



FINAL EVALUATION OF
TICA / JICA
Triangular Cooperation
for Palestine



SUBMITTED BY



**MEKONG
INSTITUTE**

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It has been a great privilege working on the final evaluation of the TICA/JICA Triangular Cooperation for Palestine, under which a series of capacity building activities were implemented for sustainable tourism development in Palestine. We would like to express our utmost gratitude to staff of TICA, JICA Thailand, JICA Palestine, MoTA and Prime Minister Office Palestine, for general guidance, support and facilitation during the evaluation. Particular thanks and appreciations are directed towards all those people who took time out of their schedules and daily lives to provide inputs and share their knowledge and experience towards making this evaluation possible, including project participants from the public and private sector in Palestine.

Disclaimer

This report is produced by Mekong Institute which served as an external evaluation organization for the final evaluation of TICA/JICA Triangular Cooperation for Palestine. Findings and recommendations presented in the report are based on analysis of available data and information collected during the evaluation by independent and impartial evaluators from Mekong Institute. The evaluators identify that they have no conflicts of interests with any aspect of the project, including TICA, JICA or any of the partners in Palestine.

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LIST OF ABBREVIATIONS AND ACRONYMS

AHA	Arab Hotel Association
CAP	Country Assistance Policy
CEAPAD	Conference on Cooperation among East Asian Countries for Palestinian Development
DAC/OECD	Development Assistance Committee of the Economic Cooperation and Development
DASTA	Designated Areas for Sustainable Tourism Development
DOT	Department of Tourism
GDP	Gross Domestic Product
GVC	Global Value Chain
HLITOA	Holy Land Incoming Tour Operators Association
HRD	Human Resource Development
JICA	Japan International Cooperation Agency
MEL	Monitoring, Evaluation and Learning
MI	Mekong Institute
M&E	Monitoring and Evaluation
MOTA	Ministry of Tourism and Antiquities
NEPTO	Network for Experiential Palestinian Tourism Organizations
NGO	Non-Government Organization
ODA	Official Development Assistance
OTOP	One Tambon One Product
PCBS	Palestinian Central Bureau of Statistics
TICA	Thailand International Cooperation Agency
PA	Palestinian Authority
PMDP	Palestinian Market Development Program
TAT	Tourism Authority of Thailand
TCTP	Third Country Training Programs
TICA	Thailand International Cooperation Agency
UNRWA	United Nations Relief and Works Agency
UNWTO	United Nations World Tourism Organization
WEF	World Economic Forum

Executive Summary

Palestine, with its unique history and diverse religious, cultural, historical and natural sites offers great attraction for tourists. Despite its promising tourism potential, Palestine has continuously faced challenges which have hampered growth of the tourism sector and its contribution to the Palestine's economy has been modest. In addition to political instability, some of the major challenges include perceptions of insecurity, absence of enabling environment for tourism development, seasonality, lack of marketing and promotion, and overall capacity limitations among tourism stakeholders, both public and private.

It was in light of the above that Thailand and Japan agreed to collaborate on tourism development for Palestine under the framework of Conference on Cooperation among East Asian Countries for Palestinian Development (CEAPAD), to complement the ongoing efforts of Japan and Palestinian authority for sustainable tourism development in Palestine. Hence the ***“TICA/JICA Triangular Cooperation for Palestine”*** was planned and implemented from 2014-2019. The cooperation project consisted of study visits and five capacity building activities, organized on an annual basis through training in Thailand and lectures through video-conference. The activities focused on building capacities of public and private sectors in three main areas, which are i) Management of Tourism, ii) Tourism Marketing, Promotion and Branding, and iii) Hospitality.

In order to learn from the implementation of project activities and inform decisions for future cooperation with Palestine under CEAPAD, this end-of project evaluation was commissioned by Thailand International Cooperation Agency (TICA) and Japan International Cooperation Agency (JICA) to review the implementation of the project activities and triangular cooperation mechanism, achievements of results, measure the performance of the project and cooperation mechanism, and produce practical recommendations to inform the design, implementation, and coordination of future cooperation projects and other initiatives.

The evaluation was undertaken by the Mekong Institute as external consulting organization and the period of evaluation was from the fourth week of December 2019 until the third week of March 2020. The methods employed in the evaluation process

included desk review of project documents and secondary sources, consultation and interview of key stakeholders from Palestine, JICA and TICA, and analysis and rating of achievements using DAC criteria of relevance, coherence, effectiveness, efficiency, sustainability and impacts. In addition, this evaluation also assessed the triangular cooperation mechanism and the assessment was guided by the OECD framework for measuring value-added of triangular cooperation.

Major Findings

1. Relevance

The ¹project was found to be very relevant considering different dimensions of relevance. The activities were found to be relevant by the targeted beneficiaries and it was well aligned with the priorities and tourism strategies of Palestine. The project was also aligned with the Official Development Assistance (ODA) policies of Japan and Thailand as well as with the CEAPAD mechanism. However, consistency of activities and intended results was not clearly articulated and the project did not have proper results framework.

2. Coherence

The project was found to be complementing the ongoing projects of Japan for tourism development in Palestine and as well as triangular partnership between Japan and Thailand. However, synergies and linkages of the project with the projects and activities of other donors could not be ascertained due to unavailability of information. It has been inferred that complementarity, harmonization and coordination of the project with the activities and projects of other donors was not well considered. As a whole, the project was found to be moderately coherent.

3. Effectiveness

The project was found to be highly effective in enhancing the capacities of stakeholders from both public and private sector involved in tourism in Palestine. Most of the participants were able to utilize their knowledge and

¹ Referring to all activities for tourism development in Palestine under the triangular cooperation among Japan-Thailand-Palestine

experiences from the project activities and brought about significant changes in their professional work and organizations, contributing to system-level changes in tourism sector in Palestine. As acknowledged by the participants, the project experience contributed to enhancing their performance and productivity, leading to the development of new products, services, plan of action, curricula, strategies, regulations and strengthening networks. Although causal link and attribution of the project activities to some of the observed changes in the tourism sector was difficult to establish as there were many external factors at play including influence of projects implemented by other donors, nevertheless, the contribution of project to some of the significant changes is well acknowledged. Learnings from the projects were used in developing a new law on *Tangible Cultural Heritage*, which was adopted in 2018 and in developing a new tourism law which is expected to be approved very soon. Experiences from the visit to Thailand also contributed to the initiation of first homestays in Battir, a UNESCO world heritage site. Moreover, integrated tourism education was implemented in universities and tourism and marketing campaigns were organized to attract more tourists to Palestine. However, it was observed that development of action plans and mini-projects by participants, post-training support in terms of financial and technical assistance and follow-up mechanism would have further enhanced the effectiveness of project activities. Based on analysis of all the evidence, the project was found to be highly effective.

4. Efficiency

It was found that while there were no formal documents showing the distributions of tasks and responsibilities, the partners had still managed to establish strong communication and coordination mechanism by conducting frequent meetings and discussions and completed the project activities within the cooperation period. Cost of the project activities were shared equally between TICA and JICA. It was found that the Project participants were more satisfied with the management, facilitation and approach of the face-to-face trainings as compared to video lectures. Absence of proper project implementation plan was one of the factors that affected the efficiency of the cooperation project. Taking all the factors into consideration, the project was rated to be moderately efficient.

5. Impact

It was observed that the capacity building activities organized by the project have a high potential to bring positive impact in the tourism sector in Palestine and early signs were noticed during this evaluation. The home-stay model introduced in Battir by one of the project participants, has been scaled-up to other communities and most of the hotels have been following the classification system. Moreover, the cultural heritage law is likely to enhance enabling environment for tourism development and incentivize the private sector to invest in the tourist areas. However, to generate significant and sustained positive impact, it is essential that capacities of the communities and individuals should also be strengthened to respond to the enhanced enabling environment fostered by the development projects. Based on the criteria followed in this evaluation, impact of the project can be rated as high.

6. Sustainability

Although sustainability issues and how to resolve them were not included in the project design, there is a high likelihood that the project achievements will be institutionally sustainable. Most of the project participants are still involved with the same organizations and some have even been promoted to higher positions. They are more likely to continue working on the activities and projects they have initiated within their organizations. In the case of the private sector, some of the participants had moved to other sectors or changed their positions which would affect the sustainability of project achievements. With its meager resources, the government is also less likely to invest in developing capacities of tourism sector stakeholders on its own. With Thailand and Japan, having expressed their desire to continue working with Palestine under CEAPAD mechanism, it will be more reasonable to build on the achievements of the first phase and provide more intensive and targeted support for the development of human resources in the tourism sector. Based on the evaluation questions, the project is rated to be moderately sustainable.

7. Triangular Cooperation Mechanism

Since triangular cooperation mechanism was used as the main modality for this project, the evaluation tried to assess the value-added of the partnerships following the OECD triangular partnership framework, although it was not integrated in the project design. It was found that all the partners exerted ownership of the triangular cooperation project and contributed resources to the project. There was complete trust for administering the funds and resources. The partners also made use of their complementary strengths and effective coordination to achieve development results. The capacity building activities were context-specific as they were tailored to the needs of Palestine in tourism sector. The evaluators also found that there is strong political will from both Thailand and Japan to continue and sustain triangular cooperation with Palestine. However, it was observed that the cooperation was not guided by formal guidelines on sharing of roles and responsibilities and there was no particular mechanism for facilitating learning from each other or sharing knowledge during the project period. In addition, there were no specific activities under the project to strengthen the cooperation mechanism among the partner countries.

Recommendations

Based on the findings of the evaluation, gaps identified and lessons learned, the following recommendations are produced by the evaluators:

1. Relevance

- Conduct proper situation analysis to understand the context of tourism in Palestine and to inform future programming and capacity needs should be identified in participatory manner, with involvement of all potential beneficiaries.
- Capacity building activities in the second phase should be more focused and cover the selected topics more comprehensively to further build capacities.

- The project should be guided by a well-articulated theory of change and results framework and monitoring, evaluation and learning should be integrated into the project.

2. Coherence

- Complementarity, coordination and harmonization of future projects with ongoing projects of TICA and JICA, initiatives of the Palestinian government and as well as the projects and programs of other organizations should be carefully considered, to ensure that the project adds values and avoids duplication of efforts.

3. Effectiveness

- The project should have a proper Monitoring and Evaluation (M&E) plan with specified indicators and data collection mechanism to monitor progress of the indicators. The project should also have proper documentation system that serves to generate information about the progress of project activities.
- Participants should be facilitated to develop action plans or mini-projects and provided technical and financial assistance for their implementation throughout the project period.

4. Efficiency

- Develop a proper project implementation plan for the whole cooperation period in consultation with all the partner agencies, listing all different types of activities and specifying roles and responsibilities for each activity, with timeline of each activity and as well as budget.
- The project should be guided by a project steering committee, with participation from all three partnering agencies.
- Explore additional modalities for the project including expert dispatch and on-the-job training.

5. Impact

- The project activities in the first phase of the triangular cooperation, along with the work done by other donor agencies, were successful in creating momentum in the tourism sector. There is need for further investment to enhance capacities of the different stakeholders to generate greater impact in the tourism sector and increase its contribution to the Palestinian economy.

6. Sustainability

- Sustainability issues and how to resolve them should be included in the project design.
- The project participants should be linked to existing bilateral initiatives of JICA and as well as JICA country office to ensure sustainability.
- Capacities of individuals, communities and private stakeholders to respond to the changes in the sector should also be enhanced to ensure sustained performance of the tourism sector in Palestine.

7. Triangular Cooperation Mechanism

- There should be written, approved and agreed guidelines to guide cooperation among the partners.
- There should be a mechanism to share knowledge, learn jointly and exchange experiences among the partners.
- The partners should also develop joint documentation, monitoring and reporting mechanism for all project activities.
- To enhance the sense of ownership and trust among the partner countries, a project steering committee should be established, with representation from all the partners and all the decisions should be made through mutual consultation.
- The partners should develop a mechanism to identify the value added of triangular cooperation and also develop a system to monitor and evaluate it, following proposed indicators from OECD toolkit.

Recommendations for Future Cooperation

Based on the analysis of findings from the project evaluation, the evaluators recommend that sustainable tourism development should be the focus of the next phase of the triangular cooperation among Thailand, Japan and Palestine. There is still substantial need for human resource development in the tourism sector in Palestine to create critical mass and commitment among the stakeholders and address some of the urgent challenges. And with its experiences and expertise in tourism, Thailand as the pivotal country in the triangular cooperation can better contribute towards tourism development in Palestine. Some of the areas for human resource development in Palestine identified during the evaluation are as follows:

- Training and certification on cooking, housekeeping, cleaning, are required for hotels and operators.
- Training for developing PR materials and other marketing tools and strategies
- Training courses for learning major foreign languages including English, Japanese, Korean, Chinese etc.
- Fam trip for tour agencies in Thailand should be organized to visit touristic sites in Palestine
- Tourism and hospitality sector need to be promoted as a respectable career choice for young people
- Strategies should be developed to address issues of seasonal employability in tourism.
- Capacities need to be developed for marketing using IT and social media and improving the quality of information on websites.
- Tour operators should be capacitated to develop custom-made itineraries, targeted at diverse groups such as free independent tourists
- Trainings should be organized for participants from municipalities as well.

CHAPTER 1: INTRODUCTION

1.1 Background of the Project

The project titled “TICA-JICA Triangular Cooperation for Palestine” was implemented under the framework of Conference on Cooperation among East Asian Countries for Palestinian Development (CEAPAD). The project aimed at promoting sustainable tourism in Palestine and building a national model for community tourism in collaboration with NGOs and public sector. The project was launched in 2014 and focused on training in three main areas, including i) Management of Tourism, ii) Tourism Marketing, Promotion and Branding, and iii) Hospitality.

Under the project, the following major activities were implemented from 2014-2019:

1. Study mission of TICA delegation to understand the situation of tourism in Palestine and discuss on collaboration, in April 2014
2. Study visit of Palestinian delegation to Thailand to learn about Thailand’s tourism management and development system and observe Thailand’s community-based tourism, in June 2014
3. Training on Regulation and Standardization for Tourism Products and Services, in April 2015
4. Hospitality Training of Trainers, in August 2016
5. Lecture on An Essential Factor of Tourism Marketing Strategy (Video conference), in February 2018
6. Lecture on A Key Success of Tourism Campaign – Amazing Thailand (Video conference), in February 2018
7. Lecture on Tourism Development for Designated Areas and Community Tourism, in January 2019

These trainings and lectures, organized by different resource organizations in Thailand, were attended by different stakeholders from Palestine including representatives from Ministry of Tourism and Antiquities (MOTA), academic institutions, tourist police, hotels, tourism associations and travel agencies.

1.2 Background of Tourism Sector in Palestine

According to the United Nations World Tourism Organization (UNWTO), tourism has become one of the fastest growing economic sectors in the world. In 2017, travel and tourism constituted 10.4% of the total World GDP. Palestine, with its diverse religious, historical and natural sites, has also experienced growth in the tourism sector, albeit much lower than regional and global performance. According to the Palestinian Central Bureau of Statistics (PCBS), tourism sector contributed approximately 2.5% of the GDP in 2016, which is much lower than other countries in the region such as Egypt (11%), Jordan (19%) and Lebanon (4%). The tourism sector in Palestine has been faced with many challenges. Some of the challenges, identified based on the review of secondary sources, are as follows:

- Development of tourism potential is hindered by the ²fragile political and security situation, and the various restrictions imposed by the Government of Israel on movement, access and physical development (World Bank).
- There is a lack of public and private investment in tourism development (World Bank), leading to weak infrastructure in many religious and historical sites.
- Tourism is also affected by seasonality which in turn disturbs the entire sector including hotel occupancy rates, utilization of other services and employment (Tourism sector export strategy 2014-2018).
- Technical and business skills of labor force working in tourism sector are limited and inadequate at most levels (Tourism sector export strategy 2014-2018).
- There is a need to improve service quality and client satisfaction (Tourism sector export strategy 2014-2018).
- Lack of critical mass and commitment among the tourism sector's firms and stakeholders' further compounds sector's instability (USAID/COMPETE 2019).
- Tourism is additionally constrained by internal gaps such as underdevelopment of key sites and ancillary activities, a lack of diversified high-quality products (accommodation and dining), weak branding, underdeveloped promotion and sales channels, and poor service quality (PMDP 2015).

² <http://siteresources.worldbank.org/INTMENA/Resources/AreaCReport.pdf>

Despite these challenges, the tourism sector in Palestine has recorded improved performance over the last few years, due to development initiatives taken by the government, involvement of the private sector and support of different donor agencies. According to the press release of the Palestinian Central Bureau of Statistics (PCBS) and the Ministry of Tourism and Antiquities issued on September 26, 2019, during the first half of 2019, tourist sites in the West Bank witnessed an active movement of inbound visitors, resulting in 1,726,560 visits to tourist sites in the West Bank. This is an increase of 17% as compared to the same period of 2018 and an increase of 23% as compared to 2017. And as compared to 2013, this is a substantial increase of 38%. In terms of employment, tourism sector in Palestine employs around 38,000 workers which is around 4% of the total workforce. The inbound tourism consumption has also been observed to increase over time. The inbound consumption for 2017 was USD 1,297.5 million in the year 2017, an increase of around 27% as compared to 2016.

With these improvements coinciding with the period of triangular cooperation project, it is expected that the project might have contributed to the positive performance of the tourism sector in Palestine, which the evaluators have tried to explore during this evaluation exercise.

1.3 Background of Conference on Cooperation among East Asian Countries for Palestinian Development (CEAPAD)

³Conference on Cooperation among East Asian Countries for Palestinian Development (CEAPAD), is a cooperation mechanism initiated by Japan in 2013, to support human resources development in Palestine utilizing the knowledge, experience and economic power of East Asian countries that have achieved strong economic development. The main objective of CEAPAD is to promote the active contribution of East Asian countries to the Middle East peace process, while strengthening and expanding cooperative relations among East Asian countries. CEAPAD member states include Japan, Palestine, Indonesia, Malaysia, Thailand, Singapore, Vietnam, Brunei, United Nations Relief and Works Agency for Palestine Refugees (UNRWA), World Bank, and Islamic Development Bank. Other countries

³ https://www.mofa.go.jp/region/middle_e/palestine/ceapad_20130214.html

and organizations who hold observer status include South Korea, Egypt, Jordan, Office of Quartet, the League of Arab States.

Since its inception, CEAPAD has contributed to the socio-economic development and capacity building of Palestine, in line with the Palestinian needs and East Asian countries' resources. In the first ministerial meeting of CEAPAD held in Tokyo on February 13-14, 2013, the importance of human resource development for the inclusive and sustainable economic growth of Palestine was emphasized. The conference also highlighted the effectiveness of trilateral cooperation to implement multi-faceted human resource development initiatives in Palestine, learning from the experience of Japan and Malaysia and Japan and Indonesia who implemented triangular cooperation projects in Palestine.

In the second CEAPAD meeting organized in Jakarta, Indonesia in 2014, Thailand agreed to collaborate with Palestine Authority in Tourism sector considering its expertise and experience of tourism promotion, through a triangular cooperation mechanism with Japan. Hence, the TICA-JICA triangular cooperation project was planned and implemented to contribute towards sustainable tourism development in Palestine.

1.4 Background of Triangular Cooperation Mechanism

Triangular cooperation is an innovative tool of collaboration among traditional donors, emerging markets and developing countries aimed at addressing development challenges of the developing countries. It is considered to be one important way of strengthening the South-South cooperation. According to OECD, triangular cooperation is a modality in its own right that can be characterized for having at least three partners, each of them having a particular role: Facilitator partner provides financial/technical support to the collaboration; Pivotal partner has proven experience and shares its knowledge, resources and expertise and beneficiary partner who is the target of the development results to be achieved.

Japan and Thailand have a long-standing partnership on technical cooperation to support human resource development effectively and efficiently for many beneficiary countries. Under the cooperation program, Thailand International Cooperation Agency

(TICA) and the Japan International Cooperation Agency (JICA) work jointly and closely to implement cooperation activities in accordance with the needs of the specific country. The Triangular Cooperation also supplements ongoing development assistance by Japan, Thailand or other development partners.

The Triangular cooperation program for Palestine between Japan and Thailand was initiated under the CEAPAD framework in 2014 to support human resource development for sustainable tourism development and promotion in Palestine. The main cooperation mechanism was based on strategic collaboration as equal partners between Japan and Thailand to support tourism development in Palestine. Under this cooperation, tailor-made training courses specifically designed for Palestine were organized by Thai resource organizations, on a cost-sharing basis between JICA and TICA.

1.5 Evaluation Objectives and Design

With the implementation of capacity building activities under the triangular cooperation in 2019, TICA-JICA jointly agreed to conduct an evaluation of the overall program, so that it remains relevant to the context, ensure improvements in cooperation and development results going forward by identifying implementation challenges and ways to overcome them; and to provide lessons learned which can support the development of the next cooperation program.

1.5.1 Objectives

The evaluation focused on the following objectives:

- Evaluate the extent of intended changes and results in Palestine (i.e. outputs, outcomes and impacts) that have occurred due to the cooperation project.
- To assess how well the project interventions were implemented and adapted as needed;
- To identify the enablers and barriers that affected the achievement and/or non-achievement of the project's objectives;
- To identify the strengths and weaknesses of the project considering the sustainability of the achieved results;
- To identify lessons learnt from the implementation of the project;

- To assess the mechanism and value added of Triangular partnership among the three countries;
- To identify potential areas for future cooperation in Tourism, Vocational Education, and Health where TICA-JICA can provide assistance under the Cooperation among East Asian Countries for Palestine Development (CEAPAD) mechanism; and
- To provide recommendations and justifications for future course of actions.

1.5.2 Scope

The evaluation applies to the study visits and capacity building activities implemented for the promotion of sustainable tourism development in Palestine through triangular cooperation among Japan, Thailand and Palestine under the CEAPAD mechanism from 2014 to 2019. These activities have been highlighted in the background of the project. The evaluation also assesses the triangular cooperation mechanism as the major modality followed to achieve development results.

In addition, as expected by TICA and JICA, consultations have also been conducted to identify the areas for future cooperation in tourism and in other sectors where Thailand and Japan agreed to provide assistance to Palestine under CEAPAD such as health and vocational education.

1.6 Limitations of Evaluation

During the course of this evaluation, the evaluators faced a number of limitations that constrained the evaluation process. Some of them are listed below, along with efforts undertaken by the evaluators to address them:

- **Unavailability of Project documents:** Absence of some of the essential project documents was one of the most significant limitations. With the project following a flexible approach, documents like project concept note, implementation plan and results framework and M&E plan etc. were not properly developed. In addition, activity reports of some of the activities were either not maintained or not available. In order to address this, evaluation team carried out a series of meetings with the key representatives of TICA

and JICA to better understand the project activities and guide the evaluation process.

- **Absence of Results Framework and M&E System:** The project did not have a results framework and an M&E system which made analysis of effectiveness a bit challenging. To work out this, the evaluation team reviewed all the existing documents and mapped out all the project activities to expected results. And tools were developed to find out if the expected changes have happened and if yes, to what extent the project contributed to them. In addition, an online survey was conducted among the participants to generate basic information on relevance, efficiency and effectiveness of the project activities.
- **Tracking Changes in the Community Level:** Although some changes were observed in the community level such as adoption of home stays, with logistical issues and time constraints, the evaluation could not focus on systematically assessing the changes at the community level. Instead, the evaluation team developed a case story to highlight the contribution of the project activities to the observed changes in one community.
- **Recall Bias:** Recall bias may have been a factor in the interview and online survey as some of the participants had attended events 4-5 years before. Similarly, some of the resource persons had facilitated short sessions, especially in the case of video-conferences. The absence of activity reports also made it a bit difficult to verify the information as well. In this case, the evaluators tried to triangulate the information from different data sources and multiple respondents.
- **Tourism Statistics:** While doing a review of secondary sources and tourism statistics, it was found that different sources have shared different data and information and latest data for different tourism sector indicators were also not available. Evaluation team has focused on the data from Palestinian Central Bureau of Statistics.

1.7 Ethical Considerations

During the course of this evaluation work, efforts were made to adhere to generally established ethical guidelines and evaluation standards including independence, impartiality, credibility, identification of conflicts of interests and accountability. The project evaluation was allowed by the concerned government departments and ministries in Palestine. All evaluation participants, including beneficiaries and resource persons were informed of the purpose of the evaluation, how data would be used, the confidentiality of their individual information, and their right to not participate or respond to all or any specific question. Informed consent was asked for verbally before conducting interviews, recording their voice and before taking pictures. Moreover, the processes and questions were identified to not pose any potential harm to any of the stakeholders.

CHAPTER 2: METHODOLOGICAL APPROACH

This chapter highlights the methodological approach employed for this evaluation. The evaluation was guided by appropriate conceptual frameworks and universally accepted evaluation principles, standards and methodologies with due consideration to the context and specific needs of key stakeholders of the projects.

2.1 Conceptual Frameworks for the Evaluation

a) Framework for the Evaluation of Capacity Building Activities

Considering that the project interventions were capacity building in nature, the evaluation team followed the framework developed by La Fond, A. and Brown, L. (2003)⁴ to evaluate the effectiveness of the Human Resource Development (HRD) activities. Following this framework, the evaluation focused on assessing changes in the performances at four different levels i.e. Personnel level, Organization level, System level, and Individual/Community level. According to the framework, the knowledge and skills gained by project personnel from any capacity-building activities should influence the performance of that personnel as well as the performance of the organization and system and should ultimately benefit the targeted individuals/communities. The framework is presented in figure 1 below:

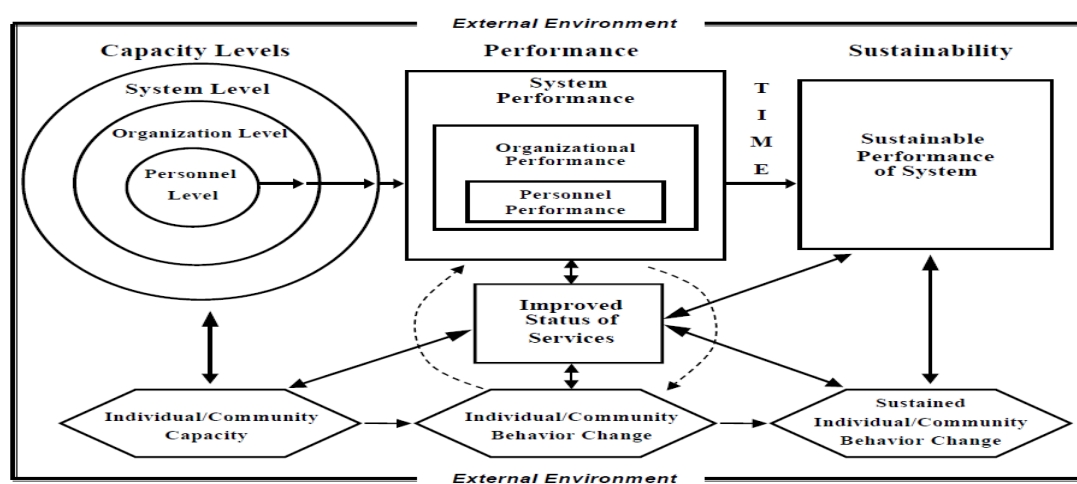


Figure 1: Conceptual Framework for Evaluation of Capacity-building Program

⁴ A Guide to Monitoring and Evaluation of Capacity-Building Interventions in the Health Sector in Developing Countries, MEASURE Evaluation, March 2003.

The framework served to particularly assess the effectiveness of capacity building interventions implemented under the triangular cooperation.

b) Framework for Assessing Triangular Cooperation Mechanism

To assess the performance of Triangular Partnership among the three countries, results framework recommended by ⁵OECD for taking into account for value addition of partnership results was employed (Figure 2). Following the framework, performance of the triangular partnership was assessed according to the six identified dimensions, which include: 1) ownership and trust, 2) promoting complementarity, 3) sharing knowledge and learning jointly, 4) co-creating solutions and flexibility, 5) enhancing volume, scope and sustainability, 6) achieving regional and global development goals through strengthened partnership.

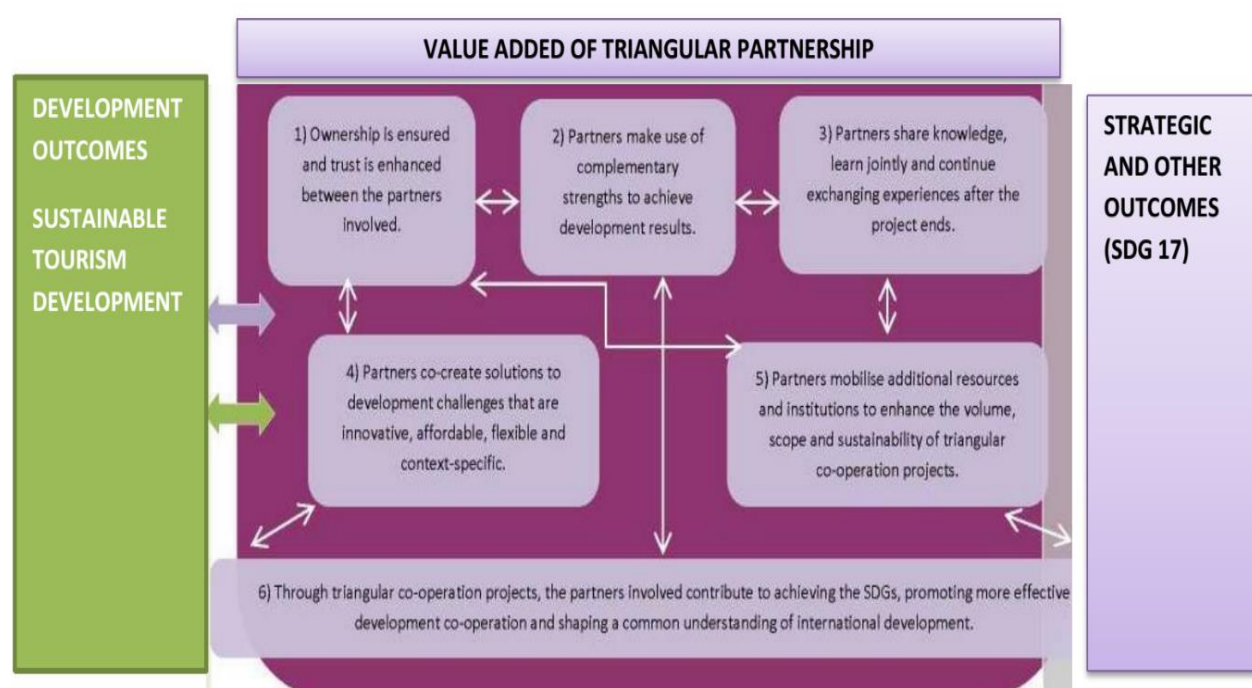


Figure 2: Conceptual Framework for Measuring Partnership Outcomes in Triangular Cooperation

⁵ Toolkit for identifying, monitoring and evaluating the value added of triangular co-operation (OECD)

2.2 Evaluation Criteria

The evaluation followed the revised evaluation criteria by the Development Assistance Committee of the Economic Cooperation and Development (OECD/DAC)⁶. With the revision, a new criterion of '*coherence*' has been added and the definition and the principles for using the existing one have also been adapted. The development of tools, review of documents and as well as analysis of the data and information were conducted in the light of the revised evaluation criteria.

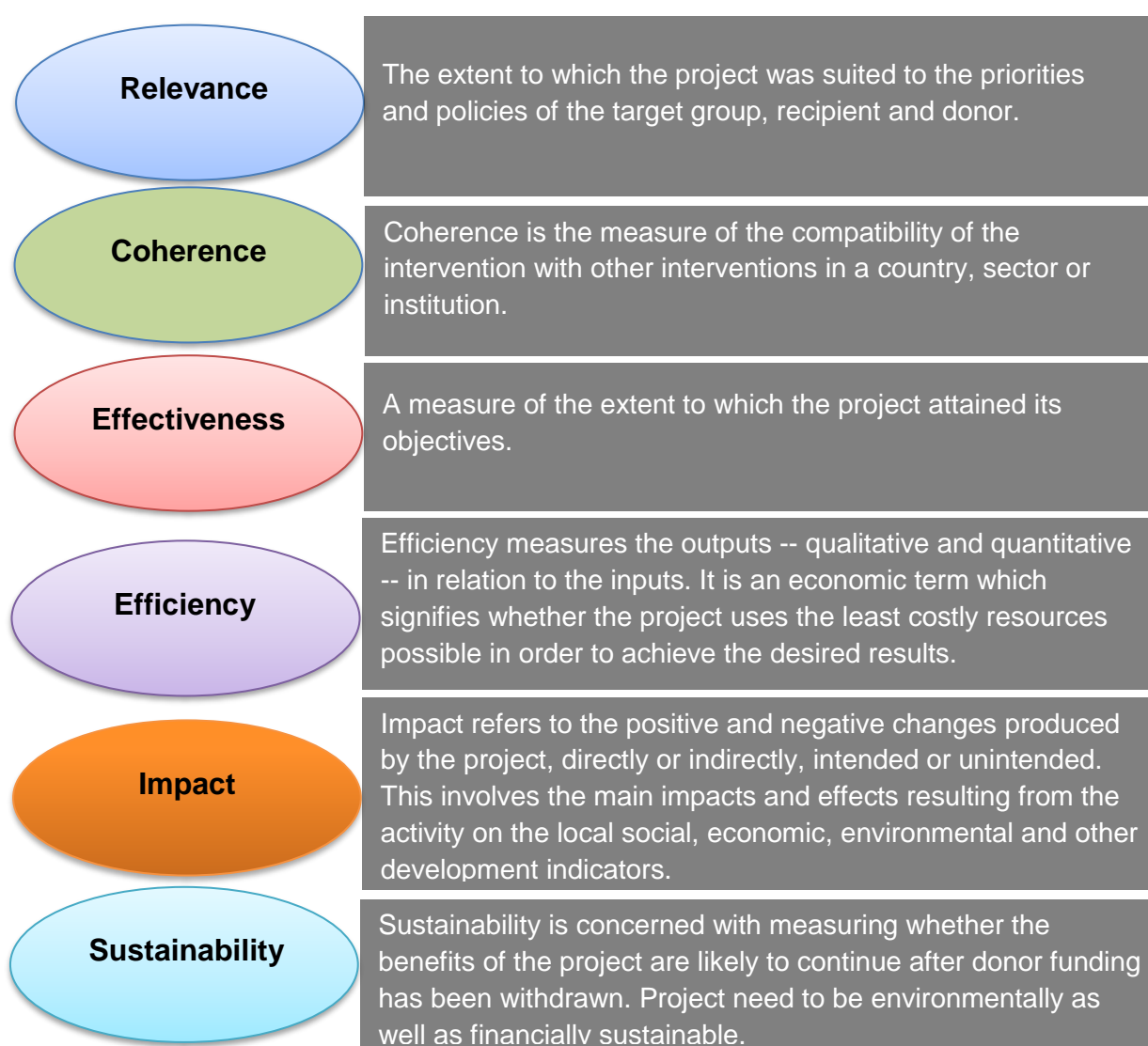


Figure 3: DAC Criteria for Project Evaluation

⁶ DAC Criteria for Evaluating Development Assistance
<http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm/>

2.3 Evaluation Methodology

The evaluation methodology and its instruments were designed after a comprehensive study of all relevant project documents and in consultation with the representatives from the projects' teams, JICA and TICA. The study utilized both primary and secondary sources of data.

Following the DAC Criteria for Evaluation, tools were developed to collect both quantitative and qualitative data for this study. Since the project did not have proper results framework, the evaluation team tried to articulate expected results and indicators after reviewing the project documents, based on the objectives of different capacity building activities undertaken. Annex 2 outlines the basic guiding questions based on DAC criteria, which guided the development of data collection tools for different groups of respondents.

The following data collection methods were used to collect secondary and primary data:

- a) Documents Review:** An extensive review of relevant sources of information such as the project document, project progress reports, project monitoring reports, correspondences between the three parties, CEAPAD documents, review of triangular cooperation and national strategic, legal documents and relevant research reports were undertaken at the beginning and throughout the process. The document review informed the concept note which was agreed to by TICA and JICA and became the main point of reference for this evaluation. The list of documents reviewed is contained in Annex 3.
- b) Online Survey:** An online survey was conducted among the participants of the project to understand the relevance and effectiveness of the capacity-building activities as well as to understand the application of their gained knowledge and skills. As post-event or follow-up evaluation of all the trainings or lectures except one was either not done or not available, the online survey was conducted to generate basic information on level of satisfaction of the participants on different aspects of the activities, their perception of relevance and effectiveness, and as well as application of knowledge and skills. The online survey was responded by

19 participants, with a participation rate of around 54%. Online survey tool is attached in annex 6 of the report.

- c) In-Depth Interview (IDI):** Selected stakeholders of the project including training participants, representatives of MoTA, Prime Minister office in Palestine, TICA and JICA were interviewed to get in-depth information about the design, implementation and achievements of the project as well as development cooperation. In-depth interview approach was also employed for scoping consultations with the ministries and relevant departments of Education, Health, Tourism and Prime Minister Office in Palestine to identify their specific needs and share their needs and expectations with TICA and JICA for future cooperation. Respondents in Palestine were selected in consultation with JICA Palestine. In total, 32 people were interviewed for the purpose of this evaluation. The list of respondents of the IDI is attached in Annex 1.
- d) Case Study:** Based on the observations from the community visit, the evaluators also develop a case story to highlight the contribution of the project in the community level.

2.4 Evaluation Analysis Method

Analysis of evaluation findings, collected from different sources was guided by an Evaluation Matrix, developed by the evaluators for this evaluation, which is based on the DAC evaluation criteria (Annex 5). The Evaluation Matrix also identifies the multiple sources of information that were used for analysis of the findings related to each particular evaluation questions. Findings for each evaluation question are rated on a scale of 1 to 5, with 1 showing low rating and 5 showing high rating. Ratings are based on the analysis of the available information collected from different sources and as well as the quality of information collected from different sources. For each rating, the evaluators have also summarized the main findings to justify the rating.

CHAPTER 3: EVALUATION FINDINGS

This chapter presents evaluation findings based on information collected from different sources. The findings of the evaluation are centered on six Development Assistance Committee (DAC) criteria used in the evaluation: relevance, coherence, effectiveness, efficiency, impact and sustainability.

3.1 Relevance

The focus of this section is on questions relating to the extent to which the objectives and design of the capacity building activities responded to the needs of the targeted beneficiaries, and whether they were aligned with the national development policies and priorities of Palestine, and development policies of Japan and Thailand. The section also highlights to what extent the project was aligned with the CEAPAD framework and as well as the consistency of activities and outputs with the overall goal and objectives.

3.1.1 Alignment with the National Policies and Priorities of Palestine

The interventions are found to be well aligned with the national strategic tourism priorities of Palestine. According to the National Export Strategy of Palestine (2014-2018), “increasing strategic capacities in tourism” has been highlighted as one of the key strategic objectives to enhance growth and export performance of the tourism sector in Palestine, by first increasing the knowledge base available to tourism industry stakeholders and policymakers; and secondly increasing capacity to devise and implement strategies through joint platforms. Other key strategies include developing and widening tourism offers, ensuring competitive service quality, expanding and developing new markets and developing policies supportive to tourism. The project’s contribution in enhancing the capacities of stakeholders from public and private sectors in different areas is well-aligned with the highlighted national strategic priorities of Palestine. The variety of topics selected for capacity building of tourism sector stakeholders under the project such as regulation and standardization for tourism products and services, hospitality, tourism campaign and marketing strategy, and community-based tourism were also selected by the MoTA Palestine, keeping in view of the strategies developed for tourism development in Palestine.

Based on the findings, the relevance of project activities to the national policies and priorities of Palestine is rated as a 5 on a scale of 1 to 5 (with 1 low, 5 high), showing that the project activities were extremely relevant.

3.1.2 Relevance with the Needs of Beneficiaries

The direct beneficiaries of the capacity building activities came from different backgrounds including government agencies, academia and private sector agencies such as hotels, travel agencies and NGO. The review of the project activities and training topics show that they were designed to address the needs of all these diverse stakeholders. Identification of training needs was done by the Ministry of Tourism and Antiquities (MoTA), keeping in view of the needs of different stakeholders.

Feedback of participants to the online survey and as well as during in-depth interviews shows that a large majority of the participants found the training and lectures to be relevant to their work. As presented in the table 1, more than 70% of the respondents who participated in the face-to-face training in Thailand rated the training to be extremely or highly relevant to them. The relevance of training on standardization is rated to be highest, probably because representatives from the resource organization, Department of Tourism, Thailand (DOT), had the chance to visit Palestine and develop the curriculum based on wider stakeholder consultations as well as field observations.

For the video lectures on marketing strategy and tourism campaign, around one-fifth of the respondents rated them to be slightly relevant or not relevant at all. This also corroborates with the opinion of the resource person for these two lectures, who was of the opinion that the participants did not seem to be following the lecture very well and some of the contents he was asked to cover were not closely related to marketing.

Table 1: Participants' Feedback on Relevance of Activities

Training	Participants Feedback on Relevance of Training				
	Extremely relevant	Highly relevant	Moderately relevant	Slightly relevant	Not relevant at all
Training on Regulation and Standardization for Tourism Products and Services in 2015	22%	56%	22%	0%	0%
Hospitality Training of Trainers in 2016	13%	63%	25%	0%	0%
Lecture: “An Essential Factor of Tourism Marketing Strategy” (Video conference) in 2018	11%	33%	33%	11%	11%
Lecture: “A Key Success of Tourism Campaign – Amazing Thailand” (Video conference) in 2018	0%	60%	20%	0%	20%
Lecture: “Tourism Development for Designated Areas and Community Tourism”, in 2019	0%	100%	0%	0%	0%

It was also found that significant effort was made by the resource organizations to make the content relevant to all the participants from different groups. As shared by the resource persons of the two face-to-face trainings, there were frequent feedback and exchange of ideas and information with the representatives from MoTA while designing the training curricula in order to make them more relevant for the different groups participating in the training. Secondly, the resource organizations in Thailand were selected based on their expertise and experience of working in the areas that were selected for human resource development in Palestine. For example, Department of Tourism (DOT) has expertise in regulations and standardizations whereas, Mahidol University has experiences of providing hospitality education. Similarly, Tourism Authority of Thailand (TAT) has expertise in tourism marketing and Designated Areas for Sustainable Tourism Development (DASTA) has been developing designated areas in Thailand. In addition, to further enhance relevance,

the resource organizations for the face-to-face training also developed some criteria for the selection of participants in the training. All of these components are realized to be the major benefits of the Third Country Training Programs (TCTP) modality which allows for tailor-made training courses, considering the specific context of each country, and involving resource organizations with relevant expertise.

During the interviews participants really appreciated the structured learning visits which gave them firsthand experience of tourism development in Thailand. The participants visually remembered some of the experiences during the visits including *‘lady sellers selling their local products at the floating market’*, *‘receiving the jasmine garland’*, *‘nice relaxing music in the hotel lobby’* etc.

Box 1. Participants’ Views on Relevance

- The training provided strong grounds and ideas for exploring other types of tourism including nature, culture, family, and experience-based tourism. For instance, the old city of Jerusalem offers 20 different cultural neighborhoods in less than one kilometer or the variety of bird ecosystems in Jericho.
- “I’m no expert but because I’ve seen many different hotels (such as the ones in Thailand), I know which is good or bad service.”
- The ToT on hospitality was highly relevant because there is still a lot to be improved in the tourism sector and hotel industry of Palestine.

From the point of view of the resource organizations, having more information about the situation of tourism in Palestine and participants feedback would have helped in further enhancing the relevance of the contents to their needs. This opinion was shared by three of the resource persons, including the hospitality training and video lectures. In case of training on regulation and standardization, the resource organization, Department of Tourism (DOT) had the opportunity to visit Palestine and interact with stakeholders which was useful in tailoring the course to the needs of participants, based on the consultation with them and field observations. In case of the video lectures, as acknowledged by the resource organizations, they did not have

proper consultations with stakeholders from Palestine and did not have much information about the situation of Palestine regarding the discussion topics. Hence, they were not able to tailor their lectures specifically to the need of Palestinian participants.

It was also found that while all the participants found the activities to be relevant to them, a participatory approach of need assessment was not followed to find out the capacity needs of stakeholders from the private sector. Proper need assessment from the private sectors would have contributed to further enhance the relevance of the activities and also increased sense of ownership among the private sector participants. As expressed by one of the participants from private sector, he would have appreciated the training even more if it was contextualized to Palestinian needs, for example focusing on countries experiencing conflict and political instability, difficulty of access or border-related challenges etc. Similarly, participants from academic institutions expressed that they would have preferred to visit more institutions providing courses related to tourism and learn from their experiences.

Another point that could have slightly constrained the resource organizations to make the training relevant to everyone attending was the diverse background of the participants who came from different organizations, especially in the training on standardization and hospitality. As shared by the resource persons, they were not able to cover the topics in detail in order to keep it relevant to everyone.

The relevance of the project activities to the need of beneficiaries was rated as a 4 on a scale of 1 to 5 (with 1 low, 5 high), showing that the project was highly relevant in addressing the beneficiary's capacity needs.

3.1.3 Alignment with the CEAPAD Framework

The project, consisting of the five capacity building activities, is also found to be aligned with the CEPAD framework. In the Aid Coordination meeting of CEAPAD conducted in 2013 in Bangkok, it was agreed that Human Resource Development (HRD) would be the priority field for CEAPAD assistance to Palestine. In the same meeting, provisional Palestinians needs and resource matching of the CEAPAD member countries was conducted, where Tourism development was matched with Thailand. In

the second CEAPAD meeting organized in Jakarta, Indonesia in 2014, Thailand formally agreed to collaborate with Palestine Authority in Tourism sector considering its expertise and experience in tourism development, through a triangular cooperation mechanism with Japan. As such, the project is considered to be consistent with the commitment of both Thailand and Japan under CEAPAD framework.

3.1.4 Consistency of Activities and Outputs with the Overall goal and Objectives

The overarching goal of the project was to contribute to sustainable tourism development and promotion in Palestine through Public-Private Partnership. To achieve this goal, training and online lecture were conducted on selected topics related to tourism through annual training program. The training and lectures organized under the cooperation program were stand-alone activities, without necessarily being interrelated. There was no theory of change or results framework for the project, which made it difficult to assess the consistency of project activities to results at the output or outcome level. Moreover, there were no specific indicators to monitor the progress or measure results. This lack of articulation of expected results from the project activities appears to be one of the weaknesses of the project design.

Considering the individual activities, the two face-to-face trainings on “Regulation and Standardization for Tourism Products and Services” and “Hospitality”, did have stated objectives, focusing on enhancing the knowledge and skills of the participants and development of action plans to be implemented in Palestine. However, for the video lectures, no specifically stated objectives could be found in the project documents.

In terms of monitoring and evaluation, the project did not have a proper M&E system. Except for the training on hospitality, evaluations of the participants on satisfaction level or increase in knowledge and skills were not conducted or were not available. Activity reports were not compiled for all the activities except one. Moreover, there was no system to provide post-training assistance to the participants or to conduct follow-up with the participants after the training to find out whether they were able to utilize the knowledge or skills after the training or implemented their action plans. The provision of post-training assistance would have motivated the participants to implement their action plans, creating a greater impact.

In terms of M&E, the project is rated as 1 due to complete absence of M&E system. For the consistency of activities to objectives the project is rated 3 as three out of six activities had clearly stated objectives.

3.1.5 Alignment with the Policy of Donors-Japan and Thailand

This section assesses how the cooperation project was aligned with the policies of Japan and Thailand.

a) Japan

The national policy documents of Japan clearly express commitment to the support and promotion of South-South cooperation and Triangular cooperation. The cabinet decision on development cooperation charter in Feb 2015, re-emphasized the importance of south-south cooperation and triangular cooperation for Japan's Official Development Assistance (ODA), which was first recognized in ODA charter of 2003 (Honda,2014). The charter clearly mentions in that: *"In implementing development cooperation, it is also important to take advantage of expertise, human resources and their networks, and other assets that have been accumulated in the recipient countries during the many years of Japan's development cooperation. Japan's triangular cooperation involving emerging and other countries capitalizes on such assets. In view of the high regard held by the international community, Japan will continue to promote triangular cooperation"* (Govt. of Japan 2015).

In the light of the above-mentioned national policy, the triangular cooperation project is considered to be highly consistent with the ODA policy of Japan.

The triangular cooperation for sustainable tourism development is also consistent with the Country Assistance Policy (CAP) of Japan for Palestine which focuses on Peace-building through promotion of social and economic independence. The three priority areas for Japan's assistance to Palestine includes stability and betterment of people's livelihood, reinforcement of governmental administrative capacity and promotion of sustainable economic growth (Govt. of Japan 2018). Under the priority of sustainable economic growth, tourism development is one of the targeted areas for Japanese assistance which aims to support tourism industry development as a potential sector

for regional economic development. Given this, the triangular cooperation project is in accordance with the country assistance policy and rolling plan for Palestine Authority.

b) Thailand

The strategic framework of Thailand's ODA⁷, developed by TICA in 2007 expressed aspirations of Thailand to Jointly work under the partnership framework with major funding agencies to support developing countries and promote human resource development, in addition to others. The strategy also highlights the importance of south-south cooperation and triangular cooperation as an important component of Thailand ODA (TICA 2007). Thailand and Palestine established diplomatic relations in August 2012 and Thailand agreed to extend assistance to Palestine in tourism sector under the CEAPAD framework. The triangular cooperation program for tourism development is well aligned with the strategic framework of Thailand's ODA and as well as Thailand's commitment under the CEAPAD framework.

The triangular cooperation project for tourism development in Palestine is also considered to be consistent with the “*11th National Economic and Social Development Plan*” which sets out the vision for Thailand to contribute to the development of other countries in the wider ASEAN region and beyond based on its own development experience. Another overarching policy which calls for technical assistance to developing countries is “*the policy statement of the Council of Ministers*”, which also provides a basis for the assistance to Palestine for tourism development.

The project is rated as 5 as it was found to be completely aligned with the policies and plans of both Japan and Thailand and their commitment to Palestinian development under CEAPAD.

The overall evaluation rating for relevance, considering all aspects is 3.6, showing the project as a whole was highly relevant.

⁷ <http://tica.thaigov.net/main/contents/ebook/ebook-20121508-150405/files/assets/basic-html/page14.html>

3.2 Coherence

This section presents evaluation findings in terms of the project's compatibility with other interventions in Palestine's tourism sector, either by JICA and TICA or interventions of other donor agencies.

3.2.1 Internal Coherence

a) Thailand

Based on a discussion with representatives of TICA, it was found that the TICA/JICA triangular cooperation project for sustainable tourism development was the first project in tourism sector supported by Thailand in Palestine. During this time, ⁸Thailand also provided financial contribution to the Palestinian Red Crescent society in response to humanitarian situation in Gaza but it is not related to the tourism project. In addition, TICA has provided scholarships to participants from Palestine under its Annual International Training Course (AITC) in community health management and early childhood health care management and under Thailand International Postgraduate Programme (TIPP) in 5 areas of Sufficiency Economy (SEP), Food Security, Climate Change, Public Health and others related to SDGs. Thailand has previous experience of working through triangular cooperation with Japan in other countries and has general expertise in sustainable tourism development and promotion. Considering this, the triangular cooperation project in Palestine definitely complements the efforts of Thailand in development of tourism sector in other developing countries, as well as in strengthening the triangular cooperation modality with Japan.

b) Japan

Since 1993, Japan has provided assistance of more than 1.8 billion US dollars (MOFA Japan). Japan has been providing assistance and support to Palestine in different sectors including, education, health, governance, peace building, energy and mining, agricultural and rural development, urban management, environmental management and private sector development. In terms of tourism sector, Japan has been

⁸ <https://www.un.org/unispal/document/auto-insert-193725/>

contributing to the development of the tourism sector by implementing the following technical cooperation projects (JICA Palestine):

- 1- Project for Sustainable Tourism Development through Public Private Partnership Phase 1 (2009-2012), implemented in Jericho
- 2- Project for Sustainable Tourism Development through Public Private Partnership Phase 2 (2013-2016), expanded to six other areas in addition to Jericho
- 3- Capacity Development for Sustainable Tourism Development through Public Private Partnership (Tourism Advisors) (2017-2019)

With the goal of enhancing tourism sector contribution to Palestinian's economy, the projects contributed to the development of concepts and strategies of tourism in Palestine, tourism products development, tourism infrastructure development, and marketing development.

In addition, through grant aid, JICA also supported in the construction of protective shelter and the presentation of the Great Bath at Hisham's Palace, Jericho.

Considering the completed as well as ongoing projects of JICA, which have been implemented through bilateral partnership, the project for sustainable tourism development implemented in triangular cooperation with Thailand seems to be well complementing the ongoing interventions implemented in the tourism sector. Where projects implemented under the bilateral cooperation had made use of Japanese experience and knowledge, under the triangular cooperation with Thailand, relevant stakeholders from Palestine also got an opportunity to experience and learn from the tourism sector in Thailand. Although some of the topics covered such as hospitality, and community-based tourism were similar to those covered in other projects, there does not seem to be a duplication of efforts. The projects under the bilateral partnership were more focused in specific areas and communities, whereas the triangular cooperation project specifically targeted higher-level officials and representatives from public and private sector, focusing on developing an enabling environment for tourism.

The project is rated as 4 for internal coherence.

3.2.2 External Coherence

Based on discussion with the officials from MoTA and JICA Palestine, it was found that there are a number of projects implemented or being implemented by other donors' agencies for tourism development in Palestine. The table below summarizes some of the projects, based on the available information:

Table 2: Projects Implemented by other Development Donors

Donors	Focused Areas/Objectives & Implementation Period	Locations
Italian Agency for Development Cooperation	⁹ Specialitaly Palestina, a project for inclusive development of the tourism sector focusing on innovative hospitality and catering activities, 2017 onwards	Beit Sahour and Bethlehem
USAID	Training on Classification (2012)	
Jordan-Palestine-Malaysia and Jordan-Palestine-Indonesia	Tourism Marketing	
State and Peace Building Fund, World Bank	¹⁰ "Masar Ibrahim/Abraham Path: Economic Development across Fragile Communities" project- development of the path itself, training guides, and for homestays, and marketing of the path through a virtual information hub, location-based mapping, and social media. 2015 onwards	Palestine

⁹ <https://www.proterrasancta.org/en/specialitaly-palestine-story-of-a-very-important-collaboration-between-italy-and-bethlehem/>

¹⁰ <https://www.worldbank.org/en/news/feature/2014/06/19/can-tourism-alleviate-poverty-and-boost-shared-prosperity>

Donors	Focused Areas/Objectives & Implementation Period	Locations
Saudi Arabia	Financial assistance to build hotel at Bethlehem University specializing in tourism and hospitality	Bethlehem
USAID: The Complete Project	2011-2016	West Bank, Gaza

The above list mentions only some of the project for which information could be obtained through online sources or MoTA officials. During the interviews with the officials, it was difficult to ascertain about the synergies and linkages among the different projects and how exactly the triangular cooperation project supported by Japan and Thailand complemented these projects. And in the absence of documents available for each of these projects, it is also difficult for the evaluators to analyze the external coherence of the project, to the projects and activities of other donors in the tourism sector. However, based on interviews and discussions with different stakeholders, it can be inferred that complementarity, harmonization and coordination of the project with the activities and projects of other donors was not well considered. To ensure that the projects and activities add value to the ongoing efforts and avoid duplication, it is necessary to take coherence into consideration while planning for the projects. Where primary responsibility for ensuring coherence and synergies of projects with ongoing efforts rests with Palestine as beneficiary country, Japan and Thailand can also play a significant role by following the works of other donors and doing proper situation analysis for their interventions. It is recommended that the three partners develop a mechanism to ensure the coherence of projects and activities in the future.

Since external coherence of the project was not considered, it is rated as 2 out of 5.

The overall rating for coherence, considering the rating for both internal and external coherence is 3 out of 5, showing that the project was moderately coherent.

3.3 Effectiveness

This section of the evaluation focuses on the effectiveness of the capacity building activities in terms of meeting their objectives. Considering that the project did not have well-defined results framework or objectively verifiable indicators and targets, the evaluation team followed a different approach for mapping the activities to expected results. Based on the stated objectives of the training, and analysis of content covered in the training as well as action plans developed, the evaluation team identified and articulated various short-term and medium-term results statements to assess the effectiveness of the capacity building activities. Following the conceptual framework developed by La Fond, A. and Brown, L. as mentioned above, the expected results were categorized into four different levels i.e. Personnel level, Organization level, System level, and Individual/Community level. This approach was used mostly for harvesting results and changes at performance level as well as establishing contribution of the project activities to the observed changes.

Table 3: Mapping of Activities to Expected Results

	Activity	Expected Results	Performance Level
1	Study Mission to Thailand for Tourism Development in 2014	Increased in understanding of Thai tourism sector (Tourism Promotion, Tourism Management & Protection, Tourism Monitoring Modality, Community Based Tourism, Hospitality Management)	Personnel
		Networks established between Palestine and Thailand counterpart organizations/agencies	System
		Networking with businesses and entrepreneurs in the Thailand travel Mart exhibition.	System
2	Training on Regulation and Standardization for	Enhanced knowledge and understanding	Personnel

	Activity	Expected Results	Performance Level
	Tourism Products and Services, April-May 2015	Enhanced competencies of tourism personnel in Palestine in the field of tourism standard development and tourism management increased.	Personnel
		Development/promotion of diverse tourism destination/practices (festivals, foods, etc)	System
		Development/update of laws, rules and regulations on tourism (or identification of needs)	System
		Improvement in hotel management practices	Organizational
3	Hospitality Training for Trainers, August 2016	Enhanced Knowledge and understanding	Personnel
		Participants implemented action plans for utilization of learning (number, sector)	Organizational
		knowledge network among participants established	System
		Tourism promoted as national economic policy (strategies, decisions, plans etc.)	System
		Cross ministerial crisis management system established	System
		Adoption of One Tumbon One Product (OTOP) strategy for Palestine	System
		Comprehensive hospitality education at universities and Hotel Management schools developed in Palestine	Organizational

	Activity	Expected Results	Performance Level
		System for collecting customers feedback in place	System
		Skill-up opportunities provided to employees to upgrade their capacities	Organizational
		Promotion of locally-made small handicrafts by hotels	System
4	Lectures through TV conference system: 1. Formulation of Tourism Marketing Policy 2.Success of Tourism Campaign – Amazing Thailand February 2018	Enhanced Knowledge and understanding	Personnel
		Comprehensive policy/strategy for tourism promotion/marketing in place (based on tourism data, analysis, target setting)	System
		Utilization of tourism statistics	System/organizational
		Utilization of promotion tools	System/organizational
		Branding used for promotion of tourism in Palestine	System
		Promotion of Palestine distinct features (Palestine-ness)	System
		Indicators/tools being systematically followed to measure performance of tourism sector including: 1-Number of visitors, 2-Average money to spend, 3-Average days of stay.	System
		Campaigns organized to promote tourism in Palestine (number, type)	System/organizational
5		Enhanced Knowledge and understanding	Personnel

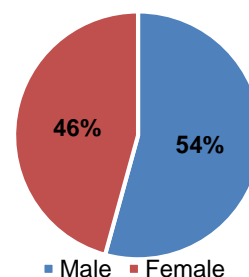
	Activity	Expected Results	Performance Level
	Presentation: Sustainable Tourism Development: Practices of Thailand January 2019	Strategic advantages of Palestinian tourism are identified and leveraged	System
		Initiatives taken by Palestine to Improve Ecology for sustainable tourism (SDGs, Digital platforms, Quality infrastructure, Relaxed regulations)	System
		Development and implementation of Sustainable Development tourism tool (Standard criteria, Standard certification, Local participation, Sharing practices, Financial access)	System
		Competitive development for MSMEs (Startup, Capacity building, Innovation, Integration into Global Value Chain (GVC))	System/ organization

3.3.1 Capacity Development and Performance Assessment at Personnel Level

a) No. of Personnel Capacitated

In the five capacity building activities organized over four and a half years, a total of 35 people were trained. In terms of gender, 19 participants were male and 16 participants were female. 23 participants were from MoTA whereas the rest of the participants were from private sector including travel agencies, hotels, universities and NGOs.

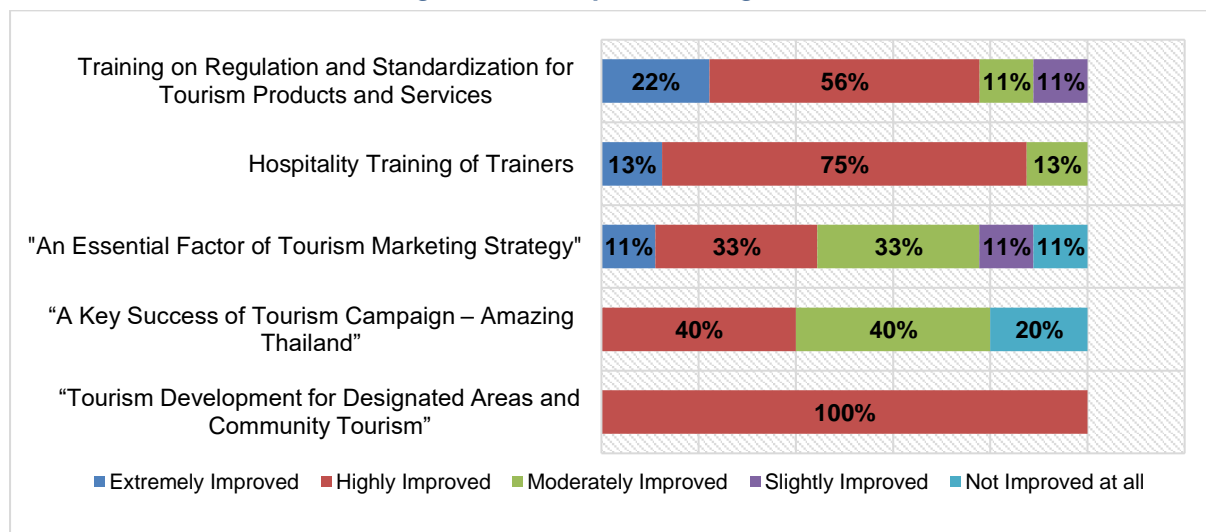
Figure 4: Participants by Gender



b) Enhanced Knowledge and skills of Tourism Personnel

An online survey was conducted to assess whether the training and lectures contributed to enhance their knowledge and skills. Respondents were asked to rate each training or lecture on a scale of 1 to 5, where 1 corresponds to “not improved at all” and 5 refers to “extremely improved”. Figure 5 shows the participants feedback for different activities.

Figure 5: Participants Rating of Effectiveness



As presented in figure 5, the Training on Regulation and Standardization of Tourism Products and Services and Hospitality Training were rated to be very effective by the participants. These trainings were organized for longer period and involved different strategies including classroom lectures, structured learning visits, group works and discussions. In the training on hospitality, participants were also facilitated to develop action plans to be implemented in Palestine after the training. In addition, different resource persons were involved based on their expertise. Among the video lectures, the lectures of tourism campaign and marketing strategy were found to be slightly less effective, as the majority of respondents have rated that the activities improved their knowledge and skills moderately or slightly.

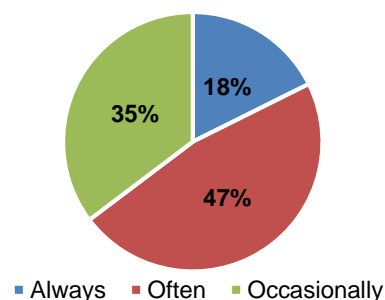
Box 2. Participants Feedback on Learning

- *It was a great surprise to know that attractions other than archaeological sites such as beach, food, golf, festival, temple and medical treatment can be tourism.*
- *It was a precious opportunity for participants from private sectors to visit and observe sites of hotels, to talk with professionals of the industry and to ask hands-on questions on hotel management directly to them.*
- *Palestinian participants leaned that tourism is one of the focused areas of national economic policy in Thailand. It has never been as such in Palestine.*
- *Comprehensive education at universities and Hotel Management schools need to be developed in Palestine.*
- *People know Thailand through “Branding” – it is crucial to use it repeatedly so that people memorize it.*
- *No participants ever imagined long-time cautious efforts were made for the Campaign. The Campaign presents the very reasons why people have to go to Thailand.*
- *“Observed the close coordination among different sectors in Thailand, which is also needed in Palestine*

c) Utilization of Knowledge and Skills

One of the important metrics for measuring the effectiveness of training activities is the extent to which learnings from the training are utilized by the participants in their professional work following the training. According to the survey findings, around **74%** (14 out of 19) of the respondents were able to apply the knowledge and skills gained from the activities.

Figure 6: Frequency of Application of Learning

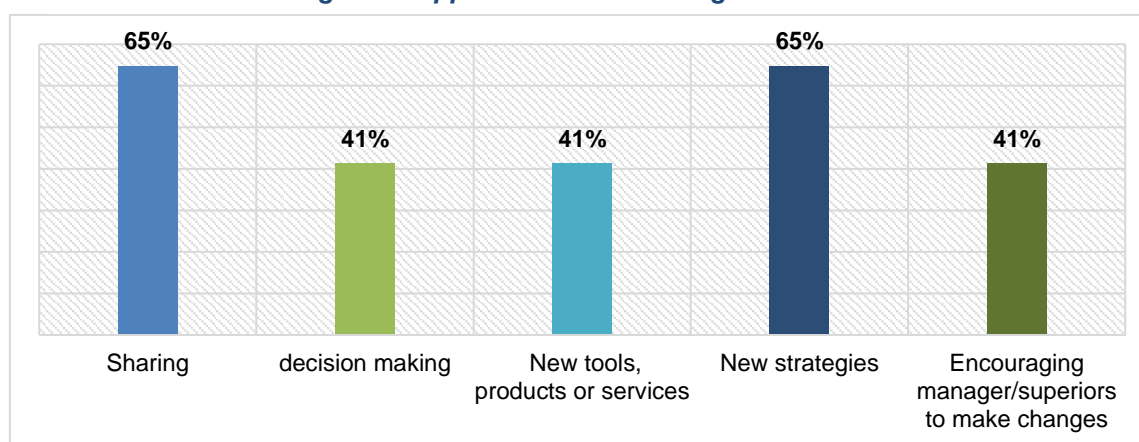


More than half of the respondents shared that they were using the learning from the activities very frequently in their work. This also shows that the training activities were

highly relevant and the participants were motivated to make some difference based on their learning.

As presented in Figure 7, participants utilized the knowledge and skills in different ways. One of the most common ways was sharing of learning with others, including colleagues at work. Around 65% of the respondents reported sharing their learning and experiences with others. Almost the same number of respondents reported using their learning in developing strategies.

Figure 7: Application of Knowledge and Skills



Other important use of the learning included in better decisions making, developing new tools, products or services and encouraging managers or supervisors to change something based on the learning from the training.

Following are some of the examples shared by the respondents for the application of knowledge and skills:

- Mr. Ali Abusrour, former deputy minister of tourism in MoTA used the experience and learning from Thailand in drafting the new tourism and cultural heritage law.
- A participant from the Network for Experiential Palestinian Tourism Organizations (NEPTO), shared the following ways in which the knowledge and learning from the training were utilized:
 - Integrating culture into hospitality and tourism programs
 - Classification of home stays,

- Branding of hospitality institutions,
 - Branding of tourism programs,
 - Establishing of micro tourism destinations
 - Teaching of master's degree students,
 - Working with local communities in the areas listed above,
 - Advising hotel owners,
 - Working with hotel managers and MoTA on classification
- A participant from Bethlehem University shared that the learnings from the training were utilized in upgrading the curriculum for tourism education.
 - The head of Study Tour of 2016 proposed establishment of Crisis Management Unit inside the Ministry of Tourism. The idea was noted by the minister.
 - A participant from HLITOA shared that following the training in Thailand she has significantly changed her attitude to be more friendly towards the customers.

Box 3. Application of Knowledge and Learning

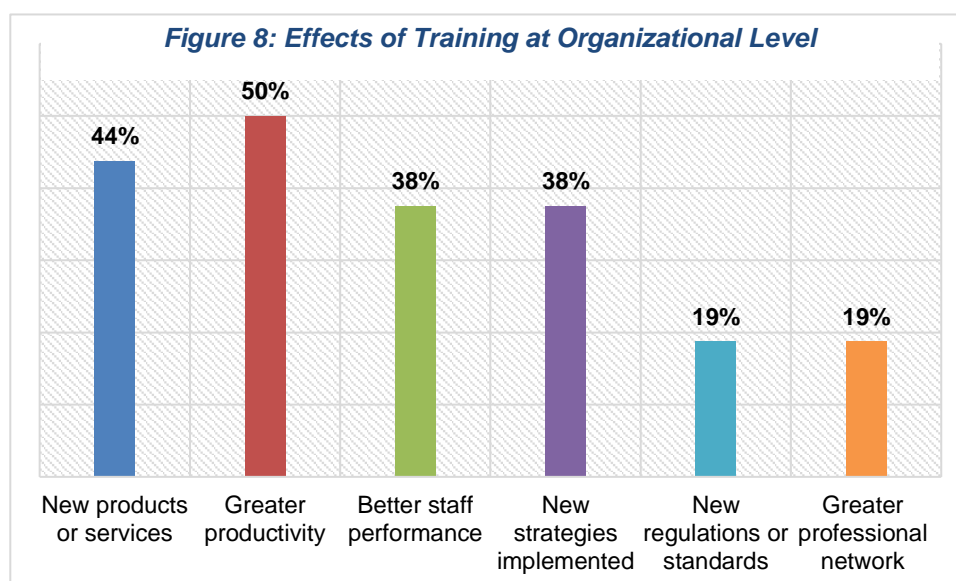
- *"We can tell the guides in courses about the knowledge and skills"*
- *"the new strategy that I develop in myself is how to deal with the private sector especially vendors"*
- *"at the beginning my decision was so fast without thinking, but now I have strategy before taking any decision"*
- *"We established a guide book for our work, to cover day by day activities."*
- *"Sharing my experience with colleagues and try to pass my benefits to them."*

3.3.2 Performance Assessment at Organizational Level

Review of the curricula and contents of the training and lectures reveal that in addition to enhancing capacities at the personnel level, they were also designed to catalyze changes at the organization level. Participants who attended the training and lectures from different organizations including MoTA, travel agencies, hotels, tourist police, NGOs and universities were expected to use the learning for some tangible improvements in their organizations. Some of the expected results at the

organizational level are highlighted in the Table 3, where activities have been mapped to expected results.

To assess the contribution of the capacity building activities in enhancing performance at the organization level, in the online survey, participants were asked to identify the different effects the training had on their organizations. As presented in Figure 8, half of the respondents recognized increased in productivity as being the major effect the training on their organizations. Around 44% of the respondents reported that learning from the training influenced the development of new products and services. 38% shared that it contributed to better staff performances and the same percentage of respondents acknowledging that it had effects on development and implementation of new strategies. Besides, training effects at the organizational level includes development of new standards or regulations (19%) and greater in-country professional network (19%).



When asked to provide specific examples for changes in performance at an organizational level, the followings were shared by the respondents in an online survey and during in-depth interviews:

- The chairperson of NEPTO, who attended the training on hospitality, mentioned the following changes made at the organizational level:
 - New training programs for **home stays** were designed

- More diverse services were made available for the tourists such as **interpretation centers** that provide a sensory experience for tourists, eg. the use of visuals and sounds to compare the old city then and now.
 - Advocating for policies and regulations as a methodology when working with the hotel industry or for tourism development
 - Marketing **and branding strategies** were introduced
 - New tourism **products** were developed to attract more tourists such as shrines were developed into public parks which could attract more tourists.
- **Networks** were established among the organizations participating following the training. Some of the examples shared by the participants include:
 - Agreements with universities were signed to get experienced people for knowledge transfer.
 - Relationships between the private sector and MoTA were also strengthened.
 - Following the activities in Thailand, MOTA approved Bethlehem University to teach tourist guides. In addition, licensed system for homestays was also adopted.
 - A participant from MoTA, Ms. Zukka **developed a proposal** titled "Palestine in one place" to illustrate all Palestine products, materials, and tourism in one place.
 - A representative from MoTA, Mr. Sami Nimer, Director of Inspection Division, **provided training on historical knowledge** as a tour guide for students, who later shared the information to other students.
 - Mr. Jamal, Director of Tourist Police in Bethlehem, **authored a report** on how to support public-private cooperation for tourism in Palestine, based on learning from Thailand. He used his experience while providing heritage training to 22 high-ranking officials in Jericho.
 - Ms. Rosaline Mickel, who was serving as director of HLITOA at the time she attended the training, **shared her knowledge on hospitality** to upgrade the skills of the Ambassador Hotel (Jerusalem) staff.

- Ms. Laurette highlighted **change in the style of management** at their university guesthouse. Although they had an existing guesthouse, she shared that practical training of students was strengthened after learning how the hotel at Mahidol University employs students for internships or on-the-job training.

Box 4. Examples of Improvement in Performance at Organizational-level

- *“We focus on the training for tour guides on tourism trails that serve the local community. We also keep working on building network with all partners in tourism sector to achieve our goals.”*
- *“In the past, there's no relationship between MOTA and private sector at all. After the training in Thailand, if you go to MOTA, you can see private sector come to the ministry everyday”.*

3.3.3 Performance Assessment at the System Level

As an assessment of effectiveness, this evaluation also attempts to assess if the capacity building interventions organized under the triangular cooperation also contributed to some changes in the broader tourism sector. Although there were no specific activities to influence changes in the system level, it is expected that capacity building of the personnel from different organizations and agencies operating in the tourism sector would somehow contribute to making improvements in the system level performance as well. In fact, as part of the capacity building activities, there were modules focusing on system level changes which were deemed as very relevant by the participants. For example, the training on regulation and standardization of tourism products and services highlighted the importance of updating rules and regulations on tourism and development of diverse tourism destinations. The training on hospitality emphasized on promoting tourism as a national economic policy and developing strategies and plans from an economic perspective and as well as promoting locally made products. The video lectures on tourism marketing and campaign aware the participants on utilizing tourism statistics and following standard indicators to measure the tourism sector performance. The lecture on designated areas increased

understanding of the participants on the development and implementation of sustainable development tourism tool. Hence all the training and lectures have modules related to enhancing tourism sector performance in Palestine. Even though there are various others external factors which influence performance at system level including sociological, political, economic, technological and cultural environment, interviews with the participants revealed that learning from the training and lectures were utilized in improving performance of the tourism sector. Some of the examples of contribution of the learning from the project towards tourism sector performance mentioned by the respondents are summarized as follows:

- **New Law on Tangible Cultural Heritage adopted:** The tourism laws being followed in Palestine were enacted in 1965, based on the Jordanian laws. With no changes in the law over time, it was not fully serving the current needs of the tourism sector in Palestine. A new law on Tangible Cultural Heritage was adopted in 2018. In addition, a new **tourism law** has been developed and expected to be approved within short time. As acknowledged by Mr. Ali, former Deputy Minister MoTA, learnings in Thailand on home-stay, investment, regulations on Tourist Police, rules on hygiene, tourism statistics, rules on management of heritage site and tourism licensing process contributed a lot to the development of the new laws.

“The old law had a misconception/misunderstanding that archeological sites are untouchable. The new law, approved in 2018, also allows the private sector to invest around the site/s.” (Mr. Ali, former Deputy Minister, MoTA)
- **Classification of Hotels:** Previously, Palestine did not have classification of hotels. After the training, more than 90-95% of the hotels in Palestine have been classified. This will offer greater information and transparency to the consumers and also contribute to improving the quality of the services and attract more tourists.
- **Development of Homestays:** As noted by Mr. Ali, who served as Director General of Licensing in MoTA, following the first study visit to Thailand in 2014, where the Palestinian delegation observed the community-based tourism models including homestays in Thailand, the home-stay model was also introduced in Battir, which is famous for its ancient water irrigation system, also

recognized as ¹¹UNESCO world heritage site in 2014. This has proved to be a successful initiative and has been replicated to other communities in Palestine as well.

- **Integrated Tourism Education:** A major step towards improving the tourism sector performance has been the initiatives to introduce integrated tourism education. In the University of Bethlehem, stakeholders from different backgrounds were involved in developing new fields of study on ecotourism, agro-tourism, and community-based tourism. Moreover, agreements were also signed between MoTA and four universities, for teaching new areas related to tourism and engaging experienced people for knowledge transfer. This can be linked to the networking effect of the training activities where stakeholders from different organizations working in the tourism sector were provided an opportunity to interact and develop network. Following the participation in the training, curricula for the hospitality education in Talitha Kumi Community College has been improved to include two days of practical work every week in the hotel facility owned by the College.
- **New Products Developed:** Learning from the experiences of Thailand, the MoTA officials also worked to develop new tourism products as well. As an example of this, shrines have been developed into public parks, to attract tourists to the sites.
- **Slogan for Tourism Campaign:** Based on the learning from lecture on tourism marketing and “Amazing Thailand” campaign, MoTA developed new tourism slogan to attract tourists,” *Visiting Palestine can change your life*”. The slogan is expected to be approved soon. In addition, as branding strategy, slogans have been associated with different places in Palestine. For example, “*The Hidden Paradise*” (Battir), “*The City of Carved Palaces*” (Beit Jala), “*The Shrines of the Natuf*” (clusters of the villages of Bani Zeid, Deir Ammar, and others), “*Forgotten Palaces*” (Arrabeh of Jenin), “*The Columns of Heaven*” (Sebastia) etc.

¹¹ https://rozana.ps/en/?avada_portfolio=battir

3.3.4 Performance Assessment at the Community-Level

To ensure sustained performance of the tourism sector, capacities of the individuals to respond to changes in the system is essential. According to the conceptual framework followed for the evaluation, capacity is required within individuals and communities to ensure demand for appropriate services to promote their role in contributing to or influencing service delivery and to encourage the practice of certain behaviors. Individuals and community members contribute to the system by demonstrating sustained behavior change overtime and utilizing the services and support of the government and private sector agencies, leveraging on the improved regulations and policies and providing resources.

Where the project did not have any direct activities for building the capacities at the individual or community level, several modules and topics covered in the training indispensably reflected on the importance and role of community participation. The action plans implemented by the tourism personnel who participated in the project activities and resulting changes in the organizational and system level would definitely affect the behavior of individuals and communities. Influence of some of these actions such as changes in curriculum, and enactment of the new law on Tangible Cultural Heritage are likely to be visible in the long-term. However, some of the actions such as promotion of homestays, starting interpretation centers, public parks etc. are expected to result in immediate behavioral changes in the individual and communities. Considering logistical issues and time constraints, the evaluation did not focus on systematically assessing the changes in capacities at the community level. However, during the community visit to Battir, the evaluators observed some influence of the project activities which is documented as below.

Success Story

Of Ancient Wonders and Living Culture

How the village of Battir is becoming a tourism destination and more



Battir: The Hidden Paradise. © Mekong Institute

Palestine cradles numerous historical and religious sites ranging from the Church of the Nativity, Mount of Temptation, and Hisham's Palace, among others. While most pilgrims flock these holy sites, an insider tip revealed that a 15-minute drive from the town of Bethlehem would transport you back to thousands of years ago. En route steep slopes and scenic roads, it was a little past four in the afternoon when we arrived in Battir.

We were greeted with a chilly breeze, rustic landscapes, and hues of blue, green, and everything in between. "Welcome to The Hidden Paradise of Battir," said Mr. Ali Abusrour, former Deputy Minister of Tourism and Antiquities (MoTA), who led us down a flight of stairs. He explained that the term "hidden" refers to the fact that many terraces are located behind people's homes and it also draws inspiration from the nearby monastery of Hortus Conclusus which means "enclosed garden." But what makes this place a paradise is its unique living cultural and historical landscape. Battir boasts a 2,000-year-old terrace farming and irrigation system, which dates back to the Roman Empire.



The irrigation system provides fresh water throughout the village. © Mekong Institute

This millennia-old agricultural system is intact and is still a functioning part of the village, listing it as a UNESCO World Heritage Site.



Homestays provide a great opportunity for cultural exchange. © Mekong Institute

Carving out a name for itself, Battir has been receiving an influx of tourists in recent years, mainly due to the introduction of community-based tourism. "Creating a destination out of inspiration—this is something I will always trace back to my experience in Thailand," said Mr. Abusrour, referring to a study visit he participated in 2014. The said visit followed by a series of trainings was conducted through the triangular cooperation between Thailand International Cooperation Agency (TICA), Japan International Cooperation Agency



Mr. Ali Abusrour shares how MoTA developed tourism and homestays in Battir.
© Mekong Institute

(JICA), and the Government of Palestine. He also shared how it enabled a better understanding and generated ideas on tourism, particularly on the concept of homestays. “We visited a village in Thailand wherein the farmers and locals were involved in tourism activities. They opened their homes to tourists, cooked for them, and even included them in their daily farming activities,” he recalled. Today, homestays in Battir offer full board accommodations which are thrice as cheap compared to hotels in the West Bank. But more importantly, it serves as a perfect cultural immersion to Palestinian heritage, tradition, language, and cuisine.

Taking after Thailand’s experience, Mr. Abusrour added that the other types of tourism, such as natural, cultural, and culinary tourism have also contributed to attracting tourist arrivals. “Battir is home to natural springs, a Roman bath, hiking and biking trails, and valleys surrounded by olive trees and of course, eggplants,” Mr. Abusrour said as he explained the next thing Battir is famous for. Light purple, fragrant and sweet, the locally grown eggplants is an essential ingredient in Palestinian cuisine; for instance, Maqluba, which means “upside-down”, is a staple dish consisting of rice, eggplant, and meat. The significance of this fruit is even celebrated annually during the Battir Eggplant Festival.



Battir eggplants are famous for its size, shape, and sweetness.
© Battir in Pictures



Battir offers off-the-beaten-path treks and hikes.
© Mekong Institute

As in many other countries, tourism is a priority sector in Palestine because of its considerable effects on livelihood and income generation, empowerment and inclusiveness of communities, and overall socio-economic development. And with the avenues of opportunities stemming from community-based tourism, it is only a matter of time before Battir’s current tourists (and its impacts) increase a hundredfold.

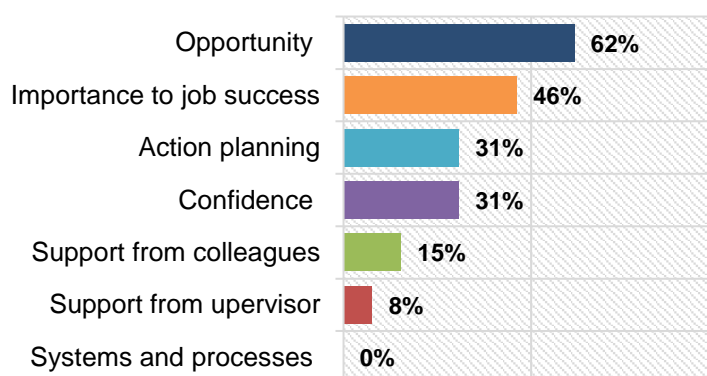
3.3.5 Major Enablers and Barriers to Application of Knowledge and Skills

The capacity building activities for tourism development organized under the triangular cooperation covered around 35 personnel from different organizations, who were expected to serve as change agents and contribute towards the development of sustainable tourism development in Palestine. Considering this, it was absolutely necessary that they should use their learning from the training in their professional work and take some practical actions for tourism development. According to the online survey, around 74% of the respondents (14 out of 19) were able to utilize the knowledge and skills from the training and lectures. This section explores what were the major factor which influenced the utilization of knowledge and skills.

a) Enablers

As presented in Figure 9, the two top enablers of the utilization of knowledge and skills were availability of **opportunities** to apply learning (62%) and **importance of knowledge and skills** to their job success (46%). In addition, around one-third of the respondents rated confidence and development of action plan as important enablers. Support from colleagues and supervisors were identified as enabler by only a few of the respondent. Interestingly, no one selected the option for the systems and processes supporting the use of knowledge/skills.

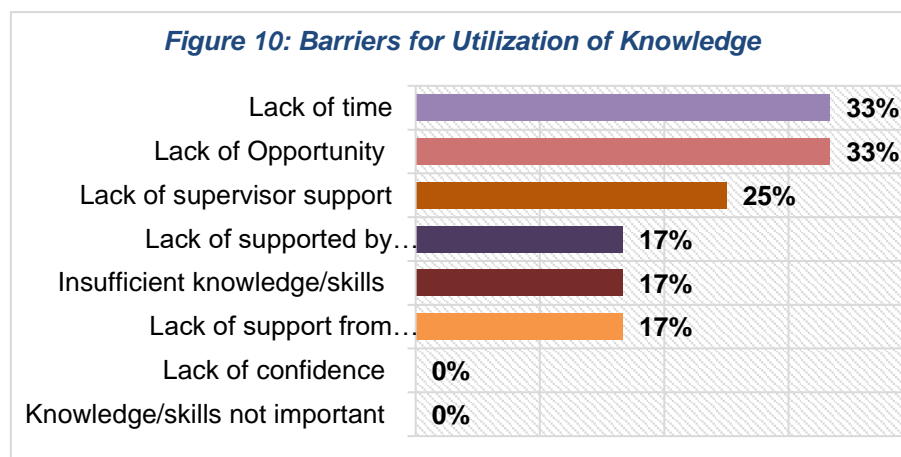
Figure 9: Enabling factors for Utilization of Knowledge



In addition to this, one of the reasons for utilization of learning is that high-level officials, who were in the position of making a difference were invited to participate in the activities. With the increased knowledge and motivation to make a difference, they actually applied their learning.

b) Barriers

Just as access to opportunity was identified as the top enabler for utilization of knowledge and skills, **lack of opportunities** was identified as one of the main barriers



for applying knowledge and skills (33%), in addition to **lack of time** (33%). **Lack of support from supervisors** (25%) and colleagues (17%) were also regarded as being

discouraging factors for applying the new knowledge and skills gained from the training and lectures. Other barriers highlighted by the respondents include non-supportive systems and process (17%) and insufficient knowledge (17%).

As a whole, the project activities were found to be highly effective, with a rating score of 3.5 out of 5.

3.4 Efficiency

This section presents the evaluation findings on projects' implementation efficiency, which measures how economically resources (inputs, funds, expertise, time) are converted into results/outputs. Efficiency is used to assess the extent to which programs or projects used the least cost resources or inputs possible in order to achieve the planned results or outputs.

In this assignment, efficiency has been assessed in terms of (i) management, coordination and facilitation of the training courses and lectures; (ii) whether the interventions were implemented within the planned budget/ costs, (iii) the time it took to deliver the required outputs as compared to original plan.

3.4.1 Management, Coordination and Facilitation

Review of the project documents and interviews with key informants reveal that all the parties, including MoTA Palestine, TICA, JICA Palestine and JICA Thailand were involved in the management, coordination and facilitation of the training activities and lectures. MoTA Palestine was responsible for identifying the training needs and selecting participants from different organizations for participating in the training and lectures. JICA Palestine was responsible for coordination with Palestinian side to summarize the needs and necessary inputs, the travelling and logistics arrangements of the participants, arrangements for video lectures in Palestine and communication between Palestine and Thailand. TICA was responsible for selecting and coordinating with the resource organizations for the training, finalizing the participants based on the criteria provided by resource organizations, facilitating the participants in Thailand and monitoring the training. JICA Thailand coordinated with TICA in selecting the resource organizations and finalizing the contents, facilitation of resource persons for video lectures, monitoring of the training and lectures and liaison for communication with JICA Palestine. While there were no formal written distributions of tasks and responsibilities, the partners still managed to establish strong communication and coordination mechanism by conducting frequent meetings and discussions and completed the project activities within the cooperation period. However, it was felt by all the partners that formal distribution of roles and responsibilities from the beginning of the cooperation would have further improved the efficiency of the cooperation and project implementation.

As feedback of the participants who participated in the program was not collected after the trainings and lectures except for one training, it was decided to get feedback of the participants on efficiency-related aspects of each of the training activity during the evaluation. In the online survey circulated among the participants, they were asked to rate the different aspects of the training in which they participated including knowledge and facilitation skills of resource persons, contents of the training, training methods, training facilities, length of the training period and assistance provided to the participants. The participants were asked to rate the different dimensions on a scale of 1-5, where 1 corresponds to 'poor' and 5 corresponds to 'excellent'. The matrix below shows the weighted averages of the participants rating for each dimension of

the training and lecture. The lecture on ‘Tourism Development for Designated Areas and Community Tourism’ has not been included as it was rated by only two respondents.

Table 4: Participants' Rating of Efficiency

Trainings/Lectures	Training on Regulation and Standardization for Tourism Products and Services	Hospitality Training of Trainers	Lecture: “An Essential Factor of Tourism Marketing Strategy”	Lecture: “A Key Success of Tourism Campaign – Amazing Thailand”
Dimensions of Efficiency				
Knowledge and Facilitation Skills of Resource Person	4.0	4.0	3.7	4.0
Contents of the Training	4.0	3.9	3.8	4.0
Training Methods	4.0	3.8	3.4	3.6
Training Facilities (transport, accommodation, meal)	4.2	4.3	3.6	3.6
Assistance offered after the training for utilization of learning	4.0	3.7	3.3	3.4
length of the training Period	3.1	3.6	3.1	3.4

(Scale: 5=Excellent, 4=Very Good, 3=Good, 2=Fair, 1=Poor)

As presented in table 4 by the green highlighted cells, most of the areas were rated as being ‘Very Good’ by the participants. The participants commended the combination of classroom lectures with field visits. It was found during the interviews that based on feedback from the participants, more cultural activities were included in the schedule providing an opportunity for the participants to learn more about Thai culture as well.

Some of the areas rated slightly lower include the assistance offered after the training and length of the training period. As learnt from the interviews with different stakeholders, there was not any established mechanism for providing assistance to the participants following the training. However, due to the connection established during the training, some of the participants consulted the resource organizations even after the training for more guidance. For example, one representative from MoTA asked for the tourism strategy of Thailand to be shared with them so that it could serve as a guiding document while developing similar strategy in Palestine. In terms of the training period, where participants appreciated the length of each training or lecture, they felt that more time could have been dedicated to each topic. The topics being new for the participants, they would require more time to comprehend them clearly and use them in their work.

A comparison of the face-to-face training and video conference shows that the participants were more satisfied with the face-to-face trainings in almost all the measures of efficiency. As shared by the respondents, the video lectures were more theoretical and less interactive and for some it was difficult to understand the language as well. In addition, they were not able to translate the learning from the lectures much into practical actions. Discussions with the TICA and JICA revealed that the original idea was to send experts to Palestine for training of relevant stakeholders in Palestine. However, the resource organization for the identified topics could not find relevant resource persons to visit Palestine either due to insufficient knowledge about the Palestine context or perception of Palestine being unsafe to visit. With the plan of activities to be completed within the cooperation period, video conference was selected to be plausible alternative in discussion with stakeholders in Palestine and Thailand. One of the benefits of the video conferences was that high-level officials with rich experiences from TAT and DASTA were involved as resource persons to give lecture to the tourism officials in Palestine, who would not have been able to go to Palestine due to their official responsibilities. Secondly, considering the time and costs to get a visa for Thailand as there is no Thai embassy in Palestine, video lectures were cost-effective option. Based on discussions, it was found that for video lectures to be more useful, the resource persons should have some understanding of the Palestinian context, the topics should be very specific, the participants should be from relevant

organizations and the sessions should be more interactive involving discussion and questions and answer sessions.

An important factor that contributed to enhancing the efficiency of the activities was the involvement of resource organizations with experience and resource persons with specific expertise for organizing and facilitating the sessions. For the training on regulations and standardizations, DOT was responsible for organizing the training but they involved experts from other organizations such as TAT and DASTA. Similarly, for the training on hospitality, different sessions were facilitated by resource persons based on their expertise including representatives from TAT, Mahidol University and Salaya Pavilion Hotel and Training Center. This greatly enhanced the efficiency of the training activities.

Based on interviews with the respondents, it was found that one of the factors which could have affected the efficiency of the project was change in staffs who were involved in the project from the beginning. A project staff of TICA who was responsible for the cooperation project and was involved in developing working relationships with the partners resigned from her job which somehow affected the pace of the project. Similarly, representatives from DOT, identified as potential long-term partner for the cooperation period, and who visited Palestine for the scoping mission and were aware of the Palestinian context, were transferred to other bureaus within DOT. With these changes in the partner and resource organizations, important linkages were lost, affecting the efficiency of the cooperation project.

In order to improve efficiency of the programs in the future, the participants proposed to cover the topics more comprehensively and develop a mechanism for continuous learning.

In terms of coordination, management and facilitation, the project is rated as being highly efficient, with a rating score of 4 out of 5.

3.4.2 Project Implementation as Plan

Based on discussions with the representatives from TICA, JICA and MoTA, it was found that the project did not have a detailed plan for the activities to be implemented

throughout the cooperation period. The list of training identified and shared by MoTA served as the main document and activities were organized based on that list. Following the identified topics, stand-alone trainings were organized on an annual basis. In the absence of a detailed plan, each activity had to be taken separately and managed one by one, possibly going through the whole process of discussions. Having a plan for cooperation and project activities for the whole period would have greatly improved the efficiency of the project activities. First, discussion for the planning process would have helped in identifying all the activities to be done to make the trainings more relevant and effective such as activities for situation or context analysis, developing monitoring and documentation mechanism etc. Secondly, it would have helped in properly dividing roles and responsibilities and openly discussing expectations with each other. Thirdly, it would have reduced the time for discussions which partners had to go through for each training separately.

Despite not having a proper plan, trainings were organized within the cooperation period according to the list received from MoTA. One area that appears to have not been addressed includes the request for promoting Palestine in ASEAN market. There were no specific activities organized in this regard.

Since the activities were not guided by a proper implementation plan, efficiency in terms of planning is rated as being only slightly efficient, with a score of 2 out of 5. And as compared to alternative approaches, it was found to be only moderately efficient with a score of 3.

3.4.3 Budget Utilization:

As confirmed during the interviews with representatives from TICA, JICA and MoTA, budgets for the activities conducted under the triangular cooperation project were decided on an activity-basis. As a general understanding, half of the expenses for each activity were borne by JICA and the remaining half by TICA. Palestine, as a beneficiary country did not make any financial contribution to the cooperation in monetary terms. In addition to the financial contribution, all the partners dedicated a significant amount of time for coordination, meetings, making arrangements etc. In terms of the financial mechanism, it seems that a flexible approach was followed by TICA and JICA, deciding on the budget of each activity separately. Financial record-keeping was done

by TICA. Since there was no budget allocated for this cooperation program in the beginning of the cooperation, the evaluators are not in a position to analyze the efficiency of budget utilization. In order to ensure efficient utilization of financial resources, the partners should have specified budget for the whole cooperation project, with stated budget line for each activity and all partners should have access to the document. And cost of project activities should be managed according to the budget.

Considering the flexible approach and cost of each activity, budget utilization is rated as moderately efficient with rating score of 3 out of 5.

Considering all different aspects of the project activities, the whole project is rated to be moderately efficient, with an overall score of 3 out of 5.

3.5 Impact

Impact is the measure of the extent to which the project has generated or is expected to generate significant positive or negative, intended or unintended, higher level effects. It also examines how project activities impacted the socio-economic life of the targeted beneficiaries at all levels. Where a comprehensive impact evaluation to establish causal attribution of observed changes in the tourism sector in Palestine to the project activities implemented under the triangular cooperation framework is beyond the scope of this assignment, the evaluators have tried to determine if the project had any contribution to the higher-level changes observed in the sector, by mapping the project activities and resulting changes in the tourism sector. It is also understood that with the prevailing political volatility and situation where ¹²Palestine does not control its borders, access, points of entry/exit or visa delivery, any tourism-related intervention is not likely to deliver to its full potential.

Coinciding with the implementation of project activities under the triangular cooperation, the tourism sector in Palestine has recorded significantly improving performances since 2015. As highlighted in section 1.2 of the report, the number of inbound tourists to Palestine has increased significantly, with the numbers in 2019 almost double of that in 2016. The number of hotel guests in West Bank reached

¹² Tourism sector export strategy (2014-2018)

363,385 in the first half of 2019, where they spent 1,021,576 nights, an increase of 40% as compared to 2016. Similarly, there has been an increase in the inbound tourism consumption as well. In 2017, the inbound tourism consumption was USD 1,297.5 million, up from 1,019.3 million in 2016. It is expected that improvement in the tourism performance has also contributed to the economic development, with the tourism sector employment increasing to 4% of the total workforce. These positive performances of the tourism sector, albeit still far lower as compared to other countries in the region, must have been contributed by a number of factors including, government efforts, private sector initiatives, global tourism trends and interventions of donor agencies.

The activities implemented under the triangular cooperation project strengthened the professional capacities of different actors in the tourism sector including government officials, academic, tour operators and hospitality workers. As highlighted under the effectiveness section, the enhanced capacities were used to implement some tangible action plans leading to some significant changes at the organizational and system level. These initiatives are highly likely to have contributed to the positive performance of the tourism sector. Some of the contributions of the project to generate higher level results in the tourism sector are highlighted as follows:

- The first **home-stay** model introduced in Battir by one of the project participants, has been scaled up to other communities as well, such as the Abraham Path initiative with funding from World Bank. The home stays provide an opportunity to Palestinian families to earn extra money and for the visitors, they get firsthand experience of Palestinian culture, language and traditions.
- Based on the learning from the training in Thailand, a **classification system** for hotels is in place in Palestine. The classification of hotels is expected to contribute to improve the quality of services, serve as a great marketing tool for hotels and attract more tourists.
- The new **cultural heritage law** endorsed in 2018, which was developed based on the experiences of training and visits in Thailand, has provisions to encourage and incentivize the private sector to invest in the areas around the cultural and heritage sites. This law is likely to stimulate greater private sector participation and investment in the tourism sector.

- The diversification of **tourism products**, tourism campaigns and marketing activities are likely to attract more tourists, and create more employment opportunities and address the issue of seasonal employment in the tourism sector as well.
- The integrated **tourism education** is likely to produce more qualified and skillful professionals who can contribute to the growth of the tourism sector in Palestine.

Notwithstanding the different political and economic factors, the triangular cooperation project has definitely contributed to enhancing the enabling environment for the growth of tourism sector in Palestine. However, to generate significant positive and sustained impact, it is essential that capacities of the communities should also be enhanced to respond to the changes happening in the sector and the enabling environment fostered by the development projects. Secondly, capacity development interventions in the future should be demand-driven, more focused, thorough and comprehensive. That will contribute to generate a greater impact.

The MoTA and aid coordinating agencies in Palestine have huge responsibilities in this regard to efficiently distribute resources to all different actors involved in the tourism sector including local communities. One way of achieving this is to properly manage donor-funded projects by ensuring their complementarity, harmonization and coordination. And projects implemented under the triangular cooperation framework, where the interventions are tailored to the need of beneficiary country, are flexible to be harmonized with ongoing projects and initiatives.

For the donor agencies, they can explore the possibility of employing other modalities in addition to stand-alone trainings, to generate more tangible attributable impacts. Where trainings have been assessed to be effective in enhancing capacities, they may not necessarily be translated into practical actions or initiatives on the ground. For the capacities to be effectively utilized and lead to higher level impacts, long-term engagement, financial and technical support, mentoring and follow-up will be essential.

In terms of its contribution to generate greater impact in the tourism sector in Palestine, the project is rated as a 4 out of 5, as the project contributed to some significant changes which could catalyze greater impact.

3.6 Sustainability

This section explores the extent to which the project's processes and results of the interventions are likely to continue for an extended period of time. This evaluation has particularly focused on the sustainability of the processes and results of the project in terms of institutional and financial sustainability. While assessing sustainability, the evaluators understand that influence of external factors on tourism sector performance in Palestine is likely to continue, affecting its performance to function to its full potential and as well as the sustainability of its results.

3.6.1 Institutional and Organizational Sustainability

It has already been assessed and highlighted under the effectiveness section that capacities of the government as well as private actors involved in the tourism sector have been strengthened and most of them have been able to utilize the enhanced capacities in bringing about some changes at personal level as well as within their organizations. In case of MoTA and academic institutions, almost all of the project participants are still involved with the same organizations and some have even been promoted to higher positions. They are more likely to continue working in the activities and projects they have initiated as their brainchild within their organizations based on the learning from the triangular cooperation project. Secondly, with the enhanced capacities being relevant to their professional work, the participants are also likely to utilize them in making better decisions or developing new products and services in the future as well. These factors will contribute to sustainable tourism development in Palestine. For the private sector, during the evaluation, it was found that a few of the participants had moved to other sectors or changed their positions within the associations. This could somehow undermine the sustainability of changes within their respective organizations. To ensure institutional and organizational sustainability, it is necessary that project participants should share their new knowledge and learnings within their organizations and are facilitated to develop action plans to be implemented with the support of their supervisors and colleagues. Moreover, follow-up with the

supervisor of the participants should also be conducted to know about the progress of implementation of the action plans. In addition, fostering network of participating organizations with counterparts in Thailand could also serve to enhance sustainability of project results.

3.6.2 Financial Sustainability

Without access to official documents such as tourism sector strategies or tourism plan and budget, the evaluators are not in a position to thoroughly assess the financial sustainability of project results. With most of the concepts covered in the project such as standardizations, tourism marketing and campaign, homestays and community-based tourism being new to Palestine, more resources would be required to fully translate them into practical actions and scale up. With its meager resources, the government is less likely to invest in developing capacities of tourism sector stakeholders on its own. It seems that MoTA highly depends on the donor funded projects to continue development of the tourism sector in Palestine, especially for human resource development. With Thailand and Japan, having expressed their desire to continue working with Palestine under the CEAPAD mechanism, it will be more reasonable to build on the achievements of the first phase and provide more intensive and targeted support for the development of human resources in the tourism sector.

Considering different factors influencing sustainability, the project is rated 3.3 out of 5, showing that the project is moderately sustainable.

CHAPTER 4: ASSESSMENT OF TRIANGULAR COOPERATION MECHANISM

In addition to the development results, the evaluation has also tried to assess the triangular cooperation mechanism among Japan, Thailand and Palestine, which served as an over-arching modality for the implementation of the project aimed at developing capacities for sustainable tourism development and promotion in Palestine. The triangular cooperation mechanism, in addition to achieving development results, puts great emphasis on developing and sustaining partnership. In triangular cooperation mechanism, achieving development results is related to the quality of partnerships (OECD).

In the case of this project, it was found that the value-added of cooperation and partnership was not well incorporated in the project design. Following the results framework recommended by OECD for taking into account for value addition of partnership results, the evaluators have assessed the performance of triangular cooperation based on the six dimensions, namely 1) ownership and trust, 2) promoting complementarity, 3) sharing knowledge and learning jointly, 4) co-creating solutions and flexibility, 5) enhancing volume, scope and sustainability, 6) achieving regional and global development goals through strengthened partnership. Considering the context of the project, a few indicators from the toolkit were selected to measure the performance in each of the six areas.

4.1 Building Ownership and Trust

One of the significant value additions of the triangular cooperation is that ownership is increased and trust is established between the partners involved. Based on the discussions with the representatives of MoTA Palestine, Prime Minister office Palestine, TICA and JICA, it can be implied that all partners exerted ownership of the triangular cooperation project for developing capacities for sustainable tourism development in Palestine. All partners **contributed resources** to the project. Thailand and Japan contributed financially by bearing 100% of the monetary costs including costs of travelling, accommodation and food of participants for the training, professional fee of the resource persons and expenses of the study visits. All the costs were divided equally between Thailand and Japan and there was a complete **trust for administering the funds and resources** between the two partners. In addition to

financial contributions, staff from both TICA and JICA dedicated a significant amount of time for discussing, managing and implementing project activities. Palestine, being the beneficiary country also made in-kind contribution to the project by dedicating staff from Prime Minister office and MoTA to coordinate with TICA and JICA.

It was also observed that all the partners ***shared responsibilities*** for the project management and implementation. Although, the roles and responsibilities for the project were not distributed in formal or official way, all the partners were broadly aware of their roles and contributed accordingly. Identification of training needs and selection of the participants from public and private sector was conducted by MoTA. JICA Palestine facilitated MoTA in finalizing the participants, helping with visa work and other traveling arrangements. TICA and JICA Bangkok were responsible for selecting the resource organizations, finalizing the curricula with resource persons, monitoring the activities and facilitating the video conferences. Curricula were developed in joint consultation with all the partners. Hence all partners played a significant role which further contributed to enhancing ownership between the partners.

The evaluators felt that written guidelines regarding the cooperation mechanism and distribution of roles and responsibilities in a formal way would have contributed to further enhance a sense of ownership and trust among the partners.

4.2 Promoting Complementarity and Increasing Co-ordination

One of the significant advantages of the triangular cooperation mechanism is that partners make use of their complementary strengths and effective coordination to achieve development results. The project for sustainable tourism development in Palestine was implemented under the framework of the CEAPAD, where the needs of Palestine in tourism were matched with the ***expertise and experiences of Thailand in the tourism sector***. Thailand, with the global ranking of 31st and regional ranking of 9th among the Asia Pacific countries in the travel and tourism competitiveness index 2019 (¹³WEF 2019), contributed to the triangular cooperation with its experiences and expertise in the tourism sector. Japan as the facilitator of the triangular cooperation

¹³ http://www3.weforum.org/docs/WEF_TTCR_2019.pdf

mechanism contributed with its strengths in **managing triangular cooperation modalities, expertise in tourism** (ranked 4th in the global ranking of WEF in 2019), experiences of working with Thailand in triangular framework in ASEAN and **long-term engagement with Palestine**. The Government of Japan also has a representative in Palestine, which served as coordinating point with Palestinian agencies and participants. Hence, Japan and Thailand brought their complementary strengths to the table, effectively contributing to the cooperation. It was also found that for each of the capacity building activities, **resource organizations with relevant expertise** in Thailand were involved in organizing and facilitating the activities. Moreover, the partner agencies of all the countries maintained strong coordination mechanism through the project period and **adapted project approaches** considering the changing context. An example of this is the use of video conference for lectures when they could not find relevant experts to visit Palestine. The evaluators are of the opinion that that both JICA and TICA could have contributed more in terms of project design, documentation, monitoring and evaluation as well.

4.3 Sharing Knowledge and Learning Jointly

One of the expected value additions of the triangular cooperation mechanism is that it will enable the partners to share knowledge, learn jointly and continue exchanging experiences, even after the project ends. Based on the discussion with the representatives of the partner agencies, it was observed that there was ***no mechanism for facilitating learning*** from each other or sharing knowledge during the project period. Discussions and meetings among the partners mostly focused on the arrangement and implementation of activities, without any deliberate efforts for sharing knowledge or joint learning. This is perceived to be one of the areas which could be improved in future cooperation project. On the other hand, the decision to carry out this external evaluation of the cooperation and project activities shows their commitment to learn from the experience.

To promote joint learning during the cooperation period, the partners can develop and follow proper plans for project activities from the beginning and include joint learning activities in the plan with a dedicated budget.

4.4 Co-Creating Solutions and Flexibility

Another intended benefit of the triangular cooperation mechanism is that partners co-create solutions to development challenges, that are innovative, affordable, flexible and context-specific. Review of the project documents and interviews with the stakeholders of this project show that the **capacity building activities were context-specific** as they were tailored to the needs of Palestine in tourism sector based on feedback from the representatives from MoTA. It was found that suggestions and recommendations of MoTA were given due importance in developing capacity building activities under the cooperation program. For the training on regulations and standardizations, experts from Thailand had a chance to visit Palestine and interact with different stakeholders which helped in tailoring the training to specific needs of Palestine. As shared by the representatives from the coordinating agencies, the capacity building activities were also conducted in a very flexible way. Partners were also **open to adapting** their activities based on changing situation. An example of this is the decision to organize three lectures through video conference when TICA couldn't find experts to send to Palestine on time. This decision was jointly taken by the partners. Another example that highlights the flexibility of the cooperation is that based on the request of training participants from tourist police, an out-of-schedule meeting and discussion session for them was arranged with tourist police of Thailand to learn more about the tourist police system. It is recommended by the evaluators that all the partners can further contribute to create an environment that encourages the partners to have more open discussions on all different aspects related to the cooperation.

4.5 Enhancing the Volume, Scope and Sustainability of Triangular Cooperation

Since building partnerships is in the heart of triangular cooperation, it is also expected that partners mobilize additional resources, networks and institutions, to enhance the volume, scope and sustainability of triangular cooperation projects. Since the triangular cooperation project was initiated and implemented under the CEAPAD, there is strong **political will from both Thailand and Japan to continue and sustain triangular cooperation** with Palestine. Thailand and Japan have already agreed to continue the cooperation and have **commissioned this external evaluation** assignment to assess the achievements of the cooperation from 2014-2019 and provide recommendations for the next cooperation period. The performance of future

cooperation will also depend on the extent to which recommendations from this evaluation are acted upon.

4.6 Achieving Global and Regional Development Goals through Strengthened Partnerships for Sustainable Development

An important value-added of the triangular cooperation projects highlighted in the OECD toolkit is that the partners involved contribute to achieving Sustainable Development Goals (SDGs) by promoting more effective development cooperation and shaping a common understanding of international development. The project, with its focus on the sustainable tourism development, directly contributes to achieving **SDG 8 (Decent Work)**, **SDG 12 (Responsible Consumption and Production)** and **SDG 14 (Life below Water)**. And the value-added of triangular partnership contributes to achieving **SDG 17 (Partnership for the Goals)**. It was also found that the project effectively engaged different types of stakeholders in the activities, including private sector, academia, civil society, and government agencies. As highlighted in the list of interviewees in the annex, in total 20 different organizations/agencies were involved in the project. As shared by the training participant from Palestine and as well as the resource persons in Thailand, the activities served to create inter-cultural awareness and increased understanding of each other's culture. Session on Thai culture were included in the training to provide an opportunity for the participants to know more about Thai culture. The resource organizations were also very receptive to feedback of the participants regarding meals, accommodation and other arrangements.

Box 5. Alignment of Project to SDGs

SDG 8.9: By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products

SDG 12.b: Develop and implement tools to monitor sustainable development impacts for sustainable tourism that creates jobs and promotes local culture and products

SDG 14.7: By 2030, increase the economic benefits to small island developing States and least developed countries from the sustainable use of marine resources, including through sustainable management of fisheries, aquaculture and tourism

SDG 17.9: Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the Sustainable Development Goals, including through North-South, South-South and triangular cooperation

CHAPTER 5: IMPLEMENTATION GAPS AND LESSONS LEARNT

This chapter highlights some of the implementation gaps of the cooperation project found by the evaluators and as well as best practices and key lessons learnt based on discussion with multiple stakeholders.

5.1 Implementation Gaps

The following major implementation gaps and challenges were identified during the evaluation.

- a) **Absence of Project Implementation Plan:** It was found that the cooperation project was not guided by a proper implementation plan from the beginning of the cooperation. Activities were arranged on an annual basis following discussions among the partners. If proper planning processes were in place, the partners would have been able to include a range of essential activities in the cooperation project including situation analysis, monitoring and evaluation mechanism, follow-up activities etc. and enhanced the relevance, efficiency and effectiveness of the project. It would also have served to develop a sustainability plan for the project.
- b) **Lack of Project Documentation:** The project did not have proper documentation system in place. No specific project document was developed which could provide an overview of the project and what it intended to achieve. In addition, reports of most of the activities were not produced and/or maintained.
- c) **Lack of Cooperation Guidelines/Agreement:** There were no officially formulated guidelines or agreements to guide the partnership or specify the roles and responsibilities of all the partners. Where broader roles were easy to identify and perform, other responsibilities were not so clear.
- d) **No Follow-up Mechanism:** There was no system in place to follow-up with the participants of different capacity building activities after their participation in the training to find out whether they have been able to utilize the knowledge and skills gained from the training. It was also unclear between the partners that who would be responsible for following-up.

- e) **Lack of M&E Integration:** It was also observed by the evaluators that M&E was not properly integrated in the cooperation project. The project activities did not have proper results statements or indicators to track progress and achievements. In addition, assessments of participants' learnings (Pre- and post-tests) was not conducted for all training except one.
- f) **No Mechanism for facilitating Application of Knowledge and Skills:** There was also no mechanism for facilitating the application of knowledge and skills gained by the training participants. Except for training on Hospitality, participants of other activities were not facilitated to develop action plans based on learning from the capacity building activities. In addition, there was no system for post-training assistance to the participants.
- g) **Lack of Knowledge on Palestinian Tourism situation:** Some of the resource persons who facilitated the lecture and training shared that they did not have complete information about the situation of tourism in Palestine or the background or expectations of the participants.
- h) **No mechanism for facilitating Joint-learning:** Triangular cooperation mechanism, in general provides a great opportunity for the partners to share knowledge, learn jointly and continue exchanging experiences. It was observed that there was no mechanism for facilitating learning from each other or sharing knowledge during the project period.

5.2 Best Practices

The following were identified as best practices by the evaluators during the evaluation process:

- a) **Strong Political Will:** The cooperation project being implemented under the CEAPAD mechanism and through triangular cooperation was backed by the strong political will of higher-level government representatives. That served as a strong impetus for the timely completion of proposed activities.
- b) **Participation of Diverse Stakeholders:** Stakeholders from a diverse background involved in the tourism sector in Palestine were facilitated to participate in the capacity building activities including government representatives, travel agencies, hotel associations, academia and civil society organizations. That helped in generating motivation and strengthening

capacities among all the relevant stakeholders in the sector. Besides, it led to increased networking among the stakeholders. On the other hand, the resource organizations from Thailand were also those with expertise and experiences in the areas selected for capacity building activities. That greatly helped in making the activities more effective.

- c) Involvement of higher-level Representatives:** The training participants invited to participate in the capacity building activities were mostly higher-level officials from their respective organizations. As such they were in a position to utilize the knowledge and experiences gained from the training to make significant changes in their organizations. For example, Mr. Ali Abusrour who participated in two of the activities and as well as in the study visit was Deputy Minister of Tourism. Learning from the project, he started the first home stay in Battir, Palestine.
- d) Strong Coordination Mechanism:** Despite the absence of written guidelines for the cooperation project, the partner agencies were able to develop and maintain a strong coordination mechanism among each other. That greatly contributed to facilitating the participation of the Palestinian stakeholders in the capacity building activities in Thailand.
- e) Ownership and Trust:** All partners contributed resources to the project. Thailand and Japan contributed financially as well as in terms of staff time and other resources and Palestine made contributions in-kind. There was also complete trust for administering the funds and resources between the partners that contributed to further strengthening the cooperation.

5.3 Lessons Learned

The evaluation also highlighted the following key lessons learned:

- a) Setting Up Project Steering Committee:** Based on the discussions with the stakeholders and review of the project management approach, it has been learned that the cooperation project did not have a designated management or steering group, with representation from all the partner agencies. Although, all the partners were involved in decision making throughout the cooperation period, the presence of a project steering committee with specified roles and responsibilities would have formalized the processes and made the cooperation

project more efficient. In addition, with representation from Palestine in the steering committee, it would have given more voice to the Palestine being a beneficiary country in the partnership.

- b) Designated Resource Organization for Activities Arrangements:** During the cooperation period, different resource organizations from Thailand were involved in organizing the activities based on their relevant expertise. However, the evaluators feel that it would have been more efficient to work with one experienced resource organization for organizing and arranging all the activities, while ensuring that experts and resource persons from other organizations are involved to facilitate sessions relevant to their expertise.
- c) Counting for Synergies between Development and Partnership:** Working in a triangular cooperation mechanism, partners also intend to strengthen their strategic partnerships in addition to solving development challenges in the beneficiary country. Even though working in the triangular cooperation in itself strengthens partnership among the partners, in general activities for strengthening partnerships are also intentionally included in the project. In addition, stronger partnerships significantly contribute to development results. It was learnt that the value addition of triangular cooperation was not incorporated into the project design, nor there was a mechanism for counting synergies between the development results and partnerships.

CHAPTER 6: CONCLUSIONS AND RECOMMENDATIONS

6.1 Conclusion

The TICA/JICA Triangular Cooperation for Palestine aimed at enhancing the capacities of tourism sector stakeholders to contribute to the development of sustainable tourism in Palestine. The cooperation project, implemented from 2014-2019, consisted of study visits and stand-alone capacity building activities, targeting both the public and private sector. The project was found to be well aligned with the national priorities of Palestine, the needs of the targeted beneficiaries, and consistent with the policies and commitments of Japan and Thailand as donor countries. The project was also found to be coherent with the ongoing projects of Japan in Palestine and commitment of both Thailand and Japan under the CEAPAD framework. However, coordination and harmonization of the project with the ongoing efforts of other donor agencies were not well considered. The capacity building activities were found to be effective in terms of enhancing the capacities of different stakeholders and learning and experiences from the project contributed to some significant changes at organizational and system levels such as development of new law on Tangible Cultural Heritage which was adopted in 2018, development of homestays, improving tourism education curricula, development of new products and services, improved marketing activities and establishment of networks among the tourism sector stakeholders. Although the project did not have a proper project implementation plan, the strong coordination and communication among the partners helped in completion of activities within the cooperation period. With no specified budget for the cooperation period, financial resources were contributed by TICA and JICA on activity basis through equal cost-sharing mechanism. The achievements from the project activities also contributed to enhancing enabling environment for tourism development, which is likely to generate greater impact in the future. Some early signs of impact included the expansion of homestays to other areas. There is a high likelihood that the project processes will be institutionally sustainable, with most of the project participants still serving with their organizations and exerting ownership of the project initiatives. The evaluators found that the tourism sector in Palestine is still facing some pressing challenges in the areas of hospitality, tourism marketing and lack of skilled human resources to meet the market needs.

For the triangular cooperation mechanism, it was found that the project did not explicitly integrate partnership building into the project design. There were no formal guidelines or documents to guide the cooperation including role and responsibilities. With strong coordination, communication, flexible approach, sharing of responsibilities and using each other's complementary strengths, the partner agencies were able to efficiently manage the project activities. The evaluators are of the opinion that partner need to focus both on the development and partnership aspect of the cooperation and design specific activities for strengthening of the partnership as well.

6.2 Recommendations

These recommendations are based on the findings and the lessons learned uncovered in completing the evaluation. They are intended to be useful for future assistance to Palestine in the tourism sector and strengthening partnership among the partners.

6.2.1 Recommendations regarding Relevance

- To enhance the relevance of the capacity building activities, activities should be developed following proper situation analysis of the targeted sector such as tourism and by doing proper need assessment of all the relevant stakeholders operating in the sector. This could be done by the selected resource organization from Thailand who would be responsible for organizing all the activities for a given cooperation phase.
- Based on the information from situation analysis and needs assessments, resource persons should tailor the training curricula to the specific needs of Palestine to address their critical needs. Training curricula and contents should be approved by the project steering committee, consisting of representatives from all the partner agencies.
- The project should have well-articulated goal and objectives, and project interventions should be linked to the intended goal and objectives through a project theory of change.
- Right from the development of the project concept, Monitoring, Evaluation and Learning (MEL) system for the project should also be developed, including, results framework, indicators and targets for each indicator.

- Resource organizations should develop eligibility criteria for participation in the activities and participants should be selected accordingly.
- Considering that trainings in the first phase covered a number of topics within one training, capacity building activities in the second phase should be more focused and cover the selected topic more comprehensively. The proposed areas of interventions in future are provided in section 6.3.

6.2.2 Recommendations regarding Coherence

- Complementarity, coordination and harmonization of future projects with the ongoing projects of TICA and JICA, initiatives of Palestinian government and as well as the projects and programs of other organizations should be seriously considered, to ensure that the project add values and avoid duplication of efforts.
- MoTA or any other relevant agency in Palestine should have a database of all the project being and activities implemented or ongoing in the tourism sector, including their objectives and targeted stakeholders. The information should be available to all donors.
- MoTA is suggested to organize forum or events to ensure interaction and coordination among development donors working in the tourism sector.

6.2.3 Recommendations regarding Effectiveness

- Following the project results framework, targets should be set for each indicator. The project should also have a MEL plan in place, specifying the MEL activities to be carried out and as well as roles and responsibilities of the project partners in implementing the MEL plan.
- Assessment of all capacity building activities should be carried out to measure the increase in knowledge and skills of the participants.
- In case of the training activities, participants should be facilitated to develop action plans or mini-projects, which they will implement in their organizations after the training. These action plans should be aligned to their professional work and approved by their supervisors where necessary.
- In order to encourage participants for the utilization of knowledge and skills, they should be provided post-training technical and financial assistance for the

implementation of their action plan. They should also be encouraged to share progress of their action plan with the project steering committee.

- Follow-up with the participants should also be carried out on a periodic basis. As part of the project MEL plan, it should be decided from the beginning of the project that who would be responsible for the follow-up. Follow-up reports should be shared with all the stakeholders.

6.2.4 Recommendations regarding Efficiency

- In order to enhance the efficiency of the project activities in future, project implementation plan should be developed for the whole cooperation period in consultation with all the partner agencies, listing all different types of activities and specifying roles and responsibilities for each activity, mentioning the timeline of each activity and as well as budget.
- To enhance the management and coordination of the project activities, the project should be guided by a project steering committee, consisting of representatives from all three countries who should be responsible for overseeing the project and cooperation activities.
- In addition to training in Thailand, sending experts to Palestine should also be considered to provide training to the stakeholders. Besides, on-the-job training opportunities for Palestinian participants in the relevant organizations in Thailand could also be explored.
- As recommended by the private sector representatives, organizing capacity building activities in the peak tourist season (April-October) should be avoided.
- TICA and JICA may consider working with one selected resource organization for organizing all the activities for any given cooperation period, although ensuring that relevant resource persons are involved from other organizations.
- There should be a mechanism to encourage long-term engagement of the participants with the resource organizations, who can also serve as mentors to them.
- When activities are organized in Thailand, the participants should be facilitated to establish network with parallel organizations in Thailand.

6.2.5 Recommendations regarding Impact

- To ensure that the project contributes to sustainable tourism development, project activities should also focus on enhancing the capacities of individuals and communities and facilitating them to respond to the enhanced enabling environment created by new laws and regulations.
- The project activities in the first phase of the triangular cooperation, along with the work done by other donor agencies, were successful in creating a momentum in the tourism sector. This should be built on to generate greater impact in the tourism sector and its contribution to Palestinian economy.

6.2.6 Recommendations regarding Sustainability

- To ensure the sustainability of project results, ownership of the relevant stakeholders in Palestine should be enhanced, in addition to further human resource development.
- Enhanced capacities of the individuals, communities and the private sector will also contribute towards the sustained performance of the tourism sector in Palestine.
- Sustainability issues and how to resolve them should be included in the project design.
- The project participants should be linked to existing bilateral initiatives of JICA, JICA country office and as well as CEAPAD secretariat to ensure sustainability.

6.2.7 Recommendations regarding Triangular Cooperation Mechanism

To strengthen the triangular cooperation among the partners, the value-added of triangular cooperation should be incorporated into the project design. This could be done by adding partnership specific results in the results framework of the cooperation project, in addition to the intended development results. There should be well-formulated partnership objectives and indicators and a mechanism to measure the results. A toolkit developed by OECD for measuring the value added of triangular cooperation provides an excellent resource and guidelines in this regard. Based on the guidelines from the toolkit, the evaluators have listed the following recommendations to strengthen the cooperation mechanism.

- To enhance the sense of ownership and trust among the partner countries, a project steering committee should be established, with representation from all the partners and all the decisions should be made in consultation. There should be a proper mechanism for managing funds and administering resources. Palestine, as a beneficiary country should be encouraged to make contributions in-kind such as staff-time and office resources and such contributions should be recorded in dollar value. The partners should also develop joint documentation, monitoring and reporting mechanism.
- To further promote complementarity and coordination, the partners should bring their relevant expertise in areas to the partnership, including in project management and should be open to adapt cooperation mechanisms if necessary. Partners should also contribute to creating more innovative approaches considering the changing context.
- There should be a mechanism to share knowledge, learn jointly and exchange experiences. Partners can include joint-learning activities with specified budget in the project plan and apply the results of the learning process in the projects. Moreover, efforts should be made to feed the lessons learned and enhanced capacities into future activities.
- There should be a mechanism in place to encourage co-creating flexible and innovative solutions for development challenges in Palestine. Moreover, successful experiences and good practices should be promoted and disseminated.
- The partners are also recommended to discuss on the suggestions from this evaluation and incorporate the suggestions in future project planning where applicable.

6.3 Recommendations regarding Future Cooperation Activities

As one of the objectives of this evaluation was to identify critical needs of Palestine in the selected sectors including Tourism, Education and Health for future assistance to Palestine under the CEAPAD, the evaluation team carried out scoping consultations with different stakeholders. Findings from the scoping consultations are summarized below for each sector.

6.3.1 Tourism Sector

For the purpose of the evaluation of sustainable tourism development in Palestine, the evaluation team visiting Palestine was able to meet different stakeholders from the public and private sector. The team was also able to explore their specific needs in terms of human resource development. Findings of the consultations are summarized as below:

Table 5: Tourism Sector: Summary of Scoping Consultations

Tourism	
Stakeholders	Suggestions for Human Resource Development and Tourism Development
Tour Operators Association	<ul style="list-style-type: none">• Competencies of Tourism professionals: Companies operating in the tourism industry such as travel operators and hotels do not get qualified workers. There should be opportunities for staff to learn and receive training through establishment of hospitality institutes. Well-trained staff with certification on food, housekeeping and cleaning, are required for hotels and operators.• Fee Collection in tourist sites: For better tourism management, a system should be developed for the collection of entrance fees at historical places, which can serve as funds for site maintenance/preservation, promotion, etc.• Emergency response and/or first-aid centers should also be established to provide better services to the tourists.• Attitudes of Tourist Police: Tourist police should be more friendly and approachable and also practice the English language, so that they can better serve the tourist needs.• Marketing: Promotion materials used by MoTA need to be updated in terms of content management, selection of photos, and use of social media. and tailored to the specific audiences.

	<ul style="list-style-type: none"> • Diversifying Tourism Products: There is a need to explore other areas in addition to religious sites to attract tourists under “experiential tourism” such as history, culture, and food. • Business-to-Business Matching: Tour operators and travel agencies from Palestine should be provided opportunities for developing linkages with businesses in Thailand and Japan. Together they can develop tour packages targeting potential tourists from ASEAN to Palestine.
Hotel Associations	<ul style="list-style-type: none"> • Capacity Building of hotel Staff: Capacities of hotel staffs need to be strengthened, especially in terms of housekeeping. This can be done either through expert dispatch or on-the-job training. • Targeted training for Hotels: Targeted trainings focusing on specific capacity needs of hotels should be organized in collaboration with AHA, which is the umbrella organization of around 80% of the hotels in Palestine. Some of the areas where capacities need to be developed and strengthened include marketing, strategic planning, social media strategies and house-keeping. • Languages Training: As Palestine is opening to new markets, there is a need for training for learning new languages including Koreans, Japanese, Chinese, etc. • Marketing: Capacities of tourism professionals need to be strengthened in strategic planning and marketing through social media strategies and online channels. • Fam trip for tour agencies in Thailand should be organized to visit places in Palestine so they would know about the places and develop travel packages for Thai tourists to visit Palestine.

	<ul style="list-style-type: none"> • Promoting Hospitality Education: Young people should be encouraged to study and pursue hospitality.
Universities and Academic Institutions	<ul style="list-style-type: none"> • Tourism/Hospitality Curricula: Quality of hospitality and tourism education needs to be further improved and made more relevant to the needs of the tourism industry. Tourism studies should cater to the needs of travel agencies and tour guides eg. improve communication/interpersonal skills, learn foreign languages. • Career in Tourism and Hospitality: There is a need to improve the perception of the public about making a career in tourism and hoteling. • Addressing Seasonal Employability: The Palestinian Government should make a regulation to address issues of seasonal employability in tourism.
Ministry of Tourism and Antiquities	<ul style="list-style-type: none"> • Tourism Marketing: Capacities need to be developed for Marketing using IT and social media. • Availability of Useful Information: Website of tourism agencies need to be improved to provide correct and usable information to tourists planning to visit Palestine. • Learning Foreign Languages and information on Food and culture: Palestine tourism professionals need to learn foreign languages such as Japanese, English, chinese etc. and be familiar with the food and culture to better serve tourism from the new markets. • Cross-ministerial crisis management unit: Cross-ministerial crisis management unit, consisting of the ministries of education, information, foreign affairs, and the private sector should be established to address critical issue related to tourism in Palestine. • Free Independent Tourist: Free and independent tourists have different needs in terms and services and facilities.

	<p>Tourism service providers should be able to develop relevant services and products to meet their needs.</p> <ul style="list-style-type: none"> • Tour Operators to diversify Itineraries: Tour operators should be developing new itineraries to attract tourists to visit other areas beside Jerusalem and Bethlehem. Souvenirs, carvings, and other hand-made products can be explored as Palestine's comparative advantage. • Cluster development - Bethlehem, as a tourism cluster, should not only be confined to its religious sites but should also highlight other attractions such as its old villages with ancient water systems. • Hospitality training – anticipating the growth of tourism in Palestine, especially with the soon-to-rise hotels, there will be a surge in demand qualified staff and more permanent careers. • Engagement of Municipalities: The training (standardization) should include participants from municipality (city and town), where there is some potential attractive place for tourism.
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6.3.2 Education Sector

For the scoping consultations with the education sector, the evaluation team had discussions with Dr. Sofia Rimawi, Director General of the National Institute for Educational Training and Ms. Wisam Nakhleh, Director General for Vocational Education and representatives from the Prime Minister Office. Major findings are summarized as below:

Table 6: Education Sector: Summary of Scoping Consultations

Education	
Stakeholders	Suggestions and Recommendations
Ministry of Education	<ul style="list-style-type: none"> • Technology related training: Based on the market needs, technology-related skills are highlighted as a priority area for

	<p>capacity building, including solar panel installation, IT, robotics and computers.</p> <ul style="list-style-type: none"> • Advanced vocational training: it is required to establish and institutionalize a complete Vocational Institute that can support the capacity building needs. The institute should be able to address the skills mismatch and high job-hopping rates effectively. • Imparting Relevant Skills: The education and training need to be aligned in developing specific skill sets of the workforce with market demand and the needs of the private sector. • Teachers' Training: Continuously developing the skills of the teachers and instructors is equally important, not only the students. • Quality Assurance Certification System: To address the issue of labor shortage, quality assurance certification system and incentives are necessary. Students do not want to work because there is no required specialization. Besides, employment contract is only during high season, and low wages in Palestine compared to neighboring countries. • E-learning system: E-learning system needs to be developed to complement the classroom-based training. It is also a viable option considering obstructed transportation in Palestine.
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6.3.3 Health Sector

While discussing with the Ministry of Health, the following areas were identified as being in need of attention.

Table 7: Health Sector: Summary of Scoping Consultations

Health	
Stakeholders	Suggestions and Recommendations
Ministry of Health	<ul style="list-style-type: none">• Physiotherapy Training: MOH identified training on physiotherapy to increase health/medical capacities in Palestine instead of sending patients to Jordan and Egypt.• Training for Nurses and Physicians: Capacity building for physicians and nurses on long-term care of patients, comprehensive training on chemotherapy and elderly care at home• Training on Housekeeping, hospital maintenance and safe environment were also identified as being important.• Increase Collaboration: Collaboration between public hospitals could be increased to improve the services.

6.3.4 Youth Development

Some of the suggestions provided during the discussions have been summarized under youth development, considering their focus on youth. Youth development can be considered as cross-cutting issue for future development projects.

Table 8: Youth Development: Summary of Scoping Consultations

Youth Development	
Stakeholders	Suggestions and Recommendations
Prime Minister Office	<ul style="list-style-type: none">• The focus of capacity building should be shifted to the young people who are yet to become part of the workforce.• The youth needs to be encouraged and empowered to start their businesses. Information and Communication Technology (ICT) start-up program can be initiated to empower young people to start their own businesses.

6.4 Future Cooperation: Evaluators Judgement and Justification

In view of the opinions and feedback of different stakeholders from Palestine, TICA and JICA, and evaluation of the project and triangular cooperation mechanism, evaluators are of the opinion that future cooperation projects through triangular cooperation mechanism among Thailand, Japan and Palestine should focus on the tourism sector because of the following reasons:

- Thailand, as a provider of human resource development activities to Palestine, has vast experience and expertise in sustainable tourism development and it is in this sector that Thailand can provide the most effective assistance.
- The tourism sector in Palestine seems to have slightly improved in recent years, and further support would be required to keep up the momentum and make it more stable to increase its contribution to Palestine's economy.
- As highlighted in section 6.3.3, there is still a need of more advanced human resource development for different stakeholders, including in the areas that were targeted in the first phase. This evaluation has already highlighted some of the areas where capacities needed to be strengthened.
- Based on the learning of cooperation project from 2014-2019, with most of them highlighted in the evaluation report, there is a great opportunity to generate better impact in the tourism sector.
- As observed during field visit in Palestine and also shared by key stakeholders, new hotels, restaurants, museums and cultural centers are being opened. But labor force skills are still not adequate and do not meet the market needs. Based on the experiences of Thailand, there is an opportunity to enhance the capacities of the labor force and contribute to their employability.
- With the law on Tangible Cultural Heritage adopted and tourism law in the process, there is a unique opportunity to leverage on the enhanced enabling environment and create a greater impact in the tourism sector in Palestine.

ANNEXES

Annex 1: List of Respondents Interviewed

SL. No.	Name	Position	Organization	Country
1	Mr. Raed Saadeh	Managing Director / Chairman	Jerusalem Hotel / NEPTO	Palestine
2	Ms. Rosaline Mickel	Former Director / Marketing & Operations	Holy Land Incoming Tour Operators Association (HLITOA) / Netours - American Dept.	Palestine
3	Ms. Rula Rizik	Executive Director	Arab Hotel Association (AHA)	Palestine
4	Ms. Rawan I. R Qumsieh	Project Director	Arab Hotel Association (AHA)	Palestine
5	Ms. Laurette M.H. Abu Jaber (L)	Dean	Talitha Kumi Community College	Palestine
6	Mr. Elias Juha (E)	Instructor & Training Coordinator	Bethlehem University	Palestine
7	Ms. Judy I. E. Bandak (J)	Chair of Tourism Study Dept.	Dar al-Kalima University College of Arts and Culture	Palestine
8	Mr. Ali Abusrour	Former Deputy Minister of Tourism	MoTA	Palestine
9	Mr. Amer Rassas	General Manager	Grand Park Hotel	Palestine
10	Ms. Isra' Abed	HR Coordinator	Grand Park Hotel	Palestine
11	Mr. Hani G. Lama	Chairman / President	Palestinian Society of Tourist and Travel Agents (PSTTA) / Lama Tours International	Palestine
12	Dr. Ahmed Jamil Azm	Director of the Strategic Affairs Unit	Prime Minister's Office	Palestine
13	Dr. Sofia Rimawi	Director General	National Institute for Educational Training (NIET)	Palestine
14	Ms. Wisam Nakhleh	Director General for Vocational Education	National Institute for Educational Training	Palestine

SL. No.	Name	Position	Organization	Country
15	Mr. Majahed Barakat	Tourism Inspector	MOTA	Palestine
16	Ms. Zukka Assad	Director of Classification	MOTA	Palestine
17	Mr. Sami Nimer	Head of Tourism Licensing	MOTA	Palestine
18	Mr. Iyad Hamdan	Director of MOTA Jericho	MOTA	Palestine
19	Mr. Majed Ishaq	Director General - Marketing Department	MOTA	Palestine
20	Mr. Jamal A.B Takatka	Director of Tourism Police Bethlehem	MOTA	Palestine
21	Mr. Fares Thahhan	Jericho Tourist Police	MOTA	Palestine
22	Mr. Mohammad Mansour	Tourist Manager in Jericho	MOTA	Palestine
23	Ms. Tomomi Hirata	Representative	JICA, Palestine	Palestine
24	Ms. Hiba Mashal	Program Officer	JICA, Palestine	Palestine
25	Dr. Chuwit Mitrchob	Deputy Director-General, DASTA	DASTA	Thailand
26	Dr. Kaewta Muangasame	Assistant Professor	Mahidol University	Thailand
27	Ms. Witchanee Vuthipongse	Bureau of Tourism Business and Guide Registration Officer	Department of Tourism	Thailand
28	Mr. Chattan Kunjara Na Ayudhya	Deputy Governor, international Marketing	Tourism Authority Thailand	Thailand
29	Mr. Miyoshi Katsuya	Programme Formulation Advisor	JICA, Thailand	Thailand
30	Mr. Wattanawit Gajaseni	Director of Partnership for Development Bureau	TICA	Thailand
31	Ms. Donhatai Jirasingh	Former Project officer	TICA	Thailand
32	Mr. Ihab Jabari	Director	Holy Land Incoming Tour Operators Association (HLITOA)	Palestine

Annex 2: Evaluation Guiding Questions based on DAC Criteria

The following guiding questions were followed/adapted to develop data collection tool for each groups of respondents.

Evaluation Criteria	Guiding Questions
Relevance	<i>The extent to which the project was suited to the, needs, priorities and policies of the target group, recipient and donor.</i>
	<ul style="list-style-type: none"> • Were the activities and outputs of the projects consistent with the intended goal and objectives?
	<ul style="list-style-type: none"> • To what extent did the projects comply with development policy and planning of the recipient country or partner government?
	<ul style="list-style-type: none"> • To what extent the projects were aligned with the Japan-Thailand-Palestine triangular Cooperation framework?
	<ul style="list-style-type: none"> • How important was the project for the targeted communities and to what extent it addressed their needs and interests?
Coherence	<i>The compatibility of the intervention with other interventions in a country, sector or institution.</i>
	<ul style="list-style-type: none"> • Are there synergies and interlinkages between the intervention carried out under the Triangular cooperation framework and other interventions carried out by TICA, JICA or Palestine?
	<ul style="list-style-type: none"> • Is the project consistent with the relevant international norms and standards to which TICA and JICA adhere?
	<ul style="list-style-type: none"> • Is the project consistent with the projects/programs of other development agencies in Palestine?
Effectiveness	<i>A measure of the extent to which the project attained its objectives i.e. from activities to outputs to outcomes.</i>
	<ul style="list-style-type: none"> • To what extent were the objectives of the project achieved?
	<ul style="list-style-type: none"> • What major factors influenced the achievement or non-achievement of the objectives?
	<ul style="list-style-type: none"> • To what extent were the targeted groups reached?
	<ul style="list-style-type: none"> • Were outputs and outcomes achieved?
	<ul style="list-style-type: none"> • Were achieved outputs and outcomes directly linked to activities?
Efficiency	<i>Efficiency measures whether the project used the available resources in the most economical manner to achieve the desired results.</i>

Evaluation Criteria	Guiding Questions
	<ul style="list-style-type: none"> • Were activities implemented under the project cost-efficient? • To what extent individual resources were used economically? • Were there alternatives for achieving the same results with less inputs/funds? • Were decisions taken as close to where the services were delivered? • Were conflicts of projects implementation addressed and resolved? • Were deliverables achieved on time and in budget?
Impact	<p><i>Impact refers to the positive and negative changes produced by the projects, directly or indirectly, intended or unintended.</i></p> <ul style="list-style-type: none"> • What has happened as a result of the project? • What real differences has the project made to the beneficiaries? What are the positive and negative, intended and unintended effects? • How many people have been affected? (disaggregated by gender, geographical area, ethnicity etc.) • What political, economic, scientific, technological effects have been seen because of the project/program?
Sustainability	<p><i>Sustainability is concerned with measuring whether the benefits of the project are likely to continue after donor funding has been withdrawn.</i></p> <ul style="list-style-type: none"> • What were the major factors which influenced the achievement or non-achievement of sustainability of the project? • To what extent will activities, results and effects be expected to continue after donors' support ends? • To what extent did the project reflect on and considered the factors which, by experience, have a major influence on sustainability like, e.g. economic, ecological, social, political and cultural practices? • How self-supported are the local partners/beneficiaries? To what extent the local leadership and ownership have been strengthened? • Are partners committed financially and with human resources to the vision or objectives of the project? • Were the technological components of the project appropriate to context? • Were institutional, organizational, and private-public partnerships coordinated and co-operative?

Annex 3: List of Documents Reviewed

	Name of Document	Type (Project/External)
1	Concept note for TICA-JICA-Palestine collaboration for Tourism Development	Project Document
2	Study Visit TICA-JICA-Palestine collaboration for Tourism Development, 2014	Project Document
3	Palestinian Needs of Cooperation from Thailand in Tourism Development	Project Document
4	Proposal from DOT for the Training on Regulation and Standardization for Tourism Products and Services	Project Document
5	Training Report of Hospitality Training of Trainers	Project Document
6	Report of Action Plans submitted by the participants of Hospitality Training of Trainers	Project Document
7	PowerPoint Slides of the presentation on “The Amazing Thailand Campaign”	Project Document
8	PowerPoint Slides of the presentation on “An essential factor of tourism marketing strategy”	Project Document
9	PowerPoint Slides of the presentation on “Designated Areas for Sustainable tourism development”	Project Document
10	Report on the Review of Cooperation Activities in Tourism with Thailand within the framework of CEAPAD	Project Document
11	Data Collection Survey on Promotion of Conference On Cooperation Among East Asian Countries For Palestinian Development (CEAPAD)	External Document
12	Palestinian Market Development Program: Rapid Market Study Analysis-Quality of Front-Line Workers in Tourism Elements going into TVET activity	External Document
13	JICA: Rolling Plan for Palestinian Authority (2015 & 2019)	External Document
14	JICA PA: World Tourism Day Press Release, 2019	External Document
15	JICA: Handout on Japan’s Assistance to Palestine, 2018	External Document
16	Japan’s cabinet decision on the Development Cooperation Charter (Feb 10, 2015)	External Document
17	The State of Palestine National Export Strategy Tourism Sector Export Strategy 2014-2018	External Document
18	Thailand: Policy Statement of the Council of Ministers (2014)	External Document

	Name of Document	Type (Project/External)
19	Research paper: Thailand's International Development Cooperation (Anchal Agarwal, 146 Jindal Journal of Public Policy, Vol. 3, Issue 1)	External Document
20	Thailand's ODA strategic Framework, TICA (2007)	External Document
21	Strategic Review of Thailand's International Development Cooperation Report for United Nations Joint Team in International Cooperation (Mark Miller and Werapong Prapha) (2013)	External Document
22	Compete Project Final Report (January 2019)	External Document
23	Project Report: Masar Ibrahim/ Abraham Path: Economic development across fragile communities (2013)	External Document
24	World Economic Forum: The Travel & Tourism Competitiveness Report 2019	External Document
25	The Palestinian Central Bureau of Statistics and the Ministry of Tourism and Antiquities issue a press release on the occasion of World Tourism Day, 27/09/2019	External Document
26	Toolkit for Identifying, Monitoring and Evaluating the Value Added of Triangular Co-Operation (OECD)	External Document
27	Handout: Japan-Thailand South-South and Triangular Cooperation	External Document
28	Enabling Effective Triangular Co-Operation OECD Development Policy Papers December 2019 No. 23	External Document
29	Frequently Asked Questions South-South and Triangular Cooperation (UNDP)	External Document
30	Japan's Triangular Cooperation Mechanism: With a focus on JICA's activities (Shunichiro Honda, 2014)	External Document
31	CEAPAD: 1 st Meeting Joint Statement (Feb 2013), 2 nd Meeting Joint Statement (March 2014), 3 rd Ministerial Meeting Statement (June 2018)	External Document

Annex 4: Evaluation Work Plan

SL. No.	Activities	Dec-19	Jan-20				Feb-20				Mar-20		
		WK 4	WK 1	WK 2	WK 3	WK 4	WK 1	WK 2	WK 3	WK 4	WK 1	WK 2	WK 3
1	Review project documents, and secondary data of the project as well as other sources												
2	Submit final version of concept Note to TICA-JICA												
3	Finalize methodology and data collection tools in consultation with TICA and JICA												
4	Interview with Resource person from DOT, DASTA, TAT, Mahidol University												
5	Conduct Online survey with training participants from Palestine												
6	Interviews with project participants and other stakeholders in Palestine												
7	Interviews with TICA and JICA in Bangkok for interview and discussion on findings from Palestine												
8	Data management and analysis												
9	Submit interim report to TICA and JICA												
10	Feedback and comments on the interim report from TICA and JICA												
11	Submission of First draft of evaluation report to TICA and JICA												
12	Feedback and comments on the first draft of evaluation report from TICA and JICA												
13	Finalize evaluation report and share with TICA												
14	Presentation of Evaluation Findings												

Annex 5: Evaluation Matrix

	Evaluation Questions	Analysis of Data						
		Findings rating					Rating Summary	Source of Information
		1	2	3	4	5		
1	Relevance	Low----->High						
1.1	Did the intervention support the vision of the Palestinian government and in-line with the existing policies/agreements?					5	The interventions were fully aligned with the tourism sector export strategy of Palestine 2014-2018.	Tourism Sector export strategy
1.2	Did the intervention respond to the needs of different stakeholders in Tourism sector?				4		Rated as 4 based on the response of stakeholders to question related to relevance in the survey and interview findings. The needs came from MoTA but need identification with private sectors was not conducted in participatory way.	Online Survey, Documents Review, IDI
1.3	Did the intervention support the vision of Thailand and Japan and in-line with the existing Policies/agreements?					5	The project was consistent with Japan's CAP and rolling plan for Palestine, ODA's policy of Thailand and Japan, and as well as their commitment to Palestinian development under CEAPAD.	Rolling plan and CAP-JICA, TICA Strategic framework, CEAPAD meeting press statements
1.4	Did the intervention have proper results/M&E framework, supporting achievement of intended results?	1					The project did not have an M&E framework, results statements, indicators or any mechanism to measure results.	Project documents
1.5	Were the activities of the project consistent, and well correlated with the with the overall goal, objectives and intended results.			3			For the two trainings in Thailand and study visits, there were properly stated objectives and activities seemed to be relevant. However, for the video lectures there were no specified objectives. And with inadequate information about Palestine's context, the contents video lectures were not deemed as very useful.	Documents review
	Total Relevance Score and Rating	18		3.6				

	Evaluation Questions	Analysis of Data									
		Findings rating					Rating Summary	Source of Information			
		1	2	3	4	5					
2	Coherence										
2.1	Were the project activities coherent with the other tourism related interventions carried out by Japan and Thailand.				4		The project seemed to be coherent with the other tourism related projects implemented by Japan in Palestine. Thailand has not yet implemented any tourism related project in Palestine before. But project was coherent with the triangular cooperation framework of Thailand and Japan.	Document reviews of JICA project, IDI			
2.2	Were the project activities consistent with the projects/programs of other development agencies for tourism development in Palestine?		2				External coherence of the project could not be established. There are a number of projects by other donors. Coherence of this project with others was not considered while designing the project activities.	Document reviews of other donor projects, IDI			
	Total Coherence Score and Rating	6			3						
3	Effectiveness										
3.1	To what extent were the training contributed to increase the knowledge and skills of participants?				4		Based on the feedback of the participants to the online survey responded by 55% of the project participants, with majority of them expressing that the activities highly increased their knowledge and skills.	Online survey			
3.2	Were the outputs delivered as planned and in a coherent manner?		2				No targets were set for the capacity building activities or results at any level.	IDI, project documents			
3.2	To what extent the participants were able to apply their knowledge and skills learnt from the training and lectures?				4		Around 74% respondents were able to apply their knowledge and skills, based on the online survey. Utilization of knowledge and skills was conducted in different ways.	Online survey			
3.4	Were there any significant results of the application of knowledge and skills?				4		Project experience and learning contributed to a number of significant changes were observed in the organization and sector level.	Online survey, Interviews			
	Total Effectiveness Score and Rating	14			3.5						

4	Efficiency						
4.1	Was budget utilization of the project done efficiently?			3		Although there was no specified budget for the whole project, TICA and JICA shared the costs on equal basis and tried to manage budget according to the activities.	Project costs estimate sheet
4.2	Were the activities implemented as planned/expected and on time?		2			The project did not have specified project implementation plan. Although there was an understanding that activities would be organized on yearly basis.	Project documents, interviews
4.3	Were the interventions well-coordinated among the different stakeholders?				4	Although there was no documented coordination mechanism, the partners maintained strong coordination and communication throughout the project activities.	Interviews
4.4	Were the interventions implemented better than alternatives?			3		The activities could have been implemented in better way with proper plan, follow-up mechanism, post training assistances and proper distribution of roles and responsibilities.	Review of training/activities approach
	Total Efficiency Score and Rating		12		3.0		
5	Impact						
5.1	What are the main short-term significant changes as perceived by the different stakeholders and beneficiaries?				4	Contribution of project to the adoption of new law on Tangible Cultural Heritage, scaling up of homestays and integrated tourism education are likely to generate greater impacts.	Interviews, Online survey
6	Sustainability						
6.1	What is the likelihood that the application of knowledge and skills gained from the activities will sustain overtime, beyond the cooperation?				4	Since most of the project participants are still working with the same organizations, and also involved in bilateral projects with JICA, they are highly likely to utilize their knowledge and skills in their works.	Analysis of interview findings
6.2	What initiatives have been taken to support the utilization of knowledge and skills to achieve the more tangible outcomes in future?	2				The project did not have any sustainability plan in place.	Project Documents, Interviews
6.3	Is there a plan in place to build on the achievements of the interventions completed?				4	With TICA and JICA considering to support next phase of the triangular cooperation, it is likely that achievements of the first phase could be built on.	Interviews
	Total Sustainability Score and Rating		10		3.3		

Annex 6: Evaluation Tools

Tool 1: Questionnaire for Participants from Ministry of Tourism and Antiquities

1. Respondent Information:

Name of Respondent:	
Gender:	
Organization:	
Position:	
City:	
Email:	
Tel./Mob. #	
Date of Interview:	
Interview Duration (Mins)	
Interviewer:	

2. Training/Activities Participated:

Could you please share with us name of the activities/trainings you participated organized under the Japan-Thailand-Palestine triangular cooperation framework?

	Activities/Training	Yes=1, No=2
1	Study Mission to Thailand for Tourism Development	
2	Training on Regulation and Standardization for Tourism Products and Services in 2015	
3	Hospitality Training of Trainers in 2016	
4	Lecture: “An Essential Factor of Tourism Marketing Strategy” (Video conference) in 2018	
5	Lecture: “A Key Success of Tourism Campaign – Amazing Thailand” (Video conference) in 2018	
6	Lecture: “Thailand’s Case on Tourism Development Promotion and Marketing, 2019	

3. Assessment of Relevance:

Main Questions	Secondary/Follow-up Questions
1. How the needs of different stakeholders in tourism sector to be addressed under the triangular cooperation framework were identified?	1.1 How were participants selected for the different training events?
2. Do you think that the activities/training planned were appropriate to the intended objectives? If yes, how? If no, what else could have been done?	
3. To what extent the interventions were aligned to the tourism sector strategy/plan of Palestine?	

4. Assessment of Effectiveness:

Main Questions	Secondary/Follow-up Questions
1. According to you how useful the triangular cooperation has been for the promotion of tourism sector in Palestine?	
2. Do you think the training and lectures were successful in achieving their intended objectives?	
3. Following the training activities in Thailand and online lectures, what specific knowledge and skills you have been able to apply? How did you apply them and what are the achievements based on the application?	<p>3.1 Following the interventions, has MoTA identified or developed/updated laws, rules and regulations on tourism? If yes, can you share briefly about it and how learning from the project influenced the process?</p> <p>3.2 Have you been able to establish a Cross ministerial crisis management unit inside the ministry of tourism? What steps have been taken? If not established, what are the barriers?</p> <p>3.3 Is there a plan to adopt the OTOP or similar strategy for Palestine learning from Thailand? If yes, could you please share more?</p> <p>3.4 Does MoTA use branding for promotion of tourism in Thailand? Are you using learning from the training for branding?</p> <p>3.5 Is there a system in place to collect and use tourism statistics? What are the different types of statistics MoTA collect?</p> <p>3.6 How do you measure performance of tourism sector in Palestine? Do you use the indicators introduced in the training?</p> <p>3.7 Following the training in Thailand, are you organizing specific campaign to promote tourism in Palestine? Could you please share what kinds of campaigns are being organized?</p>

	<p>3.8 Is there a mechanism developed to identify the Strategic advantages of Palestinian tourism and leverage them?</p> <p>3.9 Could you please share if there are Initiatives taken by Palestine to Improve Ecology for sustainable tourism (SDGs, Digital platforms, Quality infrastructure, Relaxed regulations)?</p> <p>3.10 Could you please share if there are initiatives for the development and implementation of Sustainable Development tourism tool (Standard criteria, Standard certification, Local participation, Sharing practices, Financial access)?</p>
4. How would you assess the effectiveness of the video lectures? Did the participants easily follow the lecture? Do you recommend similar lectures in the future?	
5. According to you, what were the strengths of the project?	
6. According to you, what were the shortcomings/weakness of the project?	
7. What major factors influenced utilization of knowledge and skills?	

5. Assessment of Coherence:

Main Questions	Secondary/Follow-up Questions
1. How does the project complement ongoing government efforts for tourism sector? (addressing capacity gaps)	1.1 What are the different initiatives the government is taking for promoting tourism sector in Palestine?
2. Are there other projects (supported by same/other donors) being implemented for tourism promotion in Palestine? Could you please briefly share about these projects? And how this project complement/align with those projects?	2.1 What are the modalities of those projects by other donors?

6. Assessment of Efficiency:

Main Questions	Secondary/Follow-up Questions
1. Do you think that the project activities were implemented as planned/expected (design) and on time?	1.1 Do you think the budget allocated for the project activities was adequate? How well the project finances were managed?
2. Do you think that TICA/JICA could have done something else within the same budget to better support tourism sector in Palestine?	
3. Considering different stakeholders involved in the project, how well the project was coordinated?	<p>3.1 What was the coordination mechanism with the TICA and JICA? How well it worked? Were there any barriers?</p> <p>3.2 Were there any barriers in terms of communication and coordination with stakeholders?</p>

7. Assessment of Impact:

Main Questions	Secondary/Follow-up Questions
1. According to you what are the most significant changes in tourism sector you have observed as a result of interventions implemented under this triangular cooperation? (beyond capacity building)	1.1 Do you think the benefits of this project have passed on to the local communities and other private sector agencies involved in tourism? If yes, in what ways? If no, why? 1.2 Has there been increase in number of tourists since the project started? (Can you share some data with us in this regard?). if yes, do you think this project also contributed to this increase in number of tourists?
2. Are there any political, economic or environmental effects (changes) which could be linked to this project?	2.1 Did you observe any unintended effects of the project as well? If yes, could you please share with us?

8. Assessment of Sustainability:

Main Questions	Secondary/Follow-up Questions
1. What specific interventions/activities do you plan to continue even without further support from TICA-JICA?	
2. According to you what changes/results contributed by the project will sustain in future? What factors might influence the sustainability of the results? What additional support will be required to ensure their sustainability?	2.1 Do you think the project considered the factors such as economic, ecological, social, political and cultural practices, which have a major influence on sustainability? What were the consideration points?
3. Do you think any areas of interventions or results might not be sustainable? What are the lessons learnt from such areas?	

9. Assessment of ¹⁴Triangular Cooperation (TrC) Process:

1. How did the triangular cooperation mechanism work? Were roles clear to each partner? Was there any formal agreement showing roles and responsibilities of each partner?
2. What was the dollar value of contribution (in-kind, staff time etc.) from your organization?
3. What was the mechanism of administering funds and resources for activities under the Triangular cooperation?
4. What was the process of decision making about the interventions, selecting participants, hiring resource persons and other matters?
5. How many joint meetings were organized during the cooperation?
6. Do you feel that there was a system in place to learn from each other in the Triangular cooperation? Could you please share a few examples of significant learning from each partner?

¹⁴ Question for higher level official involved in planning and implementation

7.	Learning from your partners, have you made any changes in the way your institution works? If yes, could you share some examples?
8.	How flexible were the partners to cover for each other in case of critical situations? Can you share some examples?
9.	Learning from the experience, has your organization changed or improved internal rules and regulations regarding international development cooperation?
10.	Were there any challenges in terms of the following areas and how they were dealt with?
	<ul style="list-style-type: none"> • Equal partnership in terms of cost sharing and decision making • Harmonization of project cycle and unification of formats
11.	What are your suggestions to improve the Triangular Cooperation in future?

10. Recommendations for Future cooperation:

1. Do you think there is further need of Human resource development for sustainable tourism development in Palestine? If yes, can you name the areas and specific needs of different stakeholders? How can TICA and JICA contribute?

Tool 2: Questionnaire for Participants from Universities

1. Background Information:

Name:	
Gender:	
Name of University/College:	
Position:	
Email:	
Tel./Mob. #	
Date of Interview:	
Interview Duration (Mins)	

2. Training/Activities Participated:

Could you please share with us name of the activities/trainings you participated organized under the Japan-Thailand-Palestine triangular cooperation framework?

	Activities/Training	Yes=1, No=2
1	Study Mission to Thailand for Tourism Development in 2014	
2	Training on Regulation and Standardization for Tourism Products and Services in 2015	
3	Hospitality Training of Trainers in 2016	
4	Lecture: "An Essential Factor of Tourism Marketing Strategy" (Video conference) in 2018	
5	Lecture: "A Key Success of Tourism Campaign – Amazing Thailand" (Video conference) in 2018	
6	Lecture: "Tourism Development for Designated Areas and Community Tourism, 2019	

3. Assessment of Relevance:

Main Questions	Secondary/Follow-up Questions
1. Did you find the training and activities to be relevant to your work? What specific needs or capacity gaps were addressed from the training?	1.2 How were the training needs identified? Were these capacity needs really critical for you and your organization or there were other more important needs?
2. Do you think that the training/lecture were appropriate (design) to address your specific needs? If yes, how? If no, what else could have been done?	

3. Assessment of Effectiveness:

Main Questions	Secondary/Follow-up Questions
1. Do you think the project activities contributed to improve your professional knowledge and skills? If yes, what specific knowledge and skills were improved?	
2. Following the training activities in Thailand and online lectures, what specific knowledge and skills you have been able to apply? How did you apply it and what are the achievements based on the application?	2.1 Learning from the training in Thailand and online lectures, have you been able to change or improve anything related to tourism or hospitality education in your university? If yes, could you please share? If no, what were the reasons? 2.2 Following the training, were you able to establish any network or collaboration with the Palestinian participants from other sector who participated in the training with you? 2.3 Does your university offer comprehensive tourism education? How the project influenced it?
3. During the training and study visits in Thailand, were you able to establish network with Thai universities?	
4. According to you, what were the strengths of the project?	
5. According to you, what were the shortcomings/weakness of the project?	
6. What are your suggestions to improve similar training in future?	

4. Assessment of Coherence:

Main Questions	Secondary/Follow-up Questions
1. Is your university taking any initiative for promotion of tourism in Palestine (directly/indirectly)? How does the training from Thailand complement those initiatives?	

5. Assessment of Efficiency:

Main Questions	Secondary/Follow-up Questions
1. Do you think the training activities were well coordinated? Were the gaps in terms of training arrangement and facilitation?	
2. Do you think length of the training period was appropriate?	
3. Do you think that instead of trainings in Thailand or online lectures, something else could have been done to get better results?	

4. Were there any factors that discouraged you from applying knowledge/skills from the training?	
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6. Assessment of Impact:

Main Questions	Secondary/Follow-up Questions
1. According to you, what impact did the project have on you as a person and as a professional?	
2. What impact did the project have on your university?	
3. Are there any other significant changes you have observed that could be attributed to the training?	

7. Assessment of Sustainability:

Main Questions	Secondary/Follow-up Questions
1. Will you continue to apply the knowledge and skills you have learnt from the training in your work without any technical or financial support? What is your plan for that?	
2. Are there any factor that might affect utilization of knowledge and skills in future?	2.1 What kind of support (technical, financial) you would need to continue working for tourism promotion in Palestine?

8. Recommendations for Future cooperation:

Do you think there is further need of developing Human resources for sustainable tourism development in Palestine? If yes, can you name the areas and specific capacity or other needs of universities and colleges? According to you how can TICA, JICA or the Palestinian government contribute to address those needs?

Tool 3: Questionnaire for Participants from Travel Agencies/Associations/Hotels

1. Background Information:

Name:	
Gender:	
Name of Agency/Association:	
Position:	
Email:	
Tel./Mob. #	
Date of Interview:	
Interview Duration (Mins)	

2. Training/Activities Participated:

Could you please share with us name of the activities/trainings you participated organized under the Japan-Thailand-Palestine triangular cooperation framework?

	Activities/Training	Yes=1, No=2
1	Study Mission to Thailand for Tourism Development in 2014	
2	Training on Regulation and Standardization for Tourism Products and Services in 2015	
3	Hospitality Training of Trainers in 2016	
4	Lecture: "An Essential Factor of Tourism Marketing Strategy" (Video conference) in 2018	
5	Lecture: "A Key Success of Tourism Campaign – Amazing Thailand" (Video conference) in 2018	
6	Lecture: "Tourism Development for Designated Areas and Community Tourism, 2019	

3. Assessment of Relevance:

Main Questions	Secondary/Follow-up Questions
1. Did you find the training and activities to be relevant to your work? What specific needs or capacity gaps were addressed from the training?	a. How were the training needs identified? Were these capacity needs really critical for you and your organization or there were other more important needs?
2. Do you think that the training/lecture were appropriate (design) to address your specific needs? If yes, how? If no, what else could have been done?	

4. Assessment of Effectiveness:

Main Questions	Secondary/Follow-up Questions
1. Do you think the project activities contributed to improve your professional knowledge and skills? If yes, what specific knowledge and skills were improved?	
2. Following the training activities in Thailand and online lectures, what specific knowledge and skills you have been able to apply? How did you apply it and what are the achievements based on the application?	<p>2.1 Learning from the training in Thailand and online lectures, have you been able to change or improve anything in your organization? If yes, could you please share? If no, what were the reasons?</p> <p>2.2 Following the training, were you able to establish any network or collaboration with the Palestinian participants from other sector who participated in the training with you?</p> <p>2.3 Following the training., have you been able to organize activities to enhance/upgrade capacities of your company employees?</p> <p>2.4 Is your agency promoting locally-made small handicrafts product? If yes, since when? And did you change anything following the training?</p> <p>2.5 Do you use branding for promotion of tourism in Thailand? Are you using learning from the training for branding?</p> <p>2.6 Does your company organize any campaigns to promote tourism in Palestine? How you applied learning from the training? Did you collaborate with other stakeholders such as MoTA?</p> <p>2.7 What kind of tourism statistics do you keep? Do you use these statistics to help in better decision making such as in business plan, or marketing strategy (branding or campaign)?</p>
3. During the training and study visits in Thailand, were you able to establish network with Thai agencies?	
4. According to you, what were the strengths of the project?	
5. According to you, what were the shortcomings/weaknesses of the project?	
6. What are your suggestions to improve similar training in future?	

5. Assessment of Coherence:

Main Questions	Secondary/Follow-up Questions
1. Is your agency/association taking any initiative for promotion of tourism in Palestine (directly/indirectly)? How does the training from Thailand complement those initiatives?	

6. Assessment of Efficiency:

Main Questions	Secondary/Follow-up Questions
1. Do you think the training activities were well coordinated? Were the gaps in terms of training arrangement and facilitation?	
2. Do you think length of the training period was appropriate?	
3. Do you think that instead of trainings in Thailand or online lectures, something else could have been done to get better results?	
4. Were there any factors that discouraged you from applying knowledge/skills from the training?	

7. Assessment of Impact:

Main Questions	Secondary/Follow-up Questions
1. According to you, what impact did the project have on you as a person and as a professional?	
2. What impact did the project have on your agency/association?	
3. Are there any other significant changes you have observed that could be attributed to the training?	

8. Assessment of Sustainability:

Main Questions	Secondary/Follow-up Questions
1. Will you continue to apply the knowledge and skills you have learnt from the training in your work without any technical or financial support? What is your plan for that?	
2. Is there any factor that might affect utilization of knowledge and skills in future?	2.1 What kind of support (technical, financial) you would need to continue working for tourism promotion in Palestine?

9. Recommendations for Future cooperation:

Do you think there is further need of developing Human resources for sustainable tourism development in Palestine? If yes, can you name the areas and specific capacity needs of people involved in tourism sector from agencies and associations? According to you how can TICA, JICA or the Palestinian government contribute to address those needs?

Tool 4: Questionnaire for Representatives from TICA and JICA

1. Background Information:

Name:	
Gender:	
Name of Organization:	
Position:	
City, Country	
Email:	
Tel./Mob. #	
Date of Interview:	
Interview Duration (Mins)	
Name of Interviewer:	

2. Role in the Project and Tri-angular Cooperation:

2.1 Could you please share with us what is/was your role in the Triangular cooperation between Japan-Thailand-Palestine and what tasks you performed in the capacity building activities organized under the cooperation framework?

2.2 Could you please briefly explain the cooperation process adopted between the three countries? How the capacity building interventions were identified, negotiated, formulated and implemented? Were there any written guidelines in this regard?

3. Assessment of Relevance:

Main Questions	Secondary/Follow-up Questions
1. Do you think the specific needs of different stakeholders were identified following proper need assessment process?	
2. In your opinion, the activities planned were appropriate/relevant to the intended objectives of the project?	
3. Could you please share with us that how the ¹⁵ project is aligned with the Triangular Cooperation policy/guidelines of your country?	3.1. How the project supported the vision/policy of government?

¹⁵ Project refer to all the interventions implemented from 2014-2019 under the triangular framework

4. Could you please share with us the how the project is aligned with the CEAPAD mechanism?	3.2 To what extent the project followed the guiding principles of south-south cooperation established by UNOSSC?
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4. Assessment of Effectiveness:

Main Questions	Secondary/Follow-up Questions
1. Were the interventions of the project implemented according to the plan? If not, why not? What was done about it?	
2. What was the mechanism to assist the participants for utilization of knowledge and skills learnt from the capacity building interventions?	
3. What was the reason for the selected modalities (2 training in Thailand and 3 online lectures)?	
4. What mechanism was in place to monitor and evaluate the performance of the project?	
5. According to you, what were the strengths of the project?	
6. According to you, what were the shortcomings/weaknesses of the project?	
7. According to you what major factors would influence the achievement or non-achievement of the objectives (long-term results of the training)?	

5. Assessment of Coherence:

Main Questions	Secondary/Follow-up Questions
1. Is TICA or JICA implementing other programs/projects in Palestine? If yes could you please share briefly about them?	
2. To what extent does this project complement ongoing/completed interventions of TICA/JICA?	
3. Are there interventions being implemented for tourism promotion in Palestine by other donor agencies or other countries under CEAPAD? To what extent does this project complement/align with those interventions?	3.1 Was there any consultation with other CEAPAD countries while planning/designing the capacity building interventions for Palestine?
4. What is your plan to make the interventions in future more coherent with other ongoing interventions of TICA/JICA and other countries?	

6. Assessment of Efficiency:

Main Questions	Secondary/Follow-up Questions
1. Were the project activities implemented as planned?	
2. Were the project activities implemented within the allocated budget?	2.1 Do you think the budget allocated for the project activities was adequate? How well the project finances were managed? 2.2 What was the average cost per participant, taking all the activities into consideration? (share total expenses)
3 Considering different stakeholders involved in the project, how well the project was coordinated?	
4 What was the coordination mechanism with the TICA/JICA and Palestinian government? How well it worked? Were there any barriers?	
5 Were there any barriers in terms of communication and coordination with participants and resource persons?	
6 Do you think the same project activities could have been implemented in more economical and effective ways?	
7 Do you think there could have been other approaches more efficient compared to project's current approach (online training and direct training etc.) to achieve the intended objectives? If yes, what are those approaches? How they could be more efficient?	
8 What were the main challenges TICA/JICA faced in the project implementation? How did you address the challenges?	

7. Assessment of Impact:

Main Questions	Secondary/Follow-up Questions
1. According to you, what are the most significant achievements or results that could be attributed to the capacity building interventions implemented under the triangular cooperation framework?	1.1 Do you have any information, stories or testimonials?
2. Do you think the benefits of this project will pass on to the local communities and other private sector agencies involved in tourism? If yes, in what ways? If no, why?	
3. Are there any political, economic, environmental, technological factors which could have affected achievement of project objectives?	

8. Assessment of Sustainability:

Main Questions	Secondary/Follow-up Questions
1. Do you think all the results of the projects will sustain after the project ends? What factors might influence the sustainability of the results?	
2. Do you think that partner agencies and other stakeholders in Palestine have the capacities (financial and technical) to work for tourism promotion on their own?	
3. Does TICA/JICA have a plan to provide further support for the development of tourism sector in Palestine? If yes, could you please share briefly about the plans?	
4. Do you think any areas of interventions might not be sustainable? What are the lessons learnt from such areas?	

9. Assessment of ¹⁶Triangular Cooperation Process:

2. How did the triangular cooperation mechanism work? Were roles clear to each partner? Was there any formal agreement showing roles and responsibilities of each partner?
3. What was the dollar value of contribution (in-kind, staff time etc.) from your organization?
4. What was the mechanism of administering funds and resources for activities under the Triangular cooperation?
5. What was the process of decision making about the interventions, selecting participants, hiring resource persons and other matters?
6. How many joint meetings were organized during the cooperation?
7. Do you feel that there was a system in place to learn from each other in the Triangular cooperation? Could you please share a few examples of significant learning from each partner?
8. Learning from your partners, have you made any changes in the way your institution works? If yes, could you share some examples?
9. How flexible were the partners to cover for each other in case of critical situations? Can you share some examples?
10. Learning from the experience, has your organization changed or improved internal rules and regulations regarding international development cooperation?
11. Were there any challenges in terms of the following areas and how they were dealt with?
12. Equal partnership in terms of cost sharing and decision making
13. Harmonization of project cycle and unification of formats
14. What are your suggestions to improve the Triangular Cooperation with the partners in future?

¹⁶ Question for higher level official involved in planning and implementation

Tool 5: Questionnaire for Resource Persons

1. Background Information:

Name:	
Gender:	
Name of Organization:	
Position:	
City, Country	
Email:	
Tel./Mob. #	
Date of Interview:	
Interview Duration (Mins)	
Name of Interviewer:	

2. Could you please share with us the topic and objectives of the training/lecture you facilitated for Palestinian participants organized under the Japan-Thailand-Palestine cooperation framework?

3. Could you please share with us about the process of identification (objectives, needs, participants), planning, designing (modality) and implementation of the training program?

4. Assessment of Relevance:

Main Questions	Secondary/Follow-up Questions
1. What specific needs of tourism sector in Palestine, the training was developed to address?	
2. Do you think the participants were relevant to the training?	How were the needs of different stakeholders in tourism identified? How were participants selected for the different training events?

5. Assessment of Effectiveness:

Main Questions	Secondary/Follow-up Questions
1. Do you think the training was successful in achieving its intended objectives? If yes, what specific objectives have been achieved?	

2. What mechanism was in place to monitor and evaluate the performance of the participants?	2. Do you have any pre-post assessment of the participants?
3. Were participants facilitated to develop action plans for utilization of Knowledge and skills, following the training?	What was the mechanism to assist the participants for utilization of knowledge and skills learnt from the capacity building interventions? According to you what were the barriers for utilization of knowledge and skills learnt from the training?
4. What objectives could not be achieved? And what were the reasons for that?	
5. According to you, what were the shortcomings/weakness of the training? How it could be improved?	
6. According to you how the training could be made more effective in future? What modality you would suggest?	

7. Assessment of Efficiency:

Main Questions	Secondary/Follow-up Questions
1. Was the training activity implemented as planned and on time?	
2. What was the coordination mechanism with the TICA/JICA and participants? How well it worked? Were there any barriers?	
3. Were there any barriers in terms of communication with participants during the training?	
4. Do you think the training could have been organized in a different way to make it more effective?	4.1 Would you have been willing to visit and provide the training in Palestine?
5. What other activities you would suggest for HRD for sustainable tourism promotion in addition to training?	

8. Assessment of Impact:

Main Questions	Secondary/Follow-up Questions
1. According to you, what are the most significant achievements or results that could be attributed to the capacity building interventions implemented under the triangular cooperation framework?	1.1 Do you have any information, stories or testimonials?
2. According to you what factors may influence the achievement of intended objectives of the training?	
3. While designing and implementing the training, what political, economic, environmental, technological, or cultural	

factors were considered that could affect achievement of project objectives?	
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9. Assessment of Sustainability:

Main Questions	Secondary/Follow-up Questions
1. Do you think the participants who attended the training have the capacity and motivation to contribute to the promotion of sustainable tourism in Palestine, utilizing the learning from the training?	
2. What approaches were used during the training to motivate the participants to continue using in their work for tourism promotion?	
3. Do you think any areas of interventions might not be sustainable? What are the lessons learnt from such areas?	

Tool 6: Interview Questionnaire for Scoping Consultations

1. Respondent Information:

Name of Respondent(s):	
Gender:	
Name of Organization/Department/Ministry:	
Position:	
City, Country	
Email:	
Tel./Mob. #	
Date of Interview:	
Interview Duration (Mins)	
Name of Interviewer:	

2. Sectoral Information:

1. Sector/Area
2. What are the specific problems and challenges faced by Palestine (public and private stakeholders) in this sector in terms of Human Resource Development (HRD)? (please be specific as possible)
3. What is the current status of the problem? What are the expected changes you want to see in this sector?
4. How your department/Ministry plan to address the problems?
5. Are there other donor organizations/countries currently working or recently worked with the Palestinian Government to solve these problems or plan to work in future? If yes, would you please name the organizations and their approaches for HRD?
6. What are the opportunities for Thailand and Japan to play their role to solve the identified problems and challenges? How Japan and Thailand can complement the ongoing initiatives of Government or other donor countries?
7. What are your proposals/suggestions for future engagement in this regard? (Training, long-term projects, scholarships/fellowships, exchange of experts, on the job training etc., training in Thailand, Palestine etc))
8. What are your suggestions for the modality of future HRD projects/interventions? (How they should be identified, planned, designed or implemented?)
9. Who should be the Target groups (Public, Private) for these future interventions? Could you specifically name the organizations/agencies from both public and private sector?
10. What should be the Time frame (length of training/program) of the future initiatives?
11. Any Other information
12. Related Documents/resources for further information (strategy, policy, plan, proposals, MoUs). Can we get the documents?

Tool 7: Online Survey Questionnaire for Training Participants

1. Background Information:

Name:	
Gender:	
Name of Organization:	
Position:	

2. Please Indicate whether you attended the following trainings and lectures?

Trainings/Lectures	Yes/No
Training on Regulation and Standardization for Tourism Products and Services in 2015	
Hospitality Training of Trainers in 2016	
Lecture: "An Essential Factor of Tourism Marketing Strategy" (Video conference) in 2018	
Lecture: "A Key Success of Tourism Campaign – Amazing Thailand" (Video conference) in 2018	
Lecture: "Tourism Development for Designated Areas and Community Tourism", in 2019	

3. Please rate the following aspects of each training you attended (questionnaire in SurveyMonkey will be designed to enable participants to rate each activity separately)

	Poor	Fair	Good	Very Good	Excellent	NA
Knowledge and skills of Resource Person						
Contents of the Training						
Training Methods						
Training facilities (transport, accommodation, meal)						
Assistance offered after the training						
Length of the training period						

4. To what extent you found the training to be relevant to your professional work?

Not at all relevant	Slightly relevant	Moderately relevant	highly relevant	Extremely relevant

5. To what extent the training improved your knowledge and skills?

Not at all Improved	Slightly Improved	Moderately Improved	highly Improved	Extremely Improved

6. Application of Knowledge and Skills

6.1. Have you been able to apply the knowledge and skills learnt from the training courses in your work? (Yes, No)

6.2. Please indicate how frequently you have applied the knowledge/skills to your work?

Frequently	Often	Occasionally	Rarely	Never

6.3. How have you applied the gained knowledge and skills? (you can choose more than one applicable option)

- Sharing with colleagues
- Using in better decision making
- Developing new tools, products or services
- Developing new strategies, ways of works
- Encouraging manager/superiors to make change in somethings based on learning from the training
- Any other

6.3.1. Could you please share some examples for the options marked above?

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7. Organizational/ System Level Changes:

a. In your opinion, which of the following effects has the training program had on your organization? (you can choose more than one option)

- New products or services developed
- Greater productivity
- Better staff performance
- New strategies implemented
- New regulations, standards developed
- Greater professional network within the country
- Increased in number of Tourists
- Better feedback from tourists
- Any Other

7.1.1. Could you please share some examples for the options marked above?

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- b. Were you able to establish networks with the parallel organizations in Thailand as a result of visits to Thailand? (Yes, No) If yes could you please name of the organizations?

8. Influencing factors:

8.1 Which of the following factors *enabled* you to apply knowledge/skills from the training (you can choose more than one option)?

- Opportunity to apply knowledge/skills
- Importance of knowledge/skills to my job success
- Support received from my supervisor
- Support received from colleagues/peers
- Confidence to apply knowledge/skills
- Action planning in the training facilitated transfer and application of knowledge/skills
- Systems and processes supported the use of knowledge/skills
- Other, please specify

9. Which of the following factors discouraged you from applying knowledge/skills from the event (you can choose more than one option)?

- No opportunity to apply knowledge or skills
- Knowledge/skills not important to my job success
- Lack of supervisor support
- Lack of support from colleagues/peers
- Lack of confidence to apply knowledge/skills
- Insufficient knowledge/skills to be applied
- Lack of time
- Application of knowledge and skills not supported by systems and processes
- Other, please specify

10. Do you have any comments/suggestions/recommendations to improve training in future?

ⁱ Guiding principles 16. The Nairobi outcome document identifies the following policy and operational principles of South-South and triangular cooperation: SSC/19/3 16-04741 7/37 (a) Normative principles • Respect for national sovereignty and ownership • Partnership among equals • Non-conditionality • Non-interference in domestic affairs • Mutual benefit (b) Operational principles • Mutual accountability and transparency • Development effectiveness • Coordination of evidence- and results-based initiatives • Multi-stakeholder approach.