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### REPORT ON IMPLEMENTATION AND EVALUATION OF THE ORGANIZATION'S GENERAL PROGRAMME OF WORK FOR THE PERIOD 2008-2009

#### Evaluation of Technical Cooperation Projects

##### Introduction

1. During the biennium 2008-2009, 29 technical cooperation projects were carried out, including MDG-F projects. Some of these projects, once fully or partly completed, were evaluated. The projects evaluated were selected on the basis of their importance in terms of duration, scope and budget as well as in terms of diverse funding institutions (UNDP or governments).
2. A standardised questionnaire was sent to the responsible national counterparts in the countries (National Tourism Administrations/United Nations Development Programme) where these projects took place, principally focussed on the beneficiary Member States' satisfaction regarding the results obtained.
3. The present document gathers the answers received from five countries, namely **Botswana, China, FYR Macedonia, Rwanda and Timor Leste**.
4. The UNWTO Secretariat will take into consideration the various comments received in order to improve its work in current and future technical assistance projects. The Secretariat would like to seize this opportunity to thank all NTA officials and other officials who kindly participated in this evaluation process.

Country:	<b>Botswana</b>
Project title:	<b>Review of the Tourism Policy</b>
Dates of execution	February – August 2008
Budget:	BWP 600 000 (USD 61,600 + USD 16,000 for reimburseables)
Funding agency:	Botswana Government
Brief description of project:	To review the 1992 Botswana Tourism Policy
1. Overall satisfaction on the terms of reference of the project and its interpretation by UNWTO and the project team.	
The Terms of Reference were very clear and therefore we were very satisfied	
2. Overall satisfaction in the selection and expertise of consultants.	
The Consultant selected for the job was perfect	
3. Overall satisfaction in UNWTO's project management and supervision – relationship with the Government/Funding Agency, timely completion of project activities and submission of reports. What measures could be taken by UNWTO to improve project management?	
We were very happy with the project management as they were always on board and available to address any queries that we had.	
4. In terms of the technical outputs of the project, to what degree have the recommendations been implemented by the Government? If not, what are the main constraints being faced?	
The recommendations are still going through government approval process	
Has the project and its activities facilitated raising the awareness of the importance of tourism as an engine for socio-economic development amongst stakeholders and other Government agencies?	
Indeed it has. The consultative meetings that we had with stakeholders were excellent and reminded everybody of not only the importance of tourism in Botswana but the challenges that we face in order to realise the full potential of tourism.	
Evaluation sent by:	Temalo Lesetlhe Director, Research and Statistics Unit Department of Tourism

Country:	<b>China</b>
Project title:	<b>Hotel Management</b>
Dates of execution	November 2006 to December 2008 (Phase I)
Budget:	USD 275,000
Funding agency:	Guilin Institute of Tourism
Government partner:	Tourism Administration of Guilin City

Brief description of project:	The UNWTO- Guilin Institute of Tourism (GLIT) project on the Hotel Management Program was launched in November 2006. The aim of the program is to design and develop a post-secondary diploma program in Hotel Management for the GLIT to strategically position the GLIT as a leading tourism school in China and the region. The project involved teacher training in both Hong Kong and Guilin for GLIT, redesign of the curricula, preparation of the syllabi and establishment of a new quality assurance system. The first cohort of 50 students joined the program in September 2007 and will graduate in July 2010. The project has been successfully concluded at the end of 2008.
1. Overall satisfaction on the terms of reference of the project and its interpretation by UNWTO and the project team.	
GLIT is satisfied with the process of the project and the great technical support of UNWTO and Hong Kong Polytechnic University, the contracted party that implements the project, and the project report has already been officially approved by the school authorities. .	
2. Overall satisfaction in the selection and expertise of consultants.	
We are satisfied with the selection and expertise of the consultants, we are really impressed by the dedication and hard work of the specialist involved, good examples are Ms. Vanessa Satur, the UNWTO project official and Mr. Paul Penfold, the project manager from Hong Kong Polytechnic University.	
3. Overall satisfaction in UNWTO's project management and supervision – relationship with the Government/Funding Agency, timely completion of project activities and submission of reports. What measures could be taken by UNWTO to improve project management?	
The project has been successfully concluded and many achieved during the duration of the project. More technical support to GLIT's students internship and overseas work placement are intended from the UNWTO.	
4. In terms of the technical outputs of the project, to what degree have the recommendations been implemented by the Government? If not, what are the main constraints being faced?	
The technical outputs of the project, the recommendations on quality assurance, curricula design and teaching methodology for instance have already been disseminated to other programs of GLIT and some positive results have come out. Lack of funding could be a problem that affects the sustainability of the project.	
Has the project and its activities facilitated raising the awareness of the importance of tourism as an engine for socio-economic development amongst stakeholders and other Government agencies?	
Yes, the project obviously raises the awareness of the importance of tourism as economic and social development engine among the local government bodies and important stakeholders. The project could not be possible without the liaison and support of the local tourism administration and many other stakeholders like hotels and restaurants.	
Evaluation sent by:	Ms. Zhou Jiang Lin Assistant President Guilin Institute of Tourism

Country:	<b>FYR Macedonia</b>
Project title:	<b>Preparation of the National Tourism Development Strategy 2008 -2012</b>
Dates of execution	June 2007- March 2009 (two project extensions in 2008 and 2009, respectively)
Budget:	USD 138,500
Funding agency:	Government and UNDP TRAC
Government partner:	Ministry of Economy

Brief description of project:	The objective of this project is to assist the Government of Macedonia to prepare the National Tourism Development Strategy, which contributes to greater economic growth, while creating incentives for the conservation of the country's natural and cultural heritage, and opportunities for social empowerment of its citizens.
UNDP in partnership with the World Tourism Organization (UNWTO) will provide technical assistance to the Government of Macedonia to develop the Strategy through effective mobilization of the country's available resources and capacities to achieve the common vision of the Macedonian tourism sector, also identified during the process. Upon completion, the strategy will serve as a first official road map for the tourism sector in the country.	
The Strategy will focus on strategic marketing and development of a sustainable destination to remove the most fundamental barriers to tourism development faced by the Macedonian tourism sector. The Strategy will also attempt to capitalize on outcomes and resources of both previous and on-going tourism initiatives in the country.	
1. Overall satisfaction on the terms of reference of the project and its interpretation by UNWTO and the project team.	
The project document as well as the several terms of reference has been developed by the UNDP CO. Ensured participatory approach clearly expressed the interest of the stakeholders and quality of the project document that met the Country's needs. UNDP CO faced challenges regarding completion of project team due to the lack of national expertise in the sphere of sustainable tourism as well as experts on different areas of interest that should mainstream different topics within the broader national tourism picture.	
2. Overall satisfaction in the selection and expertise of consultants.	
Experts proposed by UNWTO demonstrated strong knowledge on sustainable tourism. However, they faced problems on addressing the comments of the relevant ministry due to the different opinion received by the private tourism sector, ministry of economy and world wide best practices.	
3. Overall satisfaction in UNWTO's project management and supervision – relationship with the Government/Funding Agency, timely completion of project activities and submission of reports. What measures could be taken by UNWTO to improve project management?	
In this case, project management and supervision was the responsibility of UNDP. Project activities led by the international consultants secured by UNWTO have been timely completed. We would like to suggest expert's daily fees to be in the range of UN standards, experts to be chosen due to their experience in Countries similar to the Country requester, and UNWTO to put more efforts in pushing experts to deliver better quality of the expected document.	
4. In terms of the technical outputs of the project, to what degree have the recommendations been implemented by the Government? If not, what are the main constraints being faced?	
The recommendations are still not implemented by the Government. The main constraints are not related to UNWTO's inputs.	
Has the project and its activities facilitated raising the awareness of the importance of tourism as an engine for socio-economic development amongst stakeholders and other Government agencies?	
One of the main objectives of the project was to develop practical document that will contribute to socio-economic development.	
Evaluation sent by:	Samir Memedov Programme Associate UNDP Environment Practice

Country:	<b>Rwanda</b>
Project title:	<b>Sustainable Tourism Development Master Plan</b>
Dates of execution	October 2008 – April 2009

Budget:	Euros 276,500
Funding agency:	Ministry of Trade and Industry
Government partner:	Rwanda Development Agency
Brief description of project:	To provide stakeholders and potential investors in the tourism sector with a guide to developing Rwanda as a world-class tourism destination attracting a steady flow of tourists and enabling the development of a tourism industry able to provide quality services and facilities to visitors, employment for Rwandans and opportunities and revenue for local communities thus contributing directly to poverty reduction.
	The outputs of the Master Plan included a tourism policy, guidelines and recommendations through a 10-year Master Plan, three-year action plans for implementation of priority activities and, tourism development framework plans for six priority areas to ensure the product diversification and the geographic spread of tourism to all parts of the country.
	1. Overall satisfaction on the terms of reference of the project and its interpretation by UNWTO and the project team.
	Highly satisfied. The terms of reference were comprehensive, addressing the current needs of the Rwanda tourism industry.
	2. Overall satisfaction in the selection and expertise of consultants.
	Well satisfied – the consultants provided an ample range of international expertise in tourism development. They worked well together as a team and were very collaborative in working with the Government.
	3. Overall satisfaction in UNWTO's project management and supervision – relationship with the Government/Funding Agency, timely completion of project activities and submission of reports. What measures could be taken by UNWTO to improve project management?
	UNWTO provided good project management and provided valuable support in adapting the terms of reference of the project to incorporate changes in the institutional mechanism for developing and managing tourism through the creation of the Rwanda Development Board, as well as in the formulation of a tourism policy.
	4. In terms of the technical outputs of the project, to what degree have the recommendations been implemented by the Government? If not, what are the main constraints being faced?
	The policy is currently being reviewed by Parliament. Once it is approved, it is expected that the Master Plan will be approved and implemented.
	Has the project and its activities facilitated raising the awareness of the importance of tourism as an engine for socio-economic development amongst stakeholders and other Government agencies?
	The project was completed in a highly consultative manner with numerous workshops held on a regional and national basis so as to engage all stakeholders (both public and private) in firstly, identifying their needs and concerns with regard to tourism development, and, then to receive their endorsement of the Master Plan and its recommendations. The project was also successful in raising the awareness of tourism amongst local NGOs and international organizations which operate in Rwanda.
Evaluation sent by:	Emmanuel Werabe Director of Tourism Rwanda Development Agency

Country:	<b>Timor-Leste</b>
Project title:	<b>Formulation of a Tourism Policy</b>
Dates of execution	June - August 2008
Budget:	USD 79,000
Funding agency:	Tourism National Directorate

Government partner:	Ministry of Tourism, Trade and Industry
Brief description of project:	To formulate a national tourism strategy document
1. Overall satisfaction on the terms of reference of the project and its interpretation by UNWTO and the project team.	
Satisfied	
2. Overall satisfaction in the selection and expertise of consultants.	
Satisfied	
3. Overall satisfaction in UNWTO's project management and supervision – relationship with the Government/Funding Agency, timely completion of project activities and submission of reports. What measures could be taken by UNWTO to improve project management?	
In terms of the management improvement, UNWTO needs to more pro-active in monitoring its project as well as close coordination with funding agency.	
4. In terms of the technical outputs of the project, to what degree have the recommendations been implemented by the Government? If not, what are the main constraints being faced?	
The project has finalised with successful, however, tourism policy has not been implemented yet as result of administration matter at the ministerial level.	
Has the project and its activities facilitated raising the awareness of the importance of tourism as an engine for socio-economic development amongst stakeholders and other Government agencies?	
No commend on this section as the project not been implementing yet.	
Evaluation sent by:	Mr. José Quintas Director National Directorate of Tourism