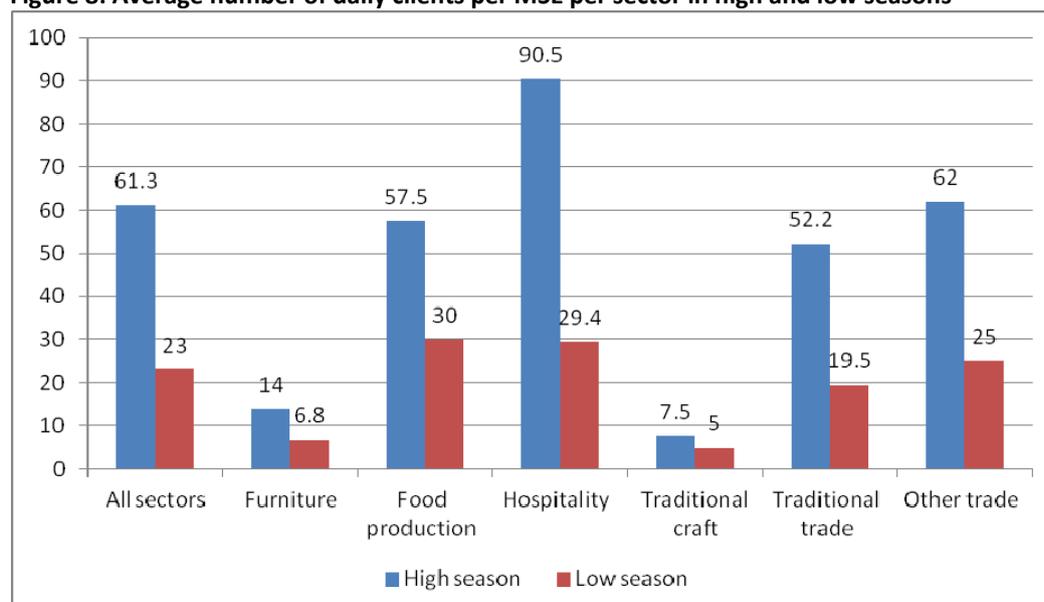
In order to fight petty crime the city has established a municipal agency for non repressive crime fight. Its goal is to build a stable strategy for tackling crime and providing support for those most exposed to risk of crime. The Agency initiatives are partly funded through the money obtained from the systematic claim for damages that the city raises in trials against criminal organizations and acts of vandalism.

The Agency meets regularly and works in groups dealing with children, prisoners and ex-prisoners, crime victims, and citizens. They also work to sustain local processes of participatory democracy, to disseminate new levels of awareness of the social condition and to analyze the phenomenon of local crime. In addition to this work, a large part of the Agency's efforts are dedicated to socially and economically reintegrate ex-offenders and prisoners, which falls within the overall process of socio-economic support of the *Bari vecchia* infrastructural and architectural renovation process.

Source: Pascal Exchange Observatory, www.pie.pascalobservatory.org

Figure 8 below shows the significant difference between numbers of clients in high and low seasons across all sectors with varying rates. Therefore, all businesses witness higher demand during high seasons. More specifically, the hospitality sector seems to exhibit much higher seasonality, being the only sector to significantly attract tourists.

Figure 8: Average number of daily clients per MSE per sector in high and low seasons



Source: CHUD Wave One of Impact Assessment: Business Census, 2009.

Table 4 shows that hospitality has the highest rate of international tourist visitors (13.2% in high seasons and 6.2% in low seasons) as part of its clientele. This sector is also able to attract the highest numbers of Lebanese clients coming from other regions (24% in high seasons and 18.3% in low seasons). It is worth noting that no tourist clientele has been reported by the surveyed traditional crafts businesses.

Table 4: Distribution of daily clients per MSE per sector by origin in high and low seasons

	Local residents		Lebanese from other regions		Arab and foreign tourists	
	High season	Low season	High season	Low season	High season	Low season
All sectors	71.60%	81.40%	22.30%	15.50%	6.10%	1.90%
Furniture	52.0%	83.60%	39.0%	16.40%	9.00%	0.00%
Food production	92.0%	85.5%	8.0%	12.5%	0.00%	2.00%
Hospitality	62.8%	75.5%	24.0%	18.3%	13.20%	6.20%
Traditional craft	90.0%	87.5%	10.0%	12.5%	0.00%	0.00%
Traditional trade	73.7%	82.1%	21.1%	15.7%	5.20%	2.30%
Other trade	78.1%	84.9%	20.5%	13.5%	1.40%	0.20%

Source: CHUD Wave One of Impact Assessment: Business Census, 2009.

The available data and the line of analysis lead us to the conclusion that tourists, although not many, do visit Saida, but they are not interested in purchasing crafts or doing any shopping in the city, especially the old city and its surrounding markets. In order to develop and support crafts and other traditional products, policy makers need to work on the development of the city center market as a whole. This can be accomplished through the provision of adequate infrastructure, and promotion of tourism in all its segments, national and international. Such a policy orientation would be, to a certain extent, limiting the diffusion of the "mall phenomenon" and contributing to the preservation of the historical integrity and heritage fabric of the city.

4.3 Fishermen

There are 264 Lebanese and 100 Palestinian fishermen. The Lebanese fishermen work on 116 fishing boats and the Palestinian work on 65 boats. All the Lebanese are members of the fishermen syndicate, while the Palestinian are not; therefore, they do not have voting power, but they do benefit from all the assistance that the syndicate receives, and the services it provides. The syndicate is protecting the current fishermen by not allowing new entrants into this sector of activity. Therefore, the vast majority of fishermen have inherited the activity from their families.

75% of the Lebanese fishermen households live in the old city and the remaining 25% of Lebanese as well as the Palestinians live in the Ta'amir and 'Ain Al-Helwe areas. The income of these households is very volatile as it depends on the amount of fish they are able to catch and sell, as well as on the prices of fish that are determined daily through a public

bidding process at the syndicate fish market. The price of a kilogram of fish can range between \$20 and \$40. The revenue from the fish sale is divided between the fishermen and the mediators who take a 6% commission. Therefore, roughly the monthly gross revenue per boat ranges between \$400 and \$1,000, from which costs of fuel and other working and maintenance costs should be deducted.

Demand for fresh daily caught fish is high in the country, and is still highly valued compared to imported fish. High-end restaurants in Beirut, as well as specialized restaurants along the coast form the bulk of this demand, and they in fact are the main buyers in the Saida fish market. Unfortunately, there is only one fish restaurant offering fresh daily fish in Saida. Promoting tourism would potentially lead to an increase in the number of such restaurants allowing the value added of Saida fish and the revenues that it generates to remain in Saida. Furthermore, with adequate training and capacity building, such a restaurant could be initiated and managed by the fishermen syndicate, which could be a significant source of revenue that would increase the income of fishermen.

Fishermen are currently one of most vulnerable groups in Saida. Paradoxically, they are not prone to change, such as including the introduction of new technology, training and diversification into their fishing process. This situation is historically linked to the reforms proposed in 1974-1975 that witnessed strong opposition from fishermen and leadership in Saida, which led to the assassination of Ma'arouf Sa'ad, Saida's MP, an event considered as one of the triggers of the civil war. Since then most of Saida's policy makers have been reluctant to introduce any drastic changes to the fishing sector. This has created a state of stagnation, where technological development is inexistent and new methods are viewed with skepticism. Technological improvement in fishing techniques, while preserving the traditional aspect of the activity without transforming it into industrial large-scale fishing, could render the sector more attractive to young people wishing to enter into this field of activity.

Nevertheless, according to interviewed fishermen, opportunities exist. For instance, farther distance, open water and/or deeper water fishing, tuna fishing, and linking fishing to recreational activities are all ideas that are worth exploring. In this context, linking the fishing sector to tourism and cultural heritage could be a way to integrate this marginalized group into the city's strategic planning. Saida can build on its rich history of maritime activities and traditional boat crafting to establish a maritime museum, similar to the one in Barcelona (see Box 2). The museum could focus, among other activities, on presenting the historical development of the fishing sector in Saida, reproduce miniature models and original size historical vessels, including Phoenicians vessels. This could also be a step towards the reconciliation between the city and its sea.

Box 2: The revalorization of maritime heritage: the case of the maritime museum of Barcelona

The maritime museum of Barcelona, established in 1936, is an institution dedicated to the preservation, study and dissemination of maritime heritage in Catalonia. For several years the museum has pursued a policy of safeguard, study and dissemination of floating assets. Its action includes:

- recovery and safeguard of traditional crafts of great heritage value,
- collaboration on research and restoration of traditional vessels,
- promotion of public and private dialogue for the conservation of traditional vessels,
- fostering and supporting legislative action to facilitate the preservation of traditional crafts and historical vessels,
- support national and international dissemination activities.

The objectives of the museum are to provide a living testimony of the skills and know-how of men and women living with and from the sea, enabling society, especially youth, to discover and participate in revitalizing this part of the Catalan culture.

Although Saida and Lebanon have lost most of their historical vessels, linking fishing activities to traditional boat crafting, recreational, and cultural activities could be a way to revitalize the fishing sector and to link it to the cultural heritage restoration and revalorization programs.

5.0 KEY PARTNERS

In order for the USDS team to intervene in support of traditional crafts and trade, it will have to work in close cooperation with local and national stakeholders. As later presented in section 6, strategic objectives of the intervention are defined around three axes. Although local stakeholders and potential partners are expected to have a role in all axes of intervention, each one of them is expected to be more involved or a direct beneficiary in one of the axes. Furthermore, Saida's Municipality should play a coordination, networking, and institutional support role at all levels of the action.

Under the first axis: "institutional capacity building of organizations representing workers and businesses involved in traditional crafts", the main direct beneficiaries and partners could be:

- Syndicate and workers representative organizations such as:
 - The Fishermen Syndicate
 - The Saida Craftsmen Syndicate
 - At a further stage this intervention could expand to include the Union of Workers in Saida and the South.
- NGOs organization working in crafts production, especially women organizations such as:
 - The General Union of Palestinian Women ('Ain Al-Helwe Camp)
 - The Artisanat of Saida and South Lebanon Association
 - *Anamelna* Association for traditional crafts (Saida old city).
 - The Center for Culture and Art
 - Any other NGO willing to develop and support crafts production.

The working team is confident that the human resources and expertise needed to provide such institutional capacity training are present within Saida's well developed NGO network.

The second axis: "networking and cooperation to implement, in-line with Saida's strategic vision, a plan aiming at increasing tourism, and demand for traditional crafts", is closely linked to the USDS effort in strategic vision building and necessitates a political will from Saida's stakeholders to adopt a heritage, cultural tourism based vision. If such a vision is adapted, tourism development and promotion of the city cultural heritage planning should involve a wide range of stakeholders, such as:

- Saida's political leadership
 - Saida's MPs
 - Saida's political parties and movements
 - Saida influential personalities
- Saida's foundations working on heritage preservation
 - The Hariri Foundation
 - The 'Audi Foundation
 - The Zeidan Foundation
 - Saida's socio-economic institutions
 - The Chamber of Agriculture, Industry and Tourism in Saida and the South
 - NGOs and organizations representing youth
- Actors at the national level:
 - The Ministry of Tourism
 - The Ministry of Culture
 - The DGA
 - The CHUD project
- Tourism business institutions, such as
 - National and international tour operators
 - Hotel and restaurants in Saida
 - Investors willing to invest in tourism businesses.

The third potential axis of intervention: "networking and cooperation to create mechanisms of technology transfer in order to increase quality and quantity of production to meet market demand", would directly benefit private businesses and cooperatives. It would require support from Saida's private and public education and training institutions, such as:

- The Saida Institute for Technology (Lebanese University)
- Saida's vocational schools
- Saida's civil society organizations with experience in crafts technology transfers
- The future incubator for traditional crafts to be implemented by the CHUD project

6.0 CONCLUSION AND STRATEGIC OBJECTIVES

6.1 Summary of Main Findings

The three main tracks of investigation adopted in the report are:

1. The hard socio-economic conditions of the households whose source of income comes from employment in traditional products and trades
2. The structure of the old city souqs and surrounding markets in terms of challenges and opportunities
3. The fishermen sector as a traditional activity facing difficulty yet home to opportunity

The main findings of the current diagnostic phase within these three tracks are summarized in this section in the form of a SWOT analysis (Strengths, Weaknesses, Opportunities and Threats) that is presented in table 5 below. A Likert scale from 1 to 7 is used to assess the relative importance of each of the SWOT entry, with 7 being the most important and 1 the less important. Entries in italic in the table are the elements of the SWOT developed during the working groups.

Table 5: SWOT analysis with a 1-7 Likert scale rating

Strengths		Weaknesses	
<i>Presence of expertise in the traditional crafts and trades sector</i>	3	<i>Weak tourist sector and absence of tourist guides</i>	6
<i>Presence of success stories and good practices</i>	3	<i>Absence of market outlets for the products</i>	6
<i>Presence of NGOs working within the traditional crafts and trades sector</i>	5	<i>Absence of technologies</i>	5
<i>The cultural heritage of the city of which these trades are part</i>	7	<i>Hard socio-economic conditions and lack of social safety nets and education</i>	7
Women cooperative initiatives	6	In certain sectors, the majority of traditional craftsmen are over 55 years old and lack of interest from young generations	7
Establishment of traditional trade businesses after 2003	5	Low levels of education, including lack of vocational training	5
High demand for local fresh fish	5	Traded products are not adapted to tourist demand	5
		Low political will to intervene in the fishing sector	3

Opportunities		Threats	
<i>Building on the work done by the Saida's foundations in this field</i>	4	<i>Further marginalization of social groups working in the traditional employment sector</i>	7
<i>Explore the possibility of niche local markets or export market, especially for soap and orange blossom water</i>	7	Disappearance of traditional crafts (with the exception of sweets and furniture)	7
<i>Presence of potential demand from people originating from Saida and living in Beirut and abroad</i>	4	Security situation and petty crime in the old city	5
<i>Low cost of access to information</i>	4	Large investments in malls	3
Renovation and revitalization of the old city	7		
Social demand for authenticity	5		
Adoption of heritage based vision by the municipality	7		
Organization of festivals and other fairs in Saida's old city	7		
Creation of pedestrian zones around the old souqs and neighboring markets	7		

6.2 Strategic Objectives

Based on the diagnostic analysis of the above mentioned tracks of investigation, the USDUS working team suggests three axes of intervention:

1. Institutional capacity building of organizations representing workers and businesses involved in traditional crafts

It is essential for craftsmen to be empowered to build strong and democratic organizations, capable of defending the rights of workers', participating in the municipality strategic vision, developing and implementing projects, and be actively involved in the public life of the city. These organizations should also be able to strengthen cooperation and networking within their specific sectors in order to build a competitive industrial cluster. Many opportunities suggested by interviewed stakeholders could in fact be realized, managed and organized by the members of these organizations.

2. Networking and cooperation to implement, in-line with Saida's strategic vision, a plan aiming at increasing tourism, and demand for traditional crafts

The development of tourism through the construction of a city image is a collective action in need for synergies and coherence. Synergy is a situation in which the collective actions of several actors yield more positive output and impact than the separate action of each of the actors. Coherence is related to the perceived quality of the services offered by the city and their consistency with the promoted city image. Developing the tourist sector and preserving the living and cultural heritage of Saida should be collective action.

3. Networking and cooperation to create mechanisms of technology transfer in order to increase quality and quantity of production to meet market demand

It is important that tourists who visit the city, as well local consumers and expats, are able to find good quality products that meet their consumption requirements at the old souqs and surrounding markets. This axis of intervention should for example enhance the quality of services provided by hospitality businesses to meet international standards, develop products that commoditize and carry the image of the city, offer assistance to craftsmen to introduce adequate technology to their production processes, and develop mechanisms for quality control.

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