

# **Tourism Policy, Planning and Capacity Building in Al-Quds Al Sherif City**

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# Palestine Tourism Policy

- MOTA has led the industry since the establishment of the PNA.
- But is questionably not innovative or proactive
- Lack of a clear national tourism development strategy and urban planning

# Key players in sustainable tourism planning & management

- MOTA
- Arab Hotel Association (AHA)
- Holy Land Incoming Tour Operators Association (HLITOA)
- Arab Restaurant Association
- Arab Tourist Guides Union (ATGU)
- Souvenir shop owners, artisans, artists, craftspeople,
- Residents
- The Jerusalem Tourism Cluster

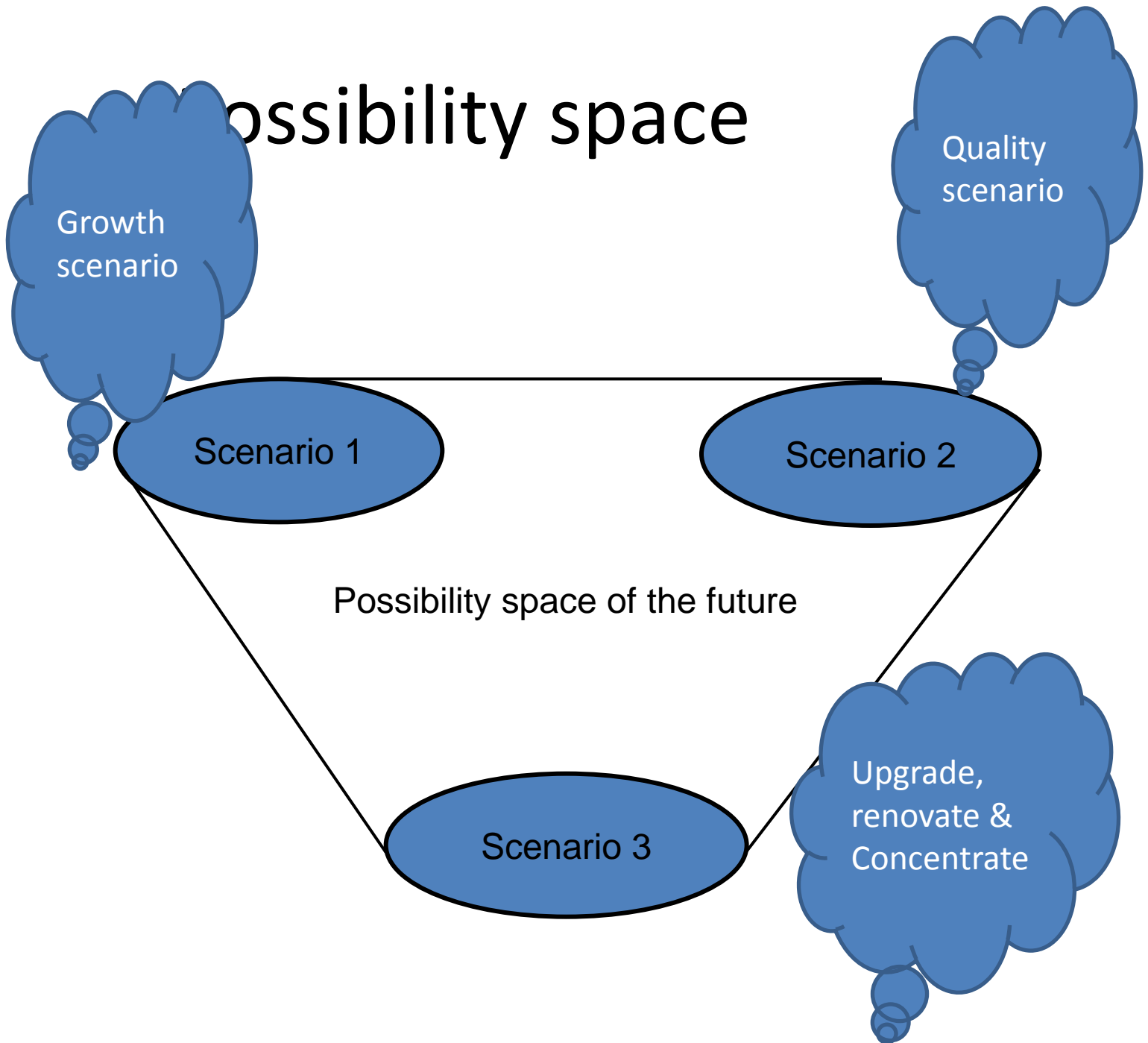
# Jerusalem Tourism Cluster

- JTC is a nonprofit network that works among the various economic, cultural, religious, educational, and vocational sectors that are related directly or indirectly to tourism in Jerusalem.

## **It aims**

- to generate a real added value that will act as an economic engine to enhance competitiveness
  - to illustrate the unique Palestinian identity in Jerusalem.
- **Vision:** To deliver a distinctive Palestinian product that is able to compete and represent the Palestinian identity as well as being closely linked to the civil society.
  - JTC has representatives from different sectors such as tourism organizations, trade unions, religious delegates, vocational bodies, educational organizations and other stakeholders in Jerusalem tourism industry

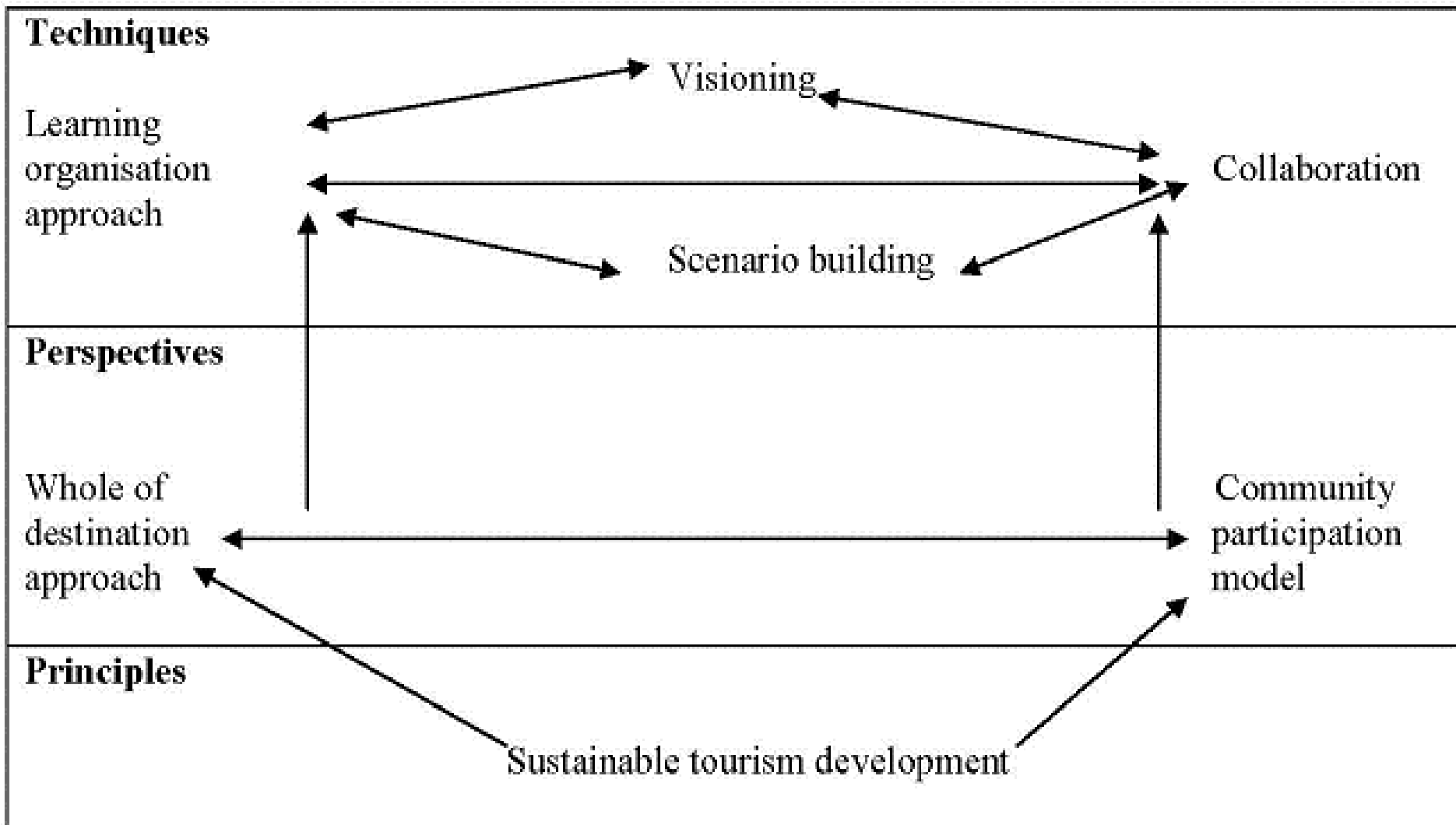
# possibility space



# Scenario Building

- Is considered to be contributing factor as it is focused on the future
- Scenario building process involves the exploration of possible futures that are informed by the variety of stakeholders perspectives
- Adopting a learning organization approach
- Needs to become integral part of the organizational structure at the destination level
- Stakeholders that must work together

# A framework for Destination Strategic management & Planning (Faulkner, 2003)



# Types of futures studies

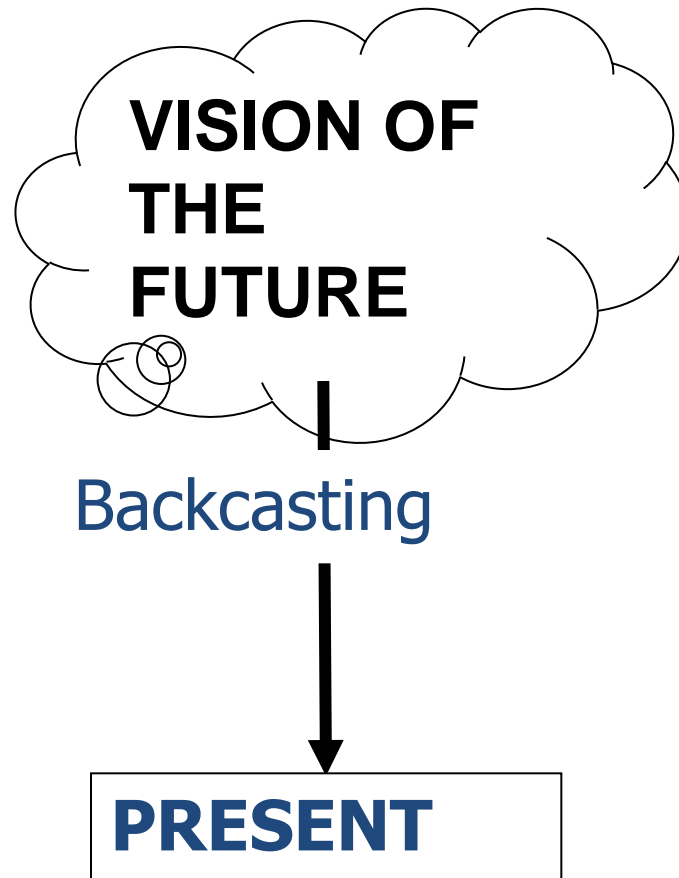
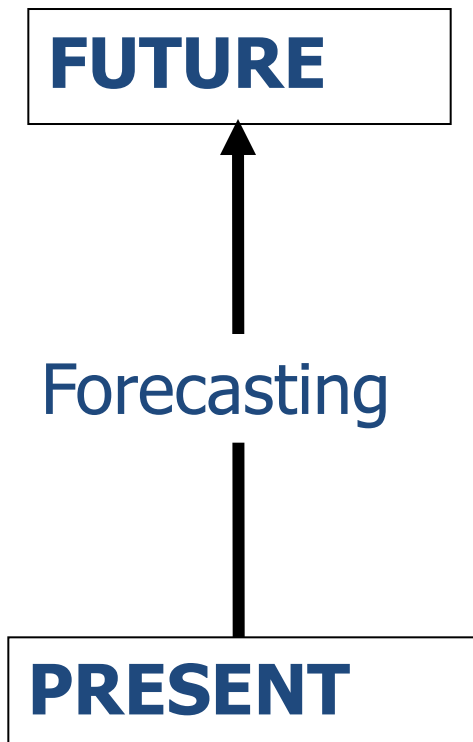
Futures studies consider one or more of the 3 P's:

1. *Possible futures*. What may happen?
2. *Probable futures*. What is most likely to happen? (forecasting)
3. *Preferable futures*. What would we prefer to happen?

Backcasting concerns the latter



# Forecasting and backcasting



# The backcasting approach

- How can this be used in the context of long-term of multi-stakeholder tourism planning?
- Are community benefits part of planning and development?
- What is the preferable future for Jerusalem?
- What we want to achieve? Economic? Political? Social objectives?
  
- All these are key issues to think about...



# DESTINATION VISION

# What is a vision?

- “Vision can be expressed as a picture or description of the future of a destination as it is intended to be at some time in the future”
- It is believed that vision & visioning to be a contributor to sustainable tourism planning success.

# Vision

- Without one you don't know where your tourism is going and why
- It's all well and good to start any tourism initiative with the idea that you want to get more tourists/visitors and its as simple as that
- Depends on the participation of many people/stakeholders
- Can generate commitment from key stakeholders

# Vision & Visioning

- Relationships and partnerships
- Long-term shared perspective (vision)
- Well-articulated vision could ensures that it represents a consensus
- Provide a focus

# Community-based tourism development (CBT)

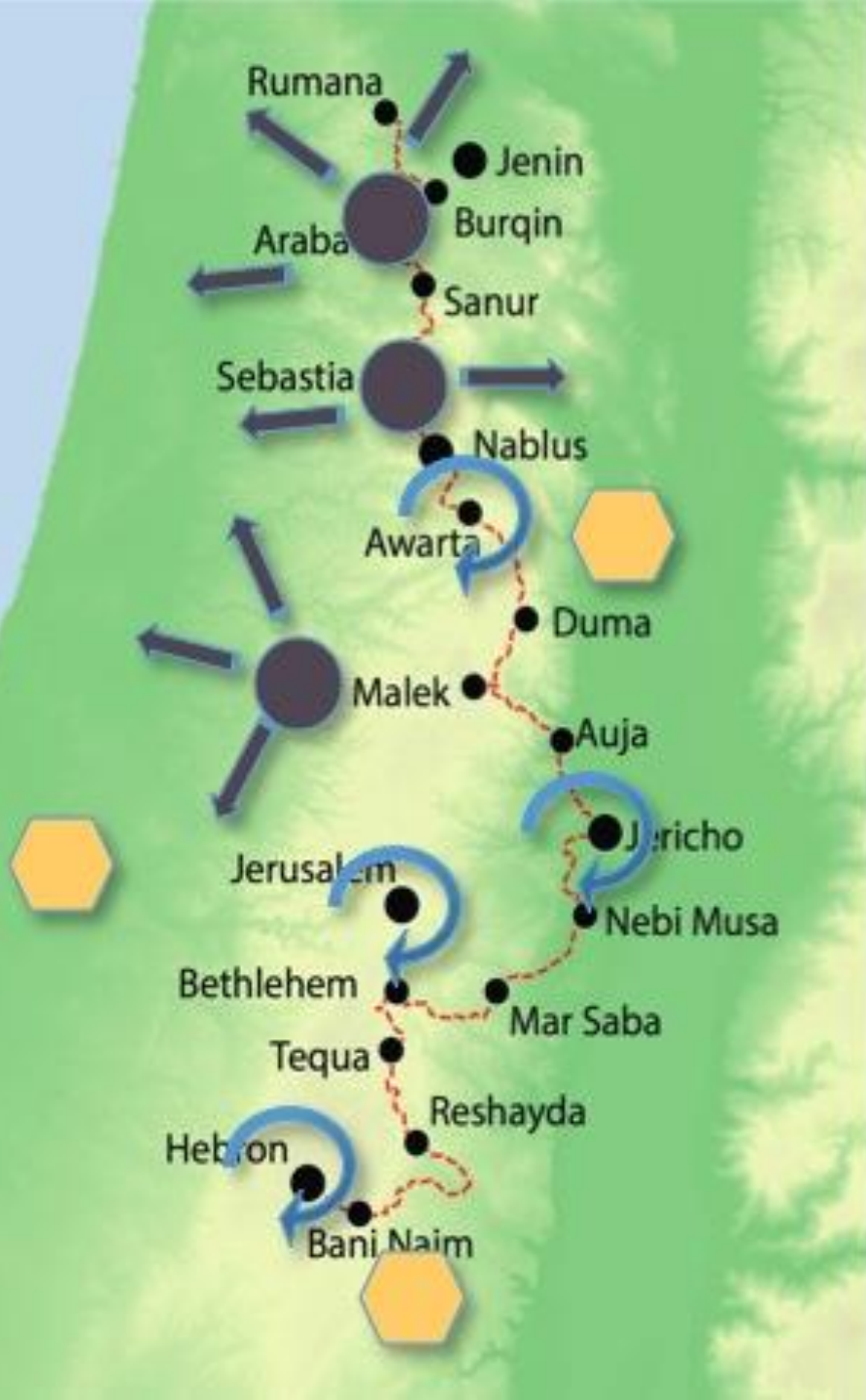
- Motivated by aim of recognizing the interests of the local community
- The role of the community in the tourism development process is essential not only on the participatory level but also as a contributor to the cultural, social and demographical identity creation of the Palestinian tourism
- These are essential elements of differentiation that are capable of enriching the Palestinian national tourism product

# CBT

- CBT indulges both the visitor as well as the local residents in memorable experiences
- Creates a lot of opportunities for employment generation, entrepreneurship, social cohesion and cultural exchange
- Working close and interacting with the local community opens the door for visitors
- Experience the daily life and its many thousands of years of evolvement through activities linked to Palestinian tradition and history



# CBT: success stories



- CBT Initiatives that are currently taking place
- Holistic community-based tourism efforts (Saadeh, 2016 )

# Education & Training

## Working with local communities

- It is important to organize and prepare the local communities' capacity and willingness to receive guests
- The labor force lacks tourism skills
- Link to universities and other institutions regarding education and training (BU; AUJ; Talitha Qumi; Dar-Alkalima)
- Can foster a more innovative tourism workforce to achieve a destination competitive advantage
- Community education and training programs that support the tourism industry

# Conclusions & the way forward

- No Palestinian regulatory body overseeing the organization and administration of tourism in Jerusalem
- The city's tourism industry lacks any sort of normal tourism governance or legal framework
- The city's municipality is clearly not a municipality in any normal sense but an institution that serves Israeli communal interests to the detriment of Palestinian interests
- Elimination of the Palestinian identity

# Way forward: Tourism Governance

- A well-organized and democratic system of tourism governance is the bedrock of any tourism strategy
- It involves a large collection of committed civil society actors and institutions, of all sizes, which are involved in tourism
- Advisory Board – potentially the JTC

# Way forward: National Civil Society network

- A comprehensive tourism awareness programme



- Churches and Awqaf; meetings with local leaders

# Way forward: National Civil Society network



- All of them are deeply anchored in networks of local and international institutions.
- Both ATG and NEPTO arrange homestays for visitors, encourage experience Palestinian local cultural activities

# Way forward: Knowing/mapping sites

- The need to take visitors 'beyond pilgrimage'.
- Beyond the Old City to sites and experiences of interest outside as well as inside the Old City
- A large and growing market in visitors who want to hear stories about Jerusalemite families
- In collaboration with Palestinian tour operators
- Require new set of products and providing new experiences

# Way forward: Hospitality

- Hospitality lies at the centre of all tourism and pilgrimage
- To integrate the accommodation offer (including hotels, hostels, home-stays, with the needs of the 'new' tourists that the emerging Palestinian tourism strategy hopes to attract.
- How to provide appropriate accommodation for backpackers and other independent tourists who will come to Palestine
- For the future tourism in Jerusalem lies in the field of gastronomy.



- Thank you
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