



Youth and Government in Action Shaping Smarter Tourism Services



10/26/2026



An Evidence-Based Project

01

Introduction and project overview

Background, objectives, scope and methodology

02

Legal framework and institutional context

Mandates, procedures, legal findings and gaps

03

Fieldwork and inspection process

Methods, observations, findings and constraints

04

Findings and needs

Gaps between law and practice, prioritized

05

Collaborative Engagement

Contributions, feedback and validation

06

The Digital Shift

Challenge → cause → response → function

07

Conclusions and recommendations

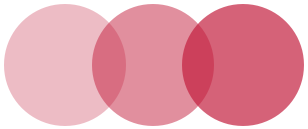
Prioritized actions for the Ministry

EVIDENCE

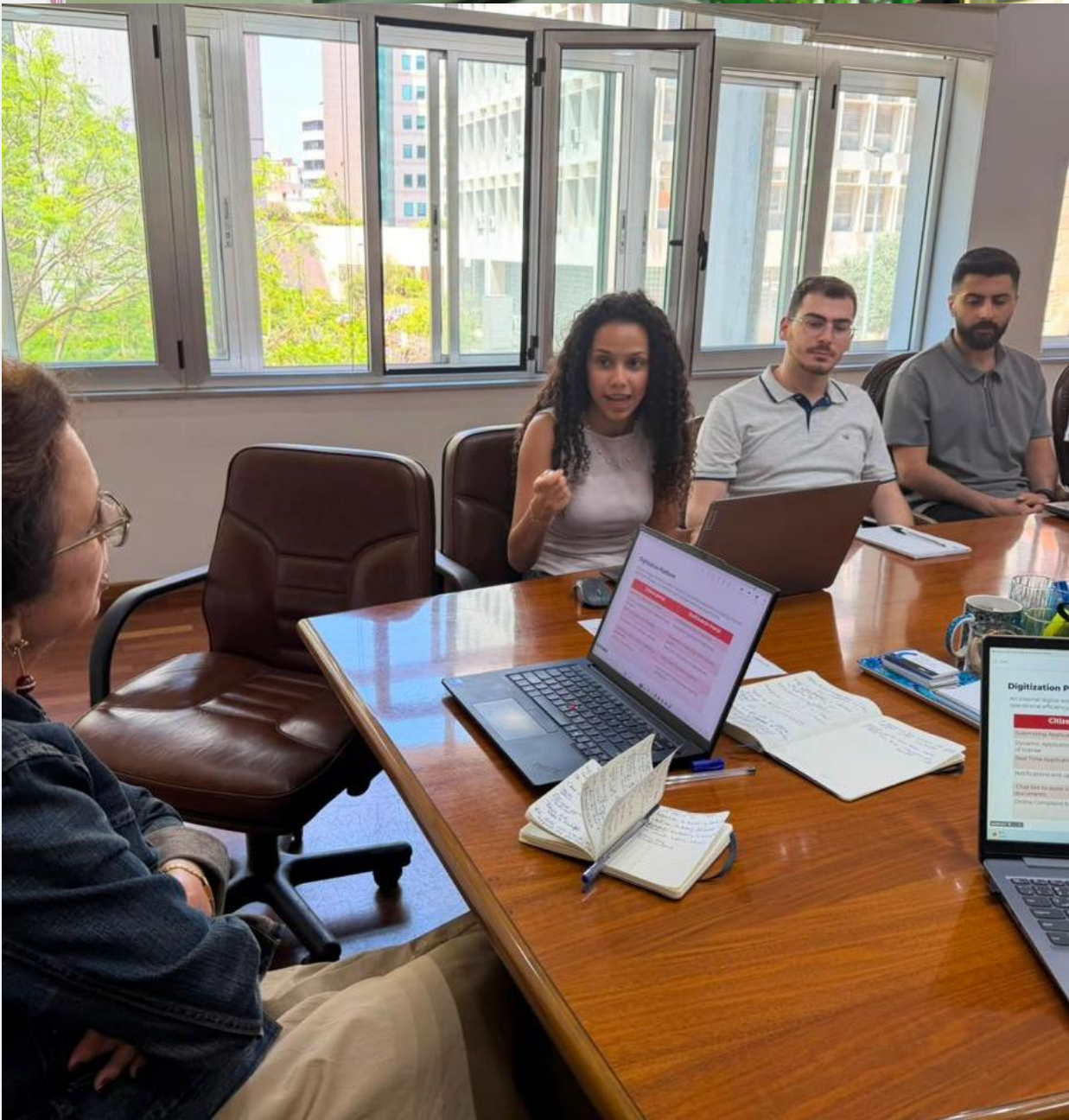
ANALYSIS AND SOLUTIONS

OUTCOMES

01



Introduction and Overview





Tourism in Lebanon and the role of licensing

Every tourism establishment must obtain a license from the Ministry of Tourism before operating

Overview of the sector

Tourism is a key pillar of Lebanon's economy, contributing an estimated **19.1%** of GDP and supporting approximately **144,300** jobs, or **18.3%** of national employment. It also sustains local businesses, livelihoods and cultural heritage, which makes clear and well-founded regulation essential to its long-term growth.

Licensing is managed by the Ministry of Tourism's Equipment Department through three units: Hotels & Accommodation, Restaurants & Nightlife, and Travel Agencies & Tourist Guides. Each business applies to the relevant unit and must meet the requirements of its activity and classification.

19.1%

of GDP

144,300

jobs supported

18.3%

of employment

Why licenses are needed

Quality standards

1

Licensing criteria set minimum standards for service, safety and hygiene that must be met before opening and maintained afterwards.

Tourist protection

2

Each category corresponds to a level of service, keeping prices consistent with services and giving tourists a reference when filing a complaint.

Monitoring and data

3

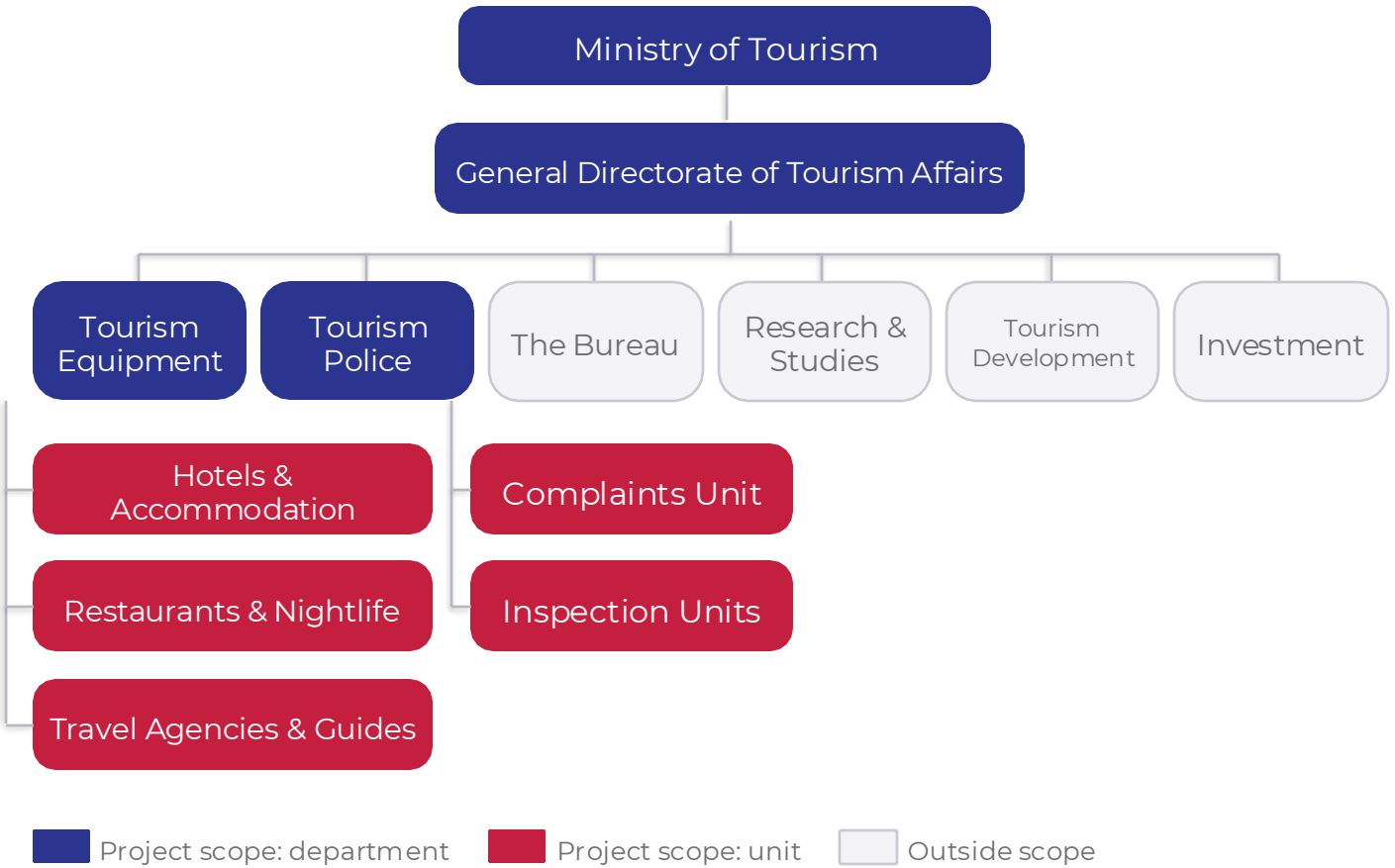
A register of licensed establishments allows inspections to be organized and sector growth to be monitored by region and category.

Legal compliance

4

A license authorizes an establishment to operate legally and facilitates its dealings with other public authorities.

The Project Scope



Tourism Equipment Department

Manages the application and issuance of licenses for tourism establishments, ensuring compliance with legal, technical and operational requirements. Through three specialized units, it reviews applications, coordinates technical inspections and issues approvals and licenses.

Tourism Police Department

Monitors tourism establishments, carries out regular and unannounced inspections, investigates complaints, ensures compliance with regulations and takes measures in case of violations. Its Complaints Unit receives, examines and follows up complaints; its inspection units verify compliance on site.



Creating a digitally enabled ministry

The long-term effectiveness of digital services depends on keeping the legal framework, administrative procedures, and operational resources aligned and up to date.

Project Goals

Review the legal framework

Check whether licensing decrees still fit today's reality.

See how licensing works in practice

Map the process through staff interviews and inspection visits.

Co-design solutions

Build fixes with Ministry staff, based on legal findings and real needs.

Start digitizing

Move licensing online as a first step toward a digital Ministry.

Legal and institutional reform

- Clarify the legal framework by reviewing regulated activities, licensing conditions, and enforcement responsibilities.
- Improve institutional capacity by identifying opportunities to strengthen coordination and the consistent application of rules.
- Support implementation through proposed legal and administrative changes, with tools helping put approved measures into practice.

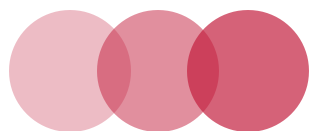
Digitization and digitalization

- Digitize records by converting paper files into structured digital data, with standardized names, locations, categories, and duplicate removal.
- Improve service delivery by reorganizing procedures through electronic forms, configurable workflows, application tracking, and shared information.
- Ensure reliable implementation through documented requirements and accurate, consistent data.

Long-term transformation

- Improve governance through clearer procedures, defined responsibilities, and consistent administrative practices.
- Support evidence-based decisions through reliable, consolidated data on tourism establishments and licensing status.
- Strengthen institutional capacity by connecting legal reform, licensing, and inspection with practical digital solutions.

02



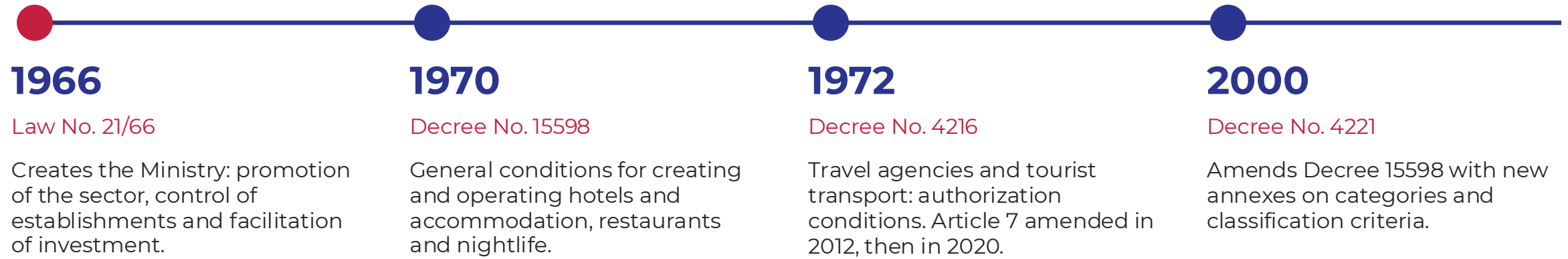
The Legal Lens





Four main legal text govern licensing process

The legal research reviewed the decrees and assessed their fit with today's sector and Ministry operations



Analytical reading

The core operating conditions date from 1970 and 1972. Later changes have been partial (new annexes in 2000, article-level amendments in 2012 and 2020) rather than a comprehensive revision. The framework therefore regulates the sector as it existed decades ago.

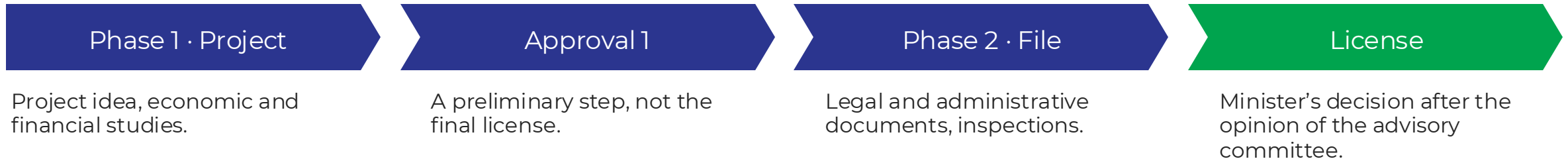
Research also found unclear requirements, complex procedures requiring repeated visits by investors and limited coordination between the public institutions involved. These gaps contributed to unlicensed establishments and exceptional licenses.



Starting a tourism business is a complicated procedure

The procedure an investor follows depends on the sector and the category of the establishment

2-Phase Process for Hotels, Food & Beverage, Travel Agencies and Tourism Transport



Exceptionally Tourist car rental, event car rental and ATV/UTV off-road vehicles: all documents are submitted at once, and the license is issued by ministerial decision after the opinion of the advisory committee, without a prior phase-1 approval.

Dispersed Requirements

Required documents are spread across texts, annexes and forms. Entrepreneurs struggle to identify which documents to prepare, which office to address and which conditions apply before opening, with a risk of interpretations varying between staff.

Implication For The Project

Before any procedure could be digitized, each service needed one written, agreed list of requirements and steps. This is why the team drafted a business requirements document per service before configuring forms and workflows.



Gaps between the legal framework and today's sector

As new tourism sectors emerge gaps in the existing decrees widen

1 Short-term rentals

Airbnb-type accommodation has no stand-alone category expressly defined in the texts.

2 Boutique hotels

A new category that has emerged and is not designated as an autonomous category in the legal texts.

3 Categories to re-evaluate

The relevance of some existing **tourism** categories, such as dance halls and hotel inns, needs to be reassessed.

Consequences observed in practice

Unclear requirements

Requirements are hard to identify and procedures are complex, which leads investors to repeated visits to the Ministry.

Limited coordination

Several public institutions intervene in licensing, with limited coordination between them.

Outdated decrees

The texts no longer reflect an evolving sector, so new tourism sectors fall between categories.

Irregular situations

Together, these gaps contributed to unlicensed establishments and to exceptional licenses.



Exceptional licenses: three levels, three solutions

Tourism licenses issued through exceptional decisions by Ministers, without a specific legal provision governing them.

Exceptional licenses refer to a category of licenses granted by a Minister outside the standard licensing procedure. No specific legal or regulatory provision establishes this category, the legal analysis classified these cases into three groups based on their underlying causes, degree of non-compliance, and complexity.

1

Uncompleted Standard Procedures

Situation: Requirements are incomplete or limited, and some investors have discontinued the application process due to its complexity, processing delays, or difficulty obtaining the required documentation.

Proposed approach: Establish a clear deadline for investors to submit the missing documents or complete the application, allowing the licensing process to proceed through the appropriate legal procedures.

2

Legal and Administrative Violations

Situation: Identified violations include failure to meet parking requirements, the operation of pubs in residential areas where such activities may be restricted, and the use of public sidewalks for outdoor seating without the required authorization.

Proposed approach: Conduct a case-by-case assessment through inspections to review the circumstances of each case and determine the appropriate course of action in accordance with applicable regulations.

3

Serious violations, irregular occupation

Situation: Serious violations include the unauthorized occupation of public property, rooftop installations requiring additional permits, and cases where personal connections (*wasta*) may influence decisions.

Proposed approach: Refer these cases to the Council of Ministers for review and coordination among the relevant authorities, where appropriate, to determine the necessary legal and administrative measures.



Unlicensed establishments and pending files

Identifying and classifying irregular cases is essential to ensure they are handled fairly and consistently.

Unlicensed Establishment

Limited Awareness of Requirements

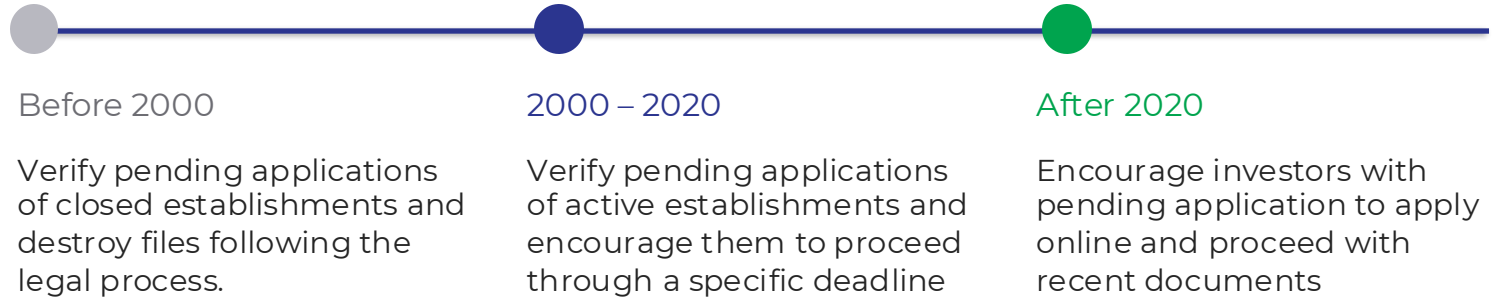
Some tourism establishments operate without obtaining the required license from the Ministry of Tourism, partly due to limited awareness of applicable licensing requirements and legal obligations. This highlights the need for clearer communication on licensing procedures and the conditions required for legal operation.

Limited Visibility and Fragmented Data

The rapid growth of the tourism sector, combined with the lack of an updated and comprehensive database of establishments, limits the Ministry's ability to identify, monitor, and inspect all operating businesses. This creates challenges in identifying unlicensed establishments, assessing compliance with the legal framework, and ensuring consistent regulatory oversight.

The Cases of Pending Files

A backlog of pending files, some dating back to before 2000, includes discontinued applications and closed establishments. Based on Law No. 162 dated 27/12/1999 National Archives & Destruction of Public Materials, the Y4G proposed a timeline to resolve these cases:





From diagnosis to legal and administrative suggestions

Key findings from the legislative review shaped the procedures and laid the foundation for platform development.

Legal Framework and Licensing Requirements

Review and update Decrees No. 15598/1970, 4216/1972, and 4221/2000 to reflect current tourism sector categories, clarify required documentation and the two licensing phases, simplify or remove outdated requirements, and revise travel agency bank guarantees to maintain their effectiveness as financial security for the Ministry.

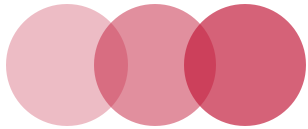
Inter-Agency Coordination and Information Exchange

Improve information exchange between the Ministry of Tourism and relevant stakeholders to clarify requirements and responsibilities for investors, facilitate coordination, and reduce the impact of delays caused by other authorities on licensing procedures.

Targeted Pathways for Regularizing Non-Compliant Cases

Inform unlicensed establishments, holders of exceptional licenses, and applicants with pending files of the applicable procedures, requirements, and deadlines based on their case classification. Establish clear pathways to bring non-compliant establishments into compliance with the legal framework while processing pending cases through the appropriate legal procedures.

03



The Field Perspective



Fieldwork Methodology

Three days in the field with inspectors to test our research against practice.

3

days
August

6

locations
Mount Lebanon

12

visits
with inspectors

30

surveys
quantitative

Planning

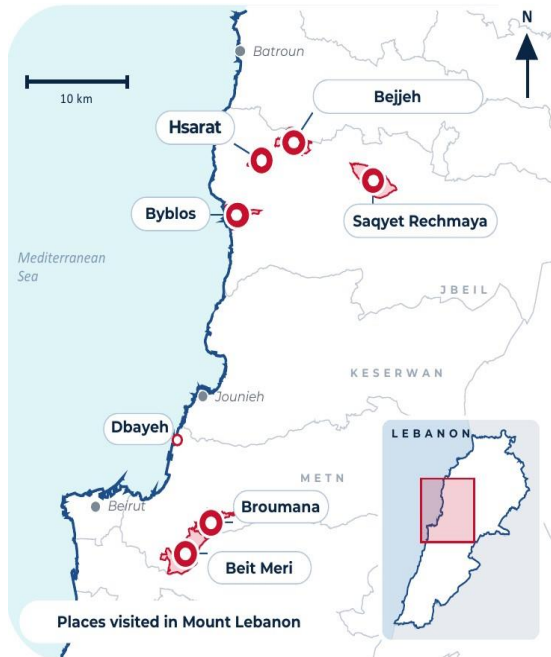
Locations and dates were selected based on the inspectors' schedule and the status of active files under review and processing.

Quantitative surveys

the team completed an observation survey based on their observations during every inspections

Qualitative interviews

The team conducted 3 interviews with inspectors after field visits discussing main challenges



Purpose of the fieldwork

Field observation and engagement with inspectors were used to validate research findings, deepen understanding of current practice and inform evidence-based policy recommendations and digital solutions.

1

Map the inspection process in practice, from planning and site visits to reporting and follow-up.

2

Identify opportunities to improve institutional coordination, regulatory implementation and service delivery.

3

Capture the perspectives of inspectors and establishments on how procedures translate into daily realities.



Inspection links legal standards with operating reality

Two inspection bodies share one cycle that still runs largely on paper.

From licensing to compliance: two inspection bodies

Tourism Equipment Inspection

Verifies that establishments meet the standards required for their license.

Tourism Police Inspection

Enforces regulations and responds to violations and complaints.

Inspectors are the Ministry's eyes on the ground: the external eye linking the Ministry and investors, the reality check verifying that licenses still reflect reality, and the front line of ethical governance.

The inspection cycle as mapped in the field

- 1** Planning
Requests arrive from head of units, complaints or routine plans and are assigned to inspectors.
- 2** Site visit
Inspectors go on site to the establishment and assess it against the standards of its category or validate its compliance with tourism regulations.
- 3** Reporting
Findings are recorded, at the time of the fieldwork, in paper-based reports.
- 4** Follow-up
Decisions, fines and corrective actions are followed up by the relevant department.



Operational Constraints and Current Practices

Resource limitations, coordination gaps, variations in inspection practices, and reliance on paper-based records shape operational efficiency and follow-up

FIELD OPERATIONS AND COORDINATION

WHAT WE OBSERVED

- Inspectors use their personal vehicles for field visits, struggle with fuel shortages and operate with limited logistical support and exposure to security risks.
Inspectors have limited access to the equipment needed for on-site assessments, including digital measuring tools.
- Coordination and information sharing across departments are limited.

OPPORTUNITIES TO STRENGTHEN

- Equip inspectors with the tools needed to conduct inspections effectively and ensure clear, official identification.
Establish digital procedures for assigning tasks, sharing updates and tracking pending actions across inspection teams.

PROCESSES AND RECORDS

WHAT WE OBSERVED

- Inspection approaches vary across teams, while practical guidance and training are not yet sufficiently standardized.
Paper-based reporting and limited record access make it harder to verify information, follow up on cases and track recurring issues.
Inspectors rely largely on experience and personal knowledge rather than common checklists.

OPPORTUNITIES TO STRENGTHEN

- Introduce a common digital inspection checklist to guide inspectors and ensure consistent documentation.
- Equip inspectors with shared procedures and practical instructions on how to inspect, document findings and report non-compliance.
- Establish searchable digital records so authorized staff can retrieve past reports, monitor follow-up and plan inspections.



A Connected Inspection Cycle

Recommendations arranged from immediate foundations to leadership action



STEP 1 · FOUNDATIONS

Immediate measures

Establish-specific digital checklists, evidence-based digital reports, assignments issued through a digital platform and official inspector identification. Inform investors of requirements and develop procedures and training.

Clearer obligations, better-informed owners

STEP 2 · PROCESSES

Connected processes

Connect licensing, complaints and inspection through a connected digital cycle. Add visit tracking, dashboards and shared case information between Equipment and Police, so each inspection leaves a record linked to the license.

Consistent practices, accessible records

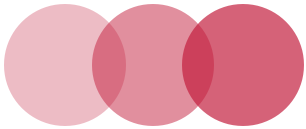
STEP 3 · LEADERSHIP

Leadership action

Review penalty levels and clarify legal powers on site. Record and justify every override of an inspector's finding. Provide transport and tools. Technology supports traceability; institutions provide authority and resources.

Equipped and coordinated operations

04



Key Findings





Discrepancy Between Laws and Practice

Legal analysis, fieldwork and staff feedback highlighted the same gaps; which were then prioritized to reflect the strength and nu reflections the number and strength of sources

Priority	Gap between requirement and practice	Legal	Field	Staff	Recommendation
1	Unclear requirements in the legal texts leaving gaps for differing interpretations	•	•	•	One written, agreed procedure per service
2	Decrees outdated; new touristic categories emerged but are not covered	•		•	Legal revision of decrees and categories
3	Paper based applications and fragmented data across units	•	•	•	A single, reliable registry
4	Limited visibility on file status; investors are required multiple visits for follow ups	•		•	Transparent, trackable applications
5	Inspections rely on each inspector's own judgment, without standard checklists or proper field equipment		•	•	Shared checklists, field equipment and digital inspection records
6	Limited coordination between departments and authorities	•	•	•	Shared information and an agreed order of approvals
7	The Ministry lacks human and financial resources and skills development opportunities	•	•	•	Ministry-wide plan for staffing, budget and training



Five Interlinked Challenges

Interviews and the legal review converged on the same pattern of constraints in licensing

01

Regulations and requirements

Outdated decrees, inconsistent documentation requirements, varying legal interpretations and limited guidance for applicants.

02

Manual processes and backlogs

Paper-based licensing, inspection and archiving; lengthy procedures with limited follow-up contributed to delays and backlogs.

03

Data and service tracking

Fragmented data across units, application status difficult to track and an outdated complaints system.

04

Resources and staff capacity

Weak infrastructure, limited funding, staff shortages, management vacancies and insufficient technical, inspection and management training.

05

Coordination and interoperability

Limited coordination among units and with other ministries, causing communication gaps and inconsistent follow-up.

Evidence based analysis

Legal review

decrees, categories and procedures

70+ interviews

staff across 2 departments and 3 units

Field visits

12 visits and 30 surveys with inspectors

Data consolidation

records of three units compared and cleaned



Root Cause Analysis

Repeated “why” questions help identify opportunities to improve the licensing process.

The licensing process faces legal and structural challenges that affect efficiency, consistency, and coordination.

1 WHY do licensing procedures involve multiple administrative steps and investor follow-ups?

2 WHY do existing decrees and regulations need to be reviewed to reflect current tourism categories, requirements, and sector practices?

3 WHY is licensing information fragmented across records and files?

4 WHY do dependencies on other ministries or authorities affect the sequence and completion of licensing steps?

ROOT CAUSE

An outdated regulatory framework, fragmented licensing data, and procedures requiring greater clarity, contribute to complexity and inconsistent application of licensing requirements.

Proposed Solutions

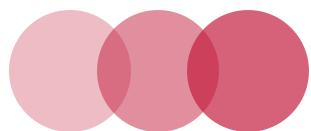
1 Standardize licensing procedures, clarify requirements, and update relevant decrees to ensure consistent application across units.

2 Review and update Decrees No. 15598/1970, 4216/1972, and 4221/2000 to reflect current tourism categories, licensing requirements, and sector needs.

3 Consolidate records into an updated, centralized database with consistent establishment classifications and application tracking.

4 Establish clear coordination procedures with relevant ministries and authorities to reduce external bottlenecks.

05



Collaborative Engagement





Working Inside the Ministry

Solutions were grounded in the actual needs and experience of Ministry employees

To gain a comprehensive understanding of operations, the Y4G team worked on-site daily at the Ministry, collaborating closely with staff to understand existing procedures, workflows, roles and responsibilities.

Through interviews with heads of units, inspectors and administrative staff, the team gathered firsthand insight into daily operations, identified key challenges and developed solutions with the people who would use them.

70+

interviews

2

departments

3

units

Participants included Ministry team, Director General, heads of units, inspectors and administrative staff in the Tourism Equipment and Tourism Police departments.

1

Working hand in hand

A close working relationship and regular communication allowed the team to work directly inside the licensing units.

2

Assessing procedures and their legal basis

Each procedure, document and responsibility was mapped and checked against the laws and decrees that govern it.

3

Developing the platform

Reviewed procedures were translated into digital workflows adapted to how staff and applicants interact.

4

Testing, feedback and refinement

The platform was demonstrated to staff throughout development, and their feedback refined workflows and features.

Complementary Contribution

Neither side could have produced the solutions alone; knowledge flowed in both directions

Y4G interns

- Legal research and the classification of irregular files.
- Process mapping, interviews and fieldwork documentation.
- Business requirements per service and the design of the platform.
- Data consolidation, development, training and simulations.
- Platform digitization with dynamic features to reflect reality



FINDINGS
VALIDATION
FEEDBACK

Ministry staff

- Operational knowledge of procedures, roles and exceptions.
- Field access through inspectors and their perspective on constraints.
- Validation of requirements and workflows against daily work.
- Feedback in demonstration sessions that shaped each iteration.



Tested against reality

The Ministry's employees feedback shaped the platform, and development focused on understanding the people who will use it

The team held multiple feedback sessions with employees across all roles involved in the platform, to ensure it reflected their daily work, simplified existing processes and met their needs.

Their feedback directly shaped continuous improvements to workflows, features and user interactions.



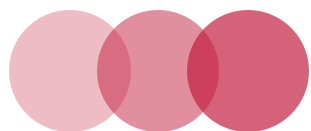
A continuous cycle across development, so that the platform was built not just for staff, but with them.

Preparing for the future

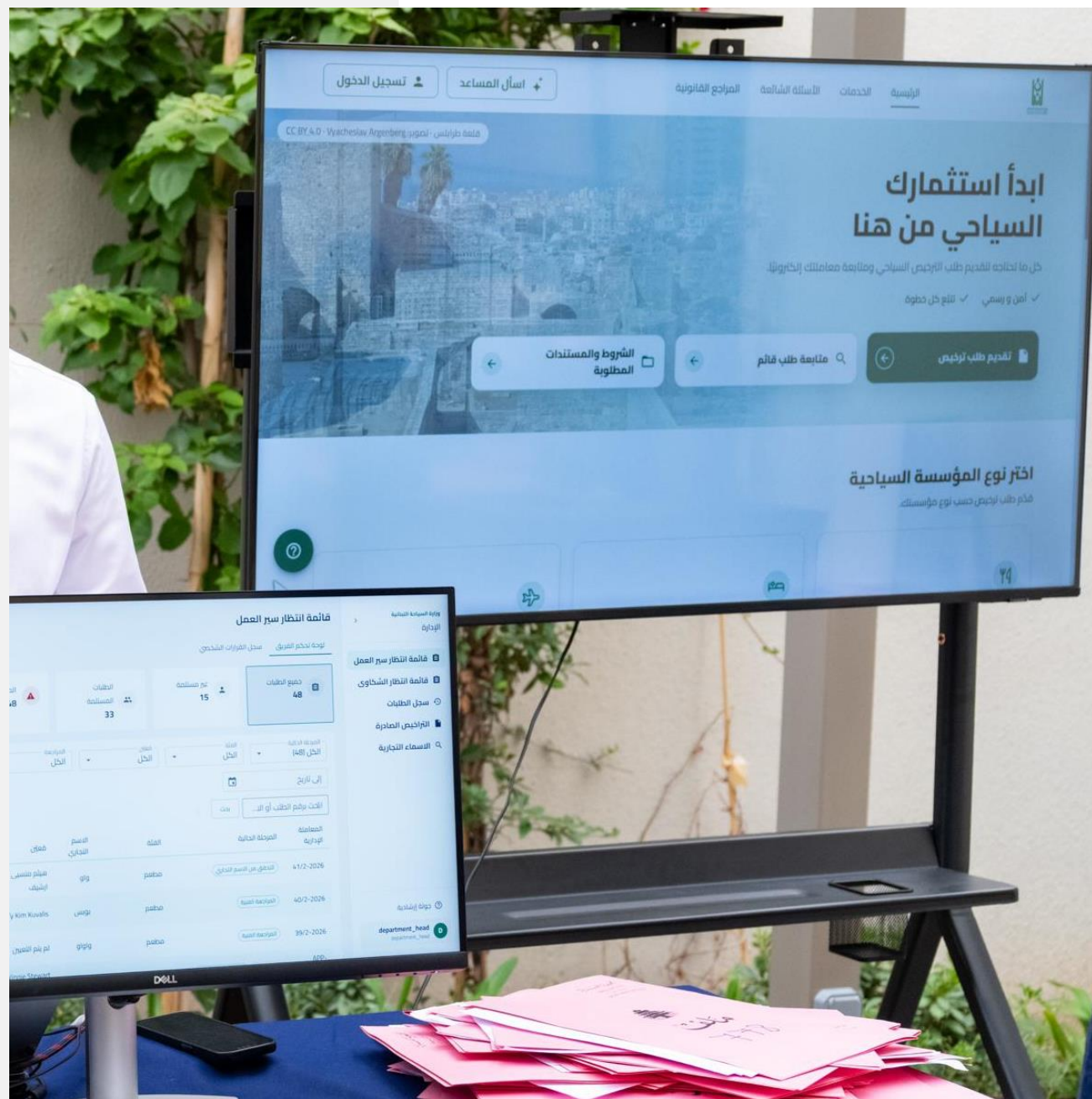
- 1 Needs assessment. Identified the training requirements of staff by role.
- 2 IT training and simulations. Hands-on sessions to prepare employees to use the platform.
- 3 Phased rollout plan. A gradual transition to support adoption among staff and citizens.
- 4 Maintenance and channels. Ongoing maintenance, communication and feedback channels for long-term transformation.

Staff capacity and training are essential to successful digital transformation. Ensuring that teams have the skills and support to use the platform effectively will help translate digital processes into everyday practice, strengthen adoption, and sustain the shift from paper-based to digital workflows.

06

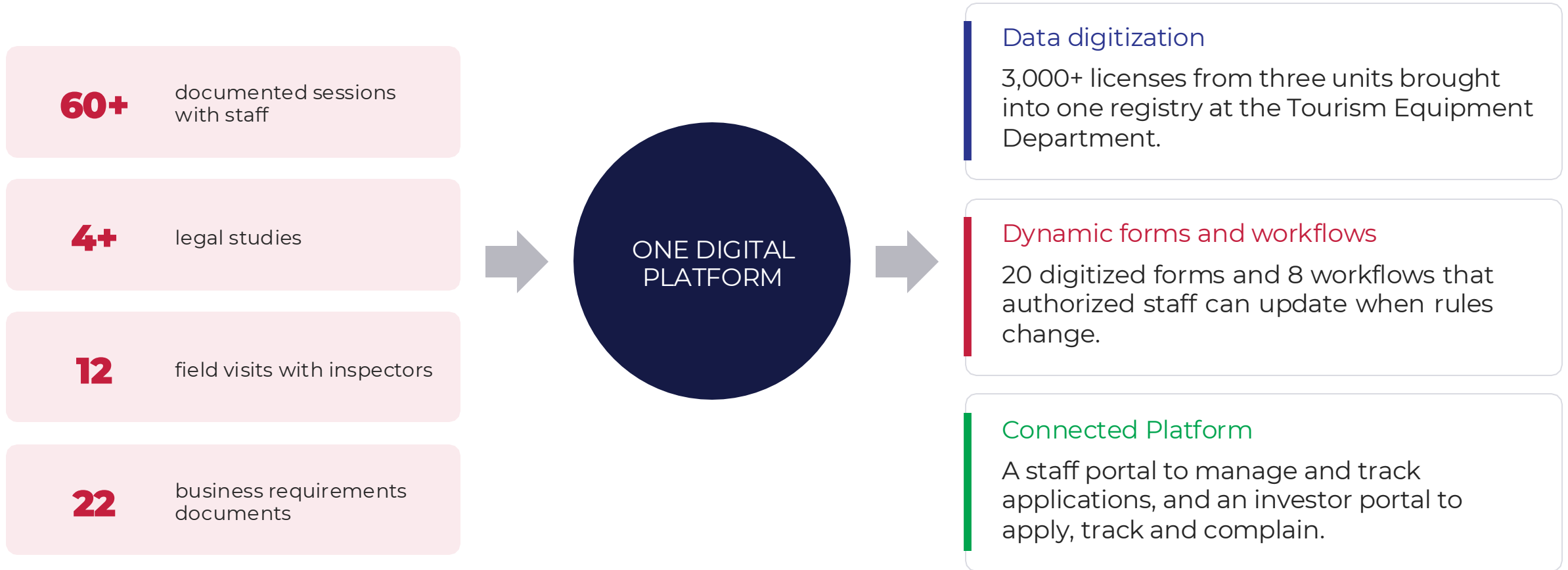


The Digital Shift



From assessment to one digital platform

The evidence gathered in earlier stages became the specification of three connected components



Data Digitization

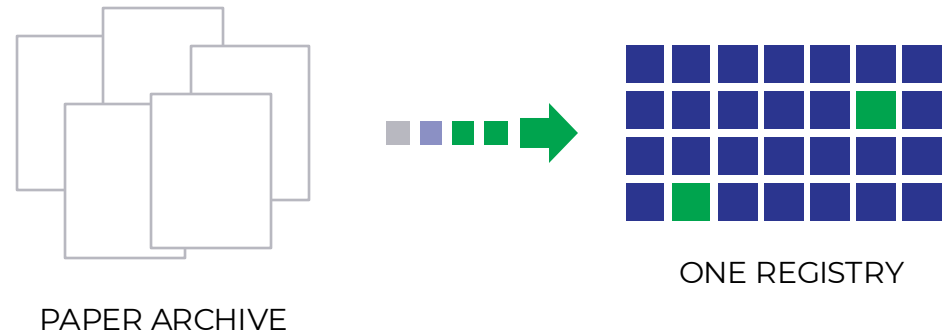
Digitization went beyond transferring paper records to a screen; it involved cleaning, consolidating, and structuring data to establish a reliable registry that enables the Ministry to support informed decision-making.

Current Situation

Ministry records were compared with tourism establishment data collected from available Google Maps data in June 2025, using establishment information and user reviews to assess data accuracy and activity. The four-month gap highlights how quickly the tourism sector evolves, with establishment numbers and operational status changing over time.

Building a Reliable Tourism Registry

The project established a foundation for a reliable tourism registry by standardizing, cleaning, and consolidating more than 3,000 license records from three Ministry units into a single digital database. This process improved data consistency and accessibility, creating a stronger basis for tracking tourism establishments and supporting informed decision-making, effective oversight, and future licensing improvements.



Category	Total Number	Operational	Closed / Flagged	User Reviews
Food & Beverage	13,195	12,747	448	901,908
Hotels & Accommodations	3,091	3,053	38	177,733
Travel Agencies	615	610	5	23,196
Car Rental	215	214	1	7,821
Grand Total	17,116	16,624	492	1,110,658



Dynamic Forms and Workflows

Dynamic forms were designed around the legal licensing requirements enabling a more flexible and practical platform experience

Every licensing procedure at the Ministry is defined by a legal text. Decrees and ministerial decisions specify the information an investor must provide, the documents to attach, the conditions to meet and the officials who must approve.

The scope is also broad, encompassing a large number of license categories across three sectors. Most services follow two phases (approval, followed by investment license), in addition to requests for transfers, pricing and certificates. Each has unique forms, documents and approval chains.

In a conventional system, every form and approval chain is entered into the software. Any legal change then becomes a formal change request involving analysis, development, testing and deployment by an external vendor, often taking longer than the legal change itself.

	Hard-coded system	Configurable platform
Who applies a legal change	Developers	Authorized Ministry staff
Time to apply it	A full development and release cycle	A configuration step followed by approval
Dependency	External vendor	The Ministry's own team
Files already in progress	At risk of breaking	Protected by versioning
Where the rules live	Hidden in source code	Visible in forms, workflows and requirement documents



Forms Designed on Screen

The form builder enables authorized employees to adapt applications, complaints, and inspection reports to specific licensing categories, phases, and workflow, ensuring consistency while allowing forms to evolve with operational and administrative needs.

1 Sections and layout

Fields are grouped into sections and reordered by drag and drop; forms can be exported and imported between environments.

2 Rich field types

Text, numbers, dates, dropdowns, choice cards, tables, star ratings and file uploads with allowed types and "original required" flags.

3 Smart fields

Business name with availability check, investor full name, nationality, parcel number, owner or tenant, applicant type.

4 Location fields

Cascading governorate, district, town and locality, with an optional map pin checked against district boundaries.

5 Validation rules

Required fields, phone and email formats, minimum age, and Arabic-script checks with an option to accept both languages.

6 Conditional logic

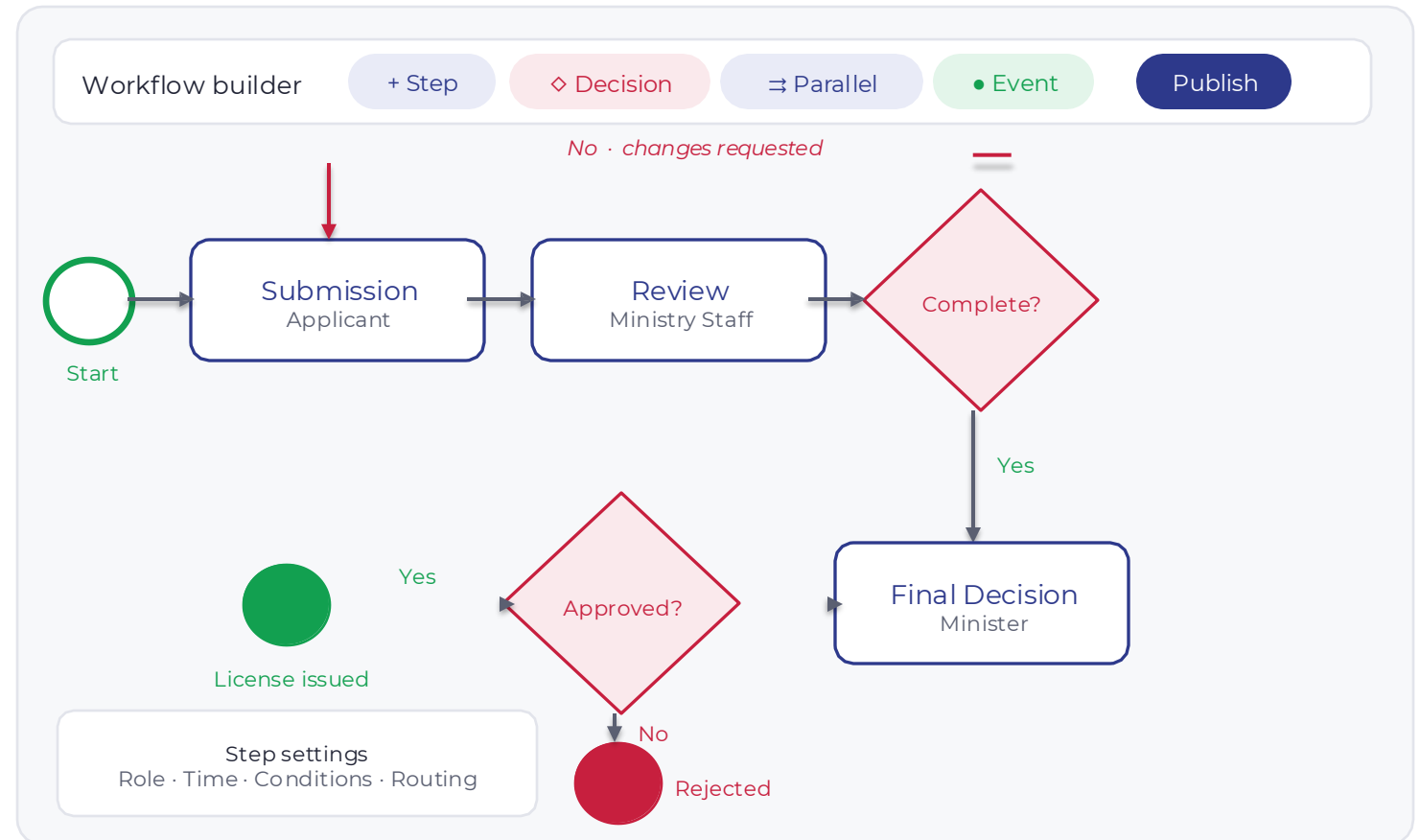
Fields or entire sections appear only when conditions are met, for example company versus individual; hidden answers are never submitted.

Workflow Builder

Procedures can be configured through sequential steps and decision points allowing employees to update and publish revised versions without additional coding

Approval chains are modelled in a visual workflow builder. Each step defines the responsible role, an estimated processing time to detect delays, and the required conditions before a decision, such as complete documents, mandatory comments or uploaded reports.

Routing rules determine where a file goes after each decision: approval, rejection, changes requested from the investor, a required office visit, forwarding, escalation or an inspection request. Steps can run in parallel, and each published change creates a new version. Workflows are stored in the international BPMN 2.0 standard, which keeps them portable and independent of any single vendor.





Connected Platform

One platform connects the public, investors, and Ministry staff through dedicated access points for tourism licensing, service requests, and administrative workflows.

Before the platform, applying for a tourism license meant submitting paper files at the Ministry, returning repeatedly to follow up, and relying on phone calls or personal contacts to learn the status of a file. Inside the Ministry, dossiers moved physically between offices, and complaints were handled informally without systematic tracking.

The online platform replaces this with a single web application, fully available in Arabic, serving three audiences through dedicated entry points.

1 Public area

- Open to everyone, no account needed
- Browse license categories, phases and required documents.
- Submit a complaint.
- Consult frequently asked questions.

2 Investor portal

- For individuals and companies seeking tourism licenses
- Register with email verification.
- Submit and track applications and additional requests.
- Provide additional documents or data needed from staff members.

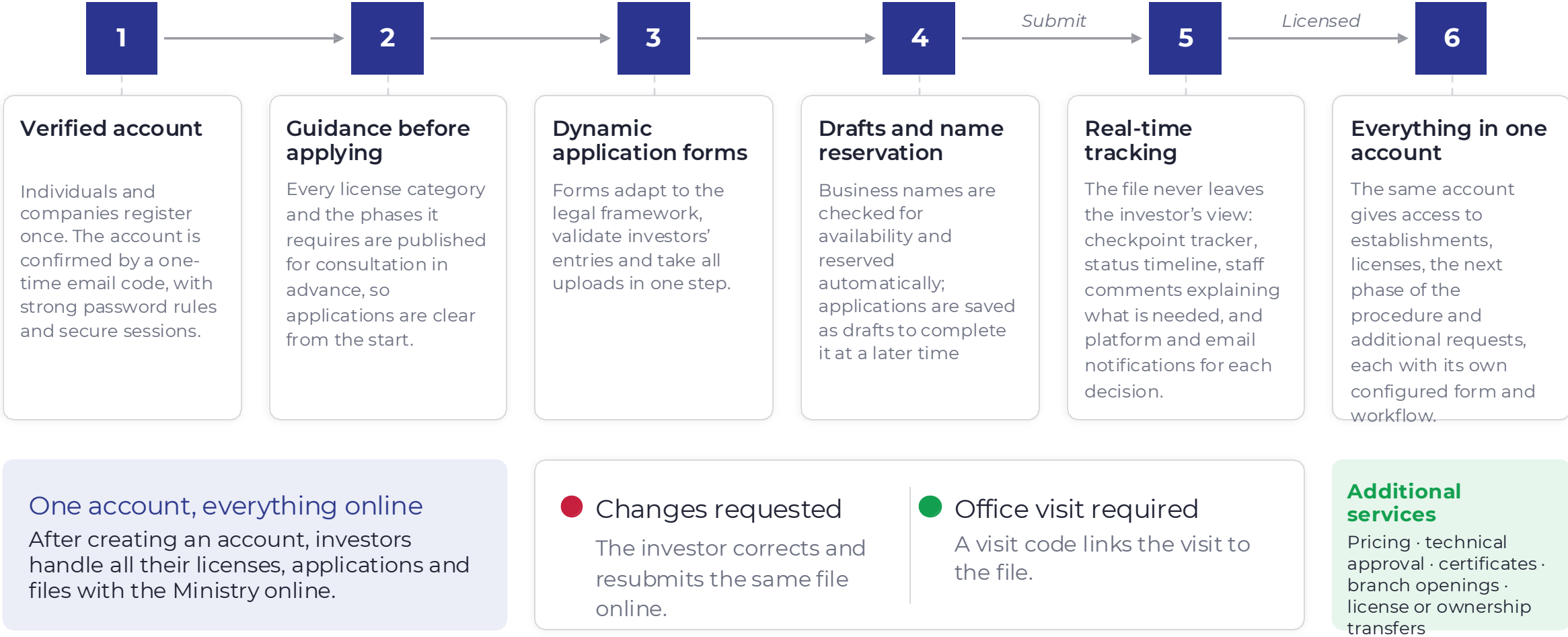
3 Staff portal

- For Ministry employees, according to their role
- Process files through role-based work queues.
- Manage licenses, complaints and printing.
- Monitor performance through dashboards.
- Configure forms, workflows and users.



The Investor Portal

A single portal to apply for, track, and manage tourism services.



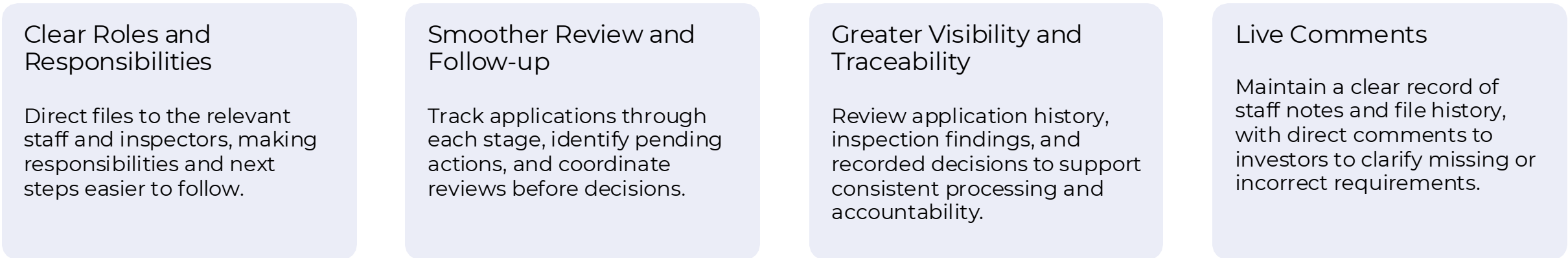


Behind the Screen

A structured workflow strengthens accountability, traceability, and coordination from file assignment and inspection to review and license issuance.



Simplifying Daily Operations





Enhanced Visibility and Oversight

Automated notifications and performance dashboards improve communication, monitor licensing progress, and support timely, data-driven decisions.

Notifications

Every significant event triggers a notification, delivered instantly in the platform and by email.

For investors

- Submission received
- Approval or rejection
- Changes requested
- Office visit required, with reminders
- License issued
- Next phase available

For staff

- File assigned or queued
- File ready for decision
- File resubmitted by the investor
- License awaiting validation
- Configuration change to approve

Dashboards

Dedicated dashboards serve the Minister, employees and the review of imported data. Each dashboard is automatically limited to the user's department or unit.

Applications
by status, category and unit

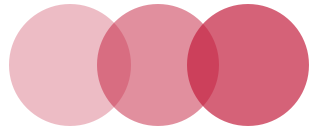
Processing time
average per phase

Late steps
actual against estimated time

Workload
performance per employee

Filters by period, category, governorate, district, unit, phase and employee, allow bottlenecks to be located precisely, for instance the step or unit where files most often exceed their estimated processing time.

07



Conclusion and Recommendations

10/26/2026





Prioritized Recommendations

Prioritized by urgency and responsible stakeholder, each recommendation is linked to the findings presented in the preceding sections.

IMMEDIATE

Institutional ownership

Start the process to integrate the platform into the Ministry's daily operations and periodic updates to reflect evolving needs.

Rollout and support

Continue the phased rollout with role-specific training, ongoing staff support, and structured feedback to guide improvements.

Service continuity

Ensure reliable and resilient infrastructure to support continuity of operations, system reliability, and ongoing maintenance.

SHORT TERM

Legal and administrative

Engage unlicensed establishments by clarifying licensing requirements and promoting online applications to facilitate lawful operation

Inspection

Standardize inspections through digital checklists and digitized inspection reports to support consistency, traceability, and accountability.

Coordination

Strengthen coordination with external stakeholders through clearer communication and aligned administrative procedures.

MEDIUM TERM

Legal revision

Amend Decrees 15598/1970, 4216/1972 and 4221/2000 and revise categories and requirements

Enforcement

Strengthen enforcement of violations and fines aligned with the current Lebanese Lira value, digital inspection checklists, and adequate field equipment.

Future development

Link licensing, complaints and inspection; extend to further services and use dashboards to have more visibility.



Prioritized Recommendations

Linking licensing, inspections, and data strengthens the Ministry's oversight and supports more consistent, evidence-based decisions.

Coherent regulation facilitated investment knowledge of the sector quality and protection

A concerted revision of texts agreeing with other authorities progressively consolidating a better linking complaints, and categories would clarify requirements; and common processing rules would ensure equal treatment.	on a shared path and order of approvals, with identified contacts, would help resolve pending files for potential investors.	national registry, updating statuses and governing data access; and defining indicators on delays would inform decisions.	inspections and decisions to target risks, and sharing aggregated results, would strengthen public trust.
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Implementation Tracks To Agree Together

Interoperability

A roadmap with management, syndicates and external stakeholders, with agreed responsibilities and follow-up systems.

Support

Developing staff capacity, clarifying responsibilities, and supporting professional growth can further enhance governance and administrative efficiency.

Continuity

Ensure reliable infrastructure through backup power, secure data backups, stable connectivity, and ongoing technical maintenance.



One Project, Three Tracks

Each project phase builds on the findings of the previous one, creating an evidence-based solution.

01

The legal framework
set the foundation

The decrees establish the Ministry's licensing mandate and procedures. Their review identified outdated provisions, emerging activities, dispersed requirements, and pending cases, defining the legal framework and constraints that informed the project's analysis and proposed solutions.

02

Youth and Ministry staff
translated findings into solutions

Through close collaboration with licensing units and inspectors, Y4G interns and Ministry staff tested legal findings against daily practice, translating them into proposed legal amendments and a digitized solution to process licenses

03

The platform and digitization
respond to the identified needs

A consolidated registry, dynamic forms and workflows, and two dedicated portals translate reviewed procedures into practical solutions, improving investor transparency, providing management with reliable data, and addressing the needs identified by staff, inspectors, and investors.

70+

interviews with
Ministry staff

3

tourism licensing
units

12

inspection visits

3,000+

licenses in one
registry

20

digitized forms

2

staff and investors
portals



Reform Built On Law And Delivered With The Ministry

Legal analysis identified the challenges, collaboration shaped the responses, and digitization translated them into practical solutions.

Overall assessment

The project approached licensing reform through a legal and institutional lens, using the legal framework to establish the Ministry's mandate and fieldwork to assess inspection cycles in the licensing process. The findings informed targeted recommendations and platform features aligned with actual operational needs.

Institutional contribution

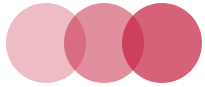
Through co-design, young graduates and Ministry staff combined research, legal analysis, and operational expertise to develop practical reforms, inspection recommendations, service requirements, and a consolidated registry of 3,000+ licenses.

Key transformation

A more coherent tourism licensing system brings together the legal framework, administrative procedures, institutional knowledge, and digitized data, creating a stronger basis for consistent decision-making, improved oversight, and adaptation to changing regulatory and operational needs.

Longer-term vision

Embedding licensing reform within the Ministry's broader tourism strategy requires continuous legal and administrative improvements, integrated licensing, stronger inspection capacity, and continuous operations development as the tourism sector expand.



Thank You!

