Supporting Institutional Capacity of Al-Quds Tourism and Heritage Council (ATHC)

Project Closure Meeting

December 23rd, 2020

Prepared by:

DinarStandard
GROWTH STRATEGY RESEARCH & ADVISORY
Brand name of Strategy Insights, Inc.

Prepared for:

COMCEC
Al-Quds Program
AGENDA

1. Project Objectives & Scope
2. Summary of Deliverables
3. Training Needs Assessment Process
4. Training
5. Alternative DMO Models
6. Organizational Structure and Performance Management Process
7. HR Policies and Procedures
8. Funding Models and Sustainable Funding Strategies
9. Summary of Recommendations
Supporting Institutional Capacity of ATHC

Project Objectives & Scope

**OBJECTIVES**

- Identify qualifications and competencies required
- Assess current competencies of ATHC staff
- Identify training needs based on competency gaps

**CORE SCOPE AREAS**

**Determine ATHC personnel training needs**
- Develop training modules & deliver training programs

**Develop training modules & deliver training programs**
- Develop learning objectives
- Develop training modules content
- Conduct training programs
- Evaluate training

**Recommend Organization Structure & HR needs**
- Recommend DMO organization structure & alternative models
- Conduct training programs
- Evaluate training

**Recommend sustainable self-funding opportunities**
- Recommend sustainable long-term funding opportunities for ATHC
AGENDA

1. Project Objectives & Scope
2. Summary of Deliverables
3. Training Needs Assessment Process
4. Training
5. Alternative DMO Models
6. Organizational Structure and Performance Management Process
7. HR Policies and Procedures
8. Funding Models and Sustainable Funding Strategies
9. Summary of Recommendations
Supporting Institutional Capacity of ATHC

Summary of Deliverables

1. Concept Note For Competencies and Qualifications Required for ATHC Staff
2. Training Needs Assessment
3. Training Modules
4. Training Delivery and Recorded Videos
5. Alternative DMO Models
6. Organizational Structure and Performance Management Process
7. HR Policies and Procedures
8. Funding Models and Sustainable Funding Strategies
AGENDA

1. Project Objectives & Scope
2. Summary of Deliverables
3. Training Needs Assessment Process
4. Training
5. Alternative DMO Models
6. Organizational Structure and Performance Management Process
7. HR Policies and Procedures
8. Funding Models and Sustainable Funding Strategies
9. Summary of Recommendations
Supporting Institutional Capacity of ATHC

Training Needs Assessment Process

1. Mapped DMO activities against competencies required

<table>
<thead>
<tr>
<th>DMO Activity</th>
<th>Specific Activities</th>
<th>Competency/Performance Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Product Development</td>
<td>Develop destination brand strategy aligned with the destination strategic vision</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Develop destination products and experience</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Promote tourism culture in the destination</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Engaging with stakeholders and buildings partnerships</td>
<td></td>
</tr>
<tr>
<td>Pricing Guidance</td>
<td>Monitoring and evaluation of marketing activities</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Conduct pricing research</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Engaging with stakeholders and buildings partnerships</td>
<td></td>
</tr>
<tr>
<td>Distribution Support</td>
<td>Conduct distribution channels research</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Engaging with stakeholders and buildings partnerships</td>
<td></td>
</tr>
<tr>
<td>Destination Promotion</td>
<td>Plan and carry out destination promotion activities</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Engaging with stakeholders and buildings partnerships</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Monitor effectiveness of promotion activities</td>
<td></td>
</tr>
<tr>
<td>Operational</td>
<td>Visitor Experience Management</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Managing and ensuring quality visitor experience</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Conduct visitor profile and satisfaction research</td>
<td></td>
</tr>
<tr>
<td>Stakeholders’ Coordination</td>
<td>Engaging with stakeholders and buildings partnerships</td>
<td></td>
</tr>
<tr>
<td>Industry Support</td>
<td>Disseminate relevant information to industry players</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Support industry’s human resources development</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Promote interaction and cooperation of industry players</td>
<td></td>
</tr>
</tbody>
</table>

2. Interviews with ATHC Staff

3. Mapping knowledge gaps & determining training priorities

### Table 1: DMO Activities and Competency/Performance Areas

<table>
<thead>
<tr>
<th>DMO Activity</th>
<th>Specific Activities</th>
<th>Competency/Performance Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Product Development</td>
<td>Develop destination brand strategy aligned with the destination strategic vision</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Develop destination products and experience</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Promote tourism culture in the destination</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Engaging with stakeholders and buildings partnerships</td>
<td></td>
</tr>
<tr>
<td>Pricing Guidance</td>
<td>Monitoring and evaluation of marketing activities</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Conduct pricing research</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Engaging with stakeholders and buildings partnerships</td>
<td></td>
</tr>
<tr>
<td>Distribution Support</td>
<td>Conduct distribution channels research</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Engaging with stakeholders and buildings partnerships</td>
<td></td>
</tr>
<tr>
<td>Destination Promotion</td>
<td>Plan and carry out destination promotion activities</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Engaging with stakeholders and buildings partnerships</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Monitor effectiveness of promotion activities</td>
<td></td>
</tr>
<tr>
<td>Operational</td>
<td>Visitor Experience Management</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Managing and ensuring quality visitor experience</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Conduct visitor profile and satisfaction research</td>
<td></td>
</tr>
<tr>
<td>Stakeholders’ Coordination</td>
<td>Engaging with stakeholders and buildings partnerships</td>
<td></td>
</tr>
<tr>
<td>Industry Support</td>
<td>Disseminate relevant information to industry players</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Support industry’s human resources development</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Promote interaction and cooperation of industry players</td>
<td></td>
</tr>
</tbody>
</table>

### Concept Note For Competencies Required for ATHC

**Example**

**Deliverable**

**Step**

1. Mapped DMO activities against competencies required

2. Interviews with ATHC Staff

3. Mapping knowledge gaps & determining training priorities

### Training Needs Assessment

#### 2.4.1. Module 1: Tourism Strategy

This module will introduce participants to the latest trends and tools in tourism strategy to enable them to gain necessary knowledge, skills and practice to develop, deliver and monitor effective destination development strategies and activities. This module was amended based on feedback from the in-depth interviews to include sustainable destination management strategies.

**Activity**: Participants will present in small groups strategic plans related to the technical visit sites from their choice (participants apply what they learnt)

**Learning objectives**

- Understand the key concepts in tourism strategy
- Discuss Sustainable destination management strategies
- Understand the interconnectedness of destination competitiveness and sustainability
- Understand how to incorporate community-based tourism as part of the tourism strategy
- Apply a framework for developing a destination development strategy

**Initial Topics covered / Learning objectives**

- Introduction to Tourism Product Development
- Analyze the tourism product
- Product development checklist
- Understand Competitor Conditions
- Analyze Factors Influencing Success
- Sustainable Tourism as a Development Tool
- Destination Branding
- Case Studies and Best Practice Examples

**Amended Topics covered / Learning objectives**

- Understand Tourism Product Development
- Analyze Culture as Tourism Product
- Understand Product Development Checklist
- Analyze Competitor Conditions
- Analyze Factors Influencing Success
- Sustainable Tourism as a Development Tool
- Destination Branding
- Case Studies and Best Practice Examples
- Implement Tourism Product Development System and Methods
AGENDA

1. Project Objectives & Scope
2. Summary of Deliverables
3. Training Needs Assessment Process
4. Training
5. Alternative DMO Models
6. Organizational Structure and Performance Management Process
7. HR Policies and Procedures
8. Funding Models and Sustainable Funding Strategies
9. Summary of Recommendations
Interactive Virtual Workshops

A variety of tools and techniques were utilized to convert the workshop into a highly interactive one.

Reduced duration

- 3-hour sessions
- Spread over 10 days
- Total training is 30 hours

Interactive Sessions

- Group discussion
- Interactive lectures

Multiple Digital Tools

- Google Spreadsheets
- Videos
Supporting Institutional Capacity of ATHC

Training Modules

1. Tourism Strategy

1. Introduction to Tourism Strategy
2. Destination Tourism Strategy Framework
3. Linking Destination Competitiveness to Sustainability
4. Sustainable Destination Management Strategies
5. Introduction to Community-Based Tourism
6. A Market-Approach to Community-Based Tourism
Supporting Institutional Capacity of ATHC

Training Modules

2. Tourism Product Development & Marketing

1. Introduction to Tourism Product Development
2. A Framework for Tourism Product Development
3. Integrating Sustainability in Tourism Product Development
4. Culture as a Tourism Product
5. Positioning, Image and Branding of Tourism Destinations
6. Digital Marketing Platforms and Tools
Supporting Institutional Capacity of ATHC

Training Modules

3. Destination Management

2. Trends and Issues in Destination Management.
3. Stakeholder Engagement
4. Building Partnerships
5. Performance Monitoring
6. DMO Funding Strategies
## Supporting Institutional Capacity of ATHC

### Training Modules – Sample Output from Activities

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>abundance of touristic sites</td>
<td>Language barrier</td>
<td>New Markets (UAE, Bahrain)</td>
<td>Israeli regulations (taxes, zoning, etc)</td>
</tr>
<tr>
<td>Centrality of city</td>
<td>Pol situation</td>
<td>Attracting Muslim Tourists</td>
<td>Not controlling the border</td>
</tr>
<tr>
<td>positive investment outlook</td>
<td>increased cost due to taxation</td>
<td>Integrating with the Israeli system to benefit from it?</td>
<td>Cultural appropriation by Israeli Side (presenting Palestinian heritage as Israeli Heritage )</td>
</tr>
<tr>
<td>Human resources abundant</td>
<td>neglect of infrastructure (lighting, signage, etc.)</td>
<td>Active NGO/int'l org: COMCEC, EU</td>
<td>Israeli market attracts the most skilled Human resources</td>
</tr>
<tr>
<td>aurhentic city/tourism products</td>
<td>lack of funding support for industry</td>
<td>Possibility for cooperation on tourism with Israeli Side Win-win?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>no clear marketing strategy</td>
<td>potential strong products culinary tourism and CBT</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Market dominated by SMEs</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>No influence on tourism policies</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>negative perceptions troubled area</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Supporting Institutional Capacity of ATHC

Training Modules – Sample Output from Activities

<table>
<thead>
<tr>
<th>Al Quds Vision</th>
</tr>
</thead>
<tbody>
<tr>
<td>make Al Quds central well-known memorable worth revisiting = making al Quds a hub showcasing its culture and its uniqueness. A global (attracting tourists from allover) open diverse city.</td>
</tr>
<tr>
<td>Cultural uniqueness</td>
</tr>
<tr>
<td>Community-based tourism</td>
</tr>
<tr>
<td>Holy land old city</td>
</tr>
<tr>
<td>To be the hub of authentic holy land experiences</td>
</tr>
<tr>
<td>multi-cultural and multi-interest destination</td>
</tr>
<tr>
<td>Our vision is to make al Quds a unique destination offering memorable experience</td>
</tr>
</tbody>
</table>

Vision statement for Al Quds tourism

Crafted by Dr Morrison

Al Quds (Jerusalem) is the hub for authentic and highly memorable Holy Land tourism experiences. With strong community support and involvement, Al Quds is a world tourism city known for its inclusiveness, openness, and harmony among its various peoples. Al Quds is truly a jewel in the crown of Jerusalem’s tourism and is a year-round destination drawing visitors from all corners of the globe and for many different purposes.

The several treasured cultural sites and buildings are the flagship attractions in Al Quds; however, there are many other unique and multicultural experiences for visitors to the city including food tourism, cultural and craft districts, festivals, and the Trails of History and Discovery. Above all, the distinctive Palestinian hospitality and warmth of welcome makes people return time after time to Al Quds.

An outstanding destination management organization champions and coordinates tourism in Al Quds. A highly professional marketing and branding program is in place locally, regionally, and worldwide. There is a clear destination vision that is being pursued based on a 10-year tourism master plan that emphasizes sustainable tourism principles.
AGENDA

1. Project Objectives & Scope
2. Summary of Deliverables
3. Training Needs Assessment Process
4. Training
5. Alternative DMO Models
6. Organizational Structure and Performance Management Process
7. HR Policies and Procedures
8. Funding Models and Sustainable Funding Strategies
9. Summary of Recommendations
Supporting Institutional Capacity of ATHC

Alternative DMO Models

Recommendations for ATHC

ATHC’s current adoption of the private model with various private entities joining in the form of a non-governmental organization is the logical and feasible choice at this stage.

With respect to governance model, given the current composition of ATHC’s board with various tourism stakeholders being part of the organization, the entrepreneurial model, which in effect is the closest to the community model, would be the most suitable for adoption.
AGENDA

1. Project Objectives & Scope
2. Summary of Deliverables
3. Training Needs Assessment Process
4. Training
5. Alternative DMO Models
6. Organizational Structure and Performance Management Process
7. HR Policies and Procedures
8. Funding Models and Sustainable Funding Strategies
9. Summary of Recommendations
Supporting Institutional Capacity of ATHC

Organizational Structure
Supporting Institutional Capacity of ATHC

Performance Management Process

- Having clear Organization Strategy & Objectives
- Performance Planning
- Reward
- Performance Appraisal
- Performance Development
- Monitoring & Feedback
- Performance Review
AGENDA

1. Project Objectives & Scope
2. Summary of Deliverables
3. Training Needs Assessment Process
4. Training
5. Alternative DMO Models
6. Organizational Structure and Performance Management Process
7. HR Policies and Procedures
8. Funding Models and Sustainable Funding Strategies
9. Summary of Recommendations
Supporting Institutional Capacity of ATHC

HR Policies and Procedures

Some of the topics covered include:

1. Professional Behavior
2. Terms and Conditions of Employment – Contractual Obligations
3. Additional Benefits – Contractual Obligations
4. Rules & Procedures
5. Administrative Procedures
AGENDA

1. Project Objectives & Scope
2. Summary of Deliverables
3. Training Needs Assessment Process
4. Training
5. Alternative DMO Models
6. Organizational Structure and Performance Management Process
7. HR Policies and Procedures
8. **Funding Models and Sustainable Funding Strategies**
9. Summary of Recommendations
Supporting Institutional Capacity of ATHC

Funding Models & Sustainable Funding Strategies

DMO Funding Models and Sources

![Diagram showing funding models and sources]

Additional recommendations for ATHC

- Selling ad space on website (ATHC will need to create a well-designed website)
- Revenues from event sponsorships
- Revenue from partnerships, where industry players contribute to the funding of activities such as sales missions, travel fairs and FAM tours.
- E-commerce through ATHC’s website, selling merchandize, maps, and authentic made-in-Palestine gifts
- Commissions from affiliate agreements with retailers
- Commissions earned through providing a booking platform on their website
- Interim short-term approach: funding through bilateral donor and aid organizations; contributions from High Net Worth Individuals (HNWI) from the Palestinian diaspora for particular projects related to cultural heritage preservation; crowdfunding in supporting local entrepreneurship in tourism
AGENDA

1. Project Objectives & Scope
2. Summary of Deliverables
3. Training Needs Assessment Process
4. Training
5. Alternative DMO Models
6. Organizational Structure and Performance Management Process
7. HR Policies and Procedures
8. Funding Models and Sustainable Funding Strategies
9. Summary of Recommendations
Supporting Institutional Capacity of ATHC

Conclusion and Recommendations

- Training may be provided by ATHC management to junior staff utilizing the training modules slides and referring to the video recordings

- DMO Model: ATHC’s current adoption of the private model with various private entities joining in the form of a non-governmental organization seems to be the logical and feasible choice at this stage

- Organizational structure: start with minimum job functions required for ATHC to operate successfully, then expand as the organization grows

- Funding: explore various funding strategies from generating revenue from advertising, to initiating sponsorships and partnerships to cover cost for specific activities as well as engaging in various commercial activities