

# 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**

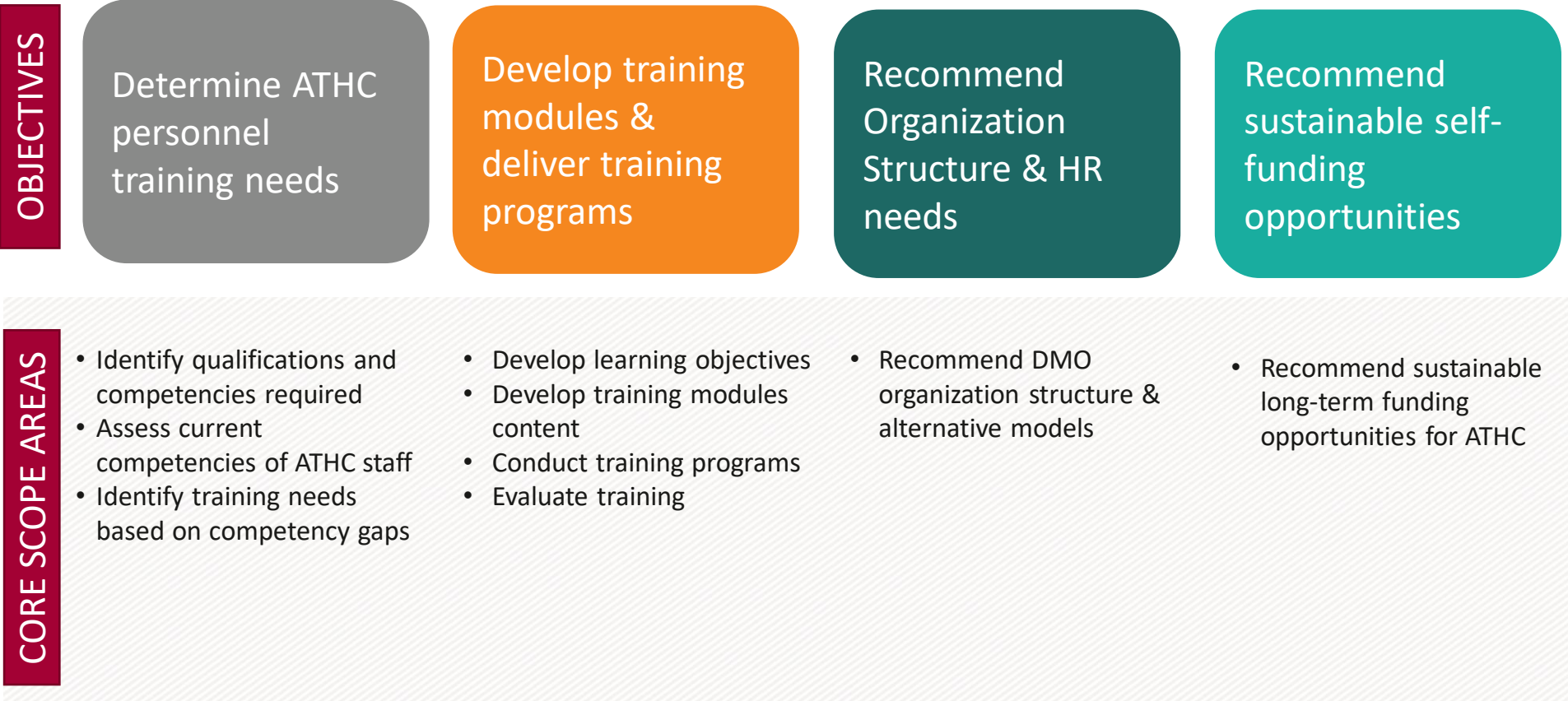
# AGENDA

- 1. Project Objectives & Scope**

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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





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## 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
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# Supporting Institutional Capacity of ATHC

## Training Needs Assessment Process

Step

Example

Deliverable

**1** Mapped DMO activities against competencies required

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

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

**1**

**2** Interviews with ATHC Staff



ATHC - TNA Discussion

### Interview Intro & objective |

#### Identification of Skills and Knowledge Gaps

- Can you give me a quick overview of ATHQ, its vision and mission?
- What is your role in achieving ATHQ's vision and mission?
- What are the qualifications (skills/knowledge) need for this role?
- Have you encountered specific barriers/challenges in achieving the vision? Please describe these challenges and how they have been resolved with training? Are there any new knowledge/skills that would have helped remove these obstacles?
- What are the resources (support staff/technology) that are currently satisfactory? Why/when?
- If these resources are not currently satisfactory, what changes would you like to see?
- Do you anticipate that your job responsibilities may change in the future? Are there any new knowledge/skills that you need to adapt to these changes?

#### Evaluation of Previous Training Efforts

- What training (in-house/external) have you or your team conducted and which areas were covered?
- Were you satisfied with the material covered? Why/when?

In-depth Interviews

**3**

Mapping knowledge gaps & determining training priorities

### 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 the 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.**

Topics covered / Learning objectives	Amended Topics covered / Learning objectives
<ul style="list-style-type: none"> <li>• Understand the key concepts in tourism strategy</li> <li>• Understand the interlinked concepts of destination competitiveness and sustainability</li> <li>• Understand how to incorporate community-based tourism as part of the tourism strategy</li> <li>• Apply a framework for developing a destination development strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Understand the key concepts in tourism strategy</li> <li>• Discuss Sustainable destination management strategies</li> <li>• Understand the interlinked concepts of destination competitiveness and sustainability</li> <li>• Understand how to incorporate community-based tourism as part of the tourism strategy</li> <li>• Apply a framework for developing a destination development strategy</li> </ul>
Activity: Participants will present in small groups strategic plans related to the technical visit sites from their choice (participants apply what they learnt)	Activity: Participants will present in small groups strategic plans related to the technical visit sites from their choice (participants apply what they learnt)

### 2.4.2. Module 2: Tourism Product Development and Marketing

This module is designed to provide participants with a basic understanding of the concepts and principles of tourism product development at micro and macro levels. This training begins with an overview of consumer segments that are relevant to the development of new tourism products and the sustainability of existing products. **This module was amended to include relevant marketing areas based on the needs of ATHC staff, specifically adding positioning strategies and the use of digital marketing and promotional tools.**

Initial Topics covered / Learning objectives	Amended Topics covered / Learning objectives
<ul style="list-style-type: none"> <li>• Introduction to Tourism Product Development</li> <li>• Culture as touristic product</li> <li>• Product development checklist</li> <li>• Competitor analysis (Competition Conditions)</li> <li>• Factors Influencing Success</li> <li>• Sustainable Tourism as a Development Tool</li> <li>• Destination Branding</li> <li>• Case Studies and Best Practice Examples and Benchmarks of Tourism Product Development</li> </ul>	<ul style="list-style-type: none"> <li>• Understand Tourism Product Development</li> <li>• Analyze Culture as Touristic Product</li> <li>• Understand Product Development Checklist</li> <li>• Understand Competitor Conditions</li> <li>• Analyze factors Influencing Success</li> <li>• Understand and Analyze Destination Branding and Positioning</li> <li>• Understand and Discuss Digital Marketing and Promotion Tools and Strategies</li> <li>• Discuss Case Studies and Best Practice Examples and Benchmarks of Tourism Product Development System and Methods</li> </ul>

Training Needs Assessment

Concept Note For Competencies Required for ATHC

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# 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

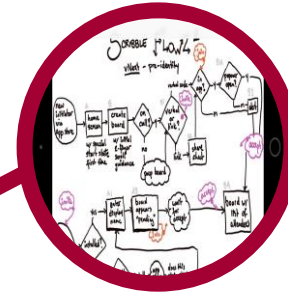
Total training is 30 hours



## 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

1. Concepts and Tools in 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

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

## Supporting Institutional Capacity of ATHC

# Training Modules – Sample Output from Activities

Al Quds Vision
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.
Cultural uniqueness
Community-based tourism
Holy land old city
<b>To be the hub of authentic holy land experiences</b>
multi-cultural and multi-interest destination
Our vision is to make al Quds a unique destination offering memorable experience

### 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.

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## 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.

### DMO Governance Models



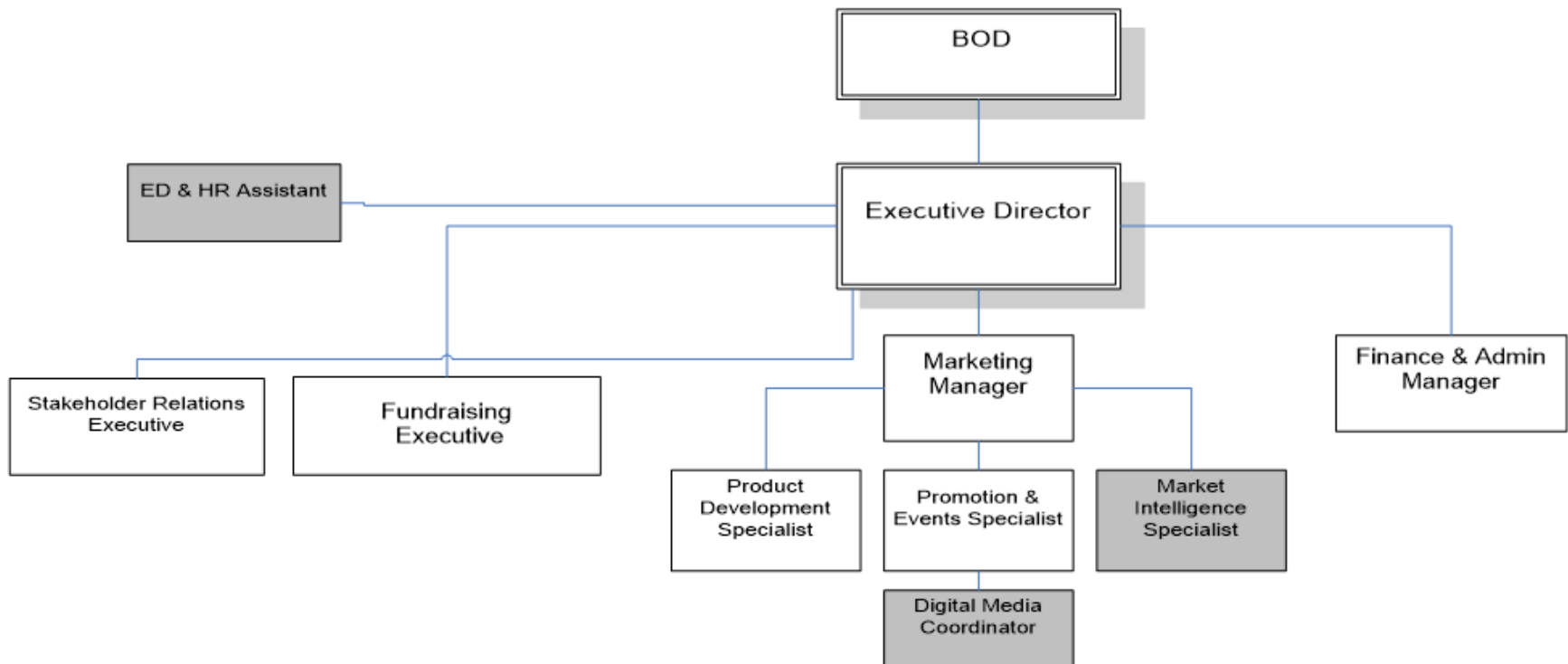


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## Supporting Institutional Capacity of ATHC

# Organizational Structure



## Supporting Institutional Capacity of ATHC

# Performance Management Process



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## 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

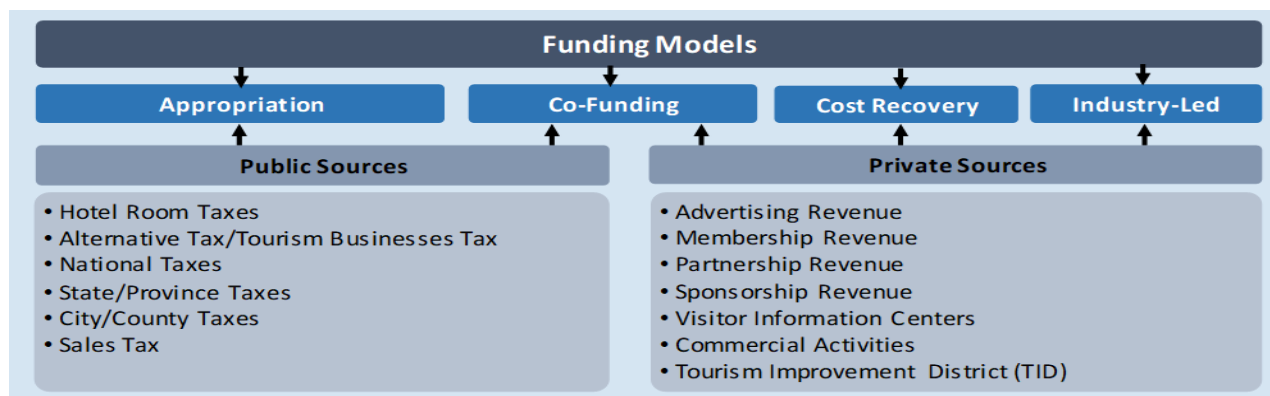
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# Funding Models & Sustainable Funding Strategies

### DMO 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

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## 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

# DinarStandard

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