

9. 終了時評価調査結果要約表（英文）

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I. Outline of the Project	
Country : Republic of the Philippines	Project title : Development of Tourism Statistics System for Local Government Units
Issue/Sector : Industrial Development /Public Policy	Cooperation scheme : Technical Cooperation
Division in charge : JICA Philippine Office	Total cost : Approximately 220 million yen
Period of Cooperation	(R/D): December, 2008 April 2009 to March 2012
	Partner Country's Implementing Organization : Department of Tourism Supporting Organization in Japan : PACET Corp.
Related Cooperation :	
1 Background of the Project	
<p>The tourism industry of the Republic of the Philippines was regarded as one of the prioritized industries in the Medium Term Philippine Development Plan (MTPDP) 2004-2010. The Department of Tourism (hereinafter referred to as “DOT”) formulated an action plan in 2004 accordingly to pursue more tourism development and expand the marketing and investment promotions of the industry. The DOT, however, found it difficult to collect, consolidate and analyze data specifically with respect to information regarding accommodation establishments (hereinafter referred to as “AEs”) at the local level. The DOT relied on local government units (hereinafter referred to as “LGUs”) as source of such data but the LGUs lacked the know-how in gathering and recording these of data proficiently. In 2006-2007, JICA supported the DOT in the formulation of a “Tourism Statistics Manual for Local Government Units” through the dispatch of a Japanese expert. This effort also trained local staff of LGUs on basic tourism statistics and the proper usage of the manual.</p> <p>In this connection, the DOT requested a Technical Cooperation Project to the Government of Japan to expand the gains of the previous cooperation by providing tourism statistics and high-potential tourism areas (including advanced training where appropriate), developing a standard system for tourism statistics collection, recording and reporting, establishing a database system for said tourism statistics, and enhancing the institutional capacity of LGUs in the use of tourism statistics and tourism development planning to promote and sustain the growth of local tourism. In response to this request, the Preparatory Study was carried out in 2008 and the Record of Discussions (hereinafter referred to as “R/D”) was signed between the DOT and JICA in December 2008, and the Project was commenced in April 2009 for three years.</p>	
2 Project Overview	
(1) Overall Goal	
To sustain the growth of the tourism sector (by improving the institutional mechanism for recording, collecting and disseminating tourism statistics).	
(2) Project Purpose	
To improve the mechanism for collecting, recording, reporting, and disseminating tourism statistics in a reliable, accurate, and timely manner and develop the capacities of the DOT and LGUs in formulating tourism development plans.	
(3) Outputs	
1) Capacity Development of the DOT and participating LGUs in the following areas:	
i) Tourism Statistics (including the establishment of bottom-to-top level Standard Tourism Statistics System)	
ii) Tourism Development Planning	
iii) Tourism Marketing and Investment	

<p>2) Updated/Revised Tourism Statistics Manual for LGUs and crafted Training Modules on Tourism Statistics, Tourism Development Planning and Tourism Marketing and Investment respectively</p> <p>3) Established Tourism Statistics Database System</p> <p>4) Project Term April 2009 to March 2012 (three years)</p> <p>(4) Inputs Japanese side :</p> <table border="0"> <tr> <td></td> <td>Equipment</td> <td>773.6 million Yen</td> </tr> <tr> <td>Short-term Expert 4 (35.96M/M)</td> <td>Local consultant</td> <td>3</td> </tr> <tr> <td>Third Country Trainees received 15</td> <td>Others</td> <td>2979.4 million Yen</td> </tr> </table> <p>Philippine Side : The total amount of 1,050,000 Philippine Pesos (approximately equivalent to 1,900,500 Japanese Yen) was allocated from the commencement of the Project until September 2011.</p>				Equipment	773.6 million Yen	Short-term Expert 4 (35.96M/M)	Local consultant	3	Third Country Trainees received 15	Others	2979.4 million Yen
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II. Evaluation Team											
Members of Evaluation Team	Mr. Susumu Ito, Leader Senior Representative, JICA Philippine Office Mr. Daisuke Nawa, Cooperation Planning, Representative, JICA Philippine Office Ms Ayako Namura, Evaluation Analysis Consultant, Tekizaitekisho LLC										
Period of Evaluation	26/9/2011~ 15/ 10/2011	Type of Evaluation : Ex-post									

III. Results of Evaluation

1 Summary of Evaluation Results

(1) Relevance

The Project is assessed as highly relevant.

The Project, which focused on the capacity development of tourism statistics and tourism development planning at the local government level, keep the consistency with the policy of the Government of the Philippines. Moreover, the new National Tourism Development Plan (2011-2016), which is currently in preparation, also addresses the prioritized area of improving tourism institutional, governance and human resources capacities. In this respect, the direction of the Project aligns with the plan in the tourism sector in the Philippines.

The Country Assistant Program for the Philippines prepared by the Government of Japan addressed “the Sustainable Economic Growth Aimed at Creating Employment Opportunities” as one of the prioritized areas, and the promotion of investment would be the major approach to realize this. Since the Project covers the issue of investment when the LGUs develop a digest of the tourism development plan, the Project is also in line with the policy of the Government of Japan.

The selection of the target areas and groups were appropriate. At the planning stage of the Project, the Government of the Philippines identified the central Philippines super region as the prioritized areas for tourism development. This policy has not been changed to date. Moreover, the principal tourism data should be collected at the provincial, city, and municipal levels; therefore, the project design of enhancing the capacities of the local governments on the tourism statistics was appropriate.

(2) Effectiveness

The Project is assessed as effective. The effectiveness of the mechanism for collecting, recording, reporting tourism statistics has been verified through the project activities, and the LGUs which complete all training modules will acquire the basic knowledge of how to utilize the tourism statistics for the formulation of the digests of the tourism development planning when all planned activities are completed. Moreover, the DOT Central Office is now able to collect more reliable tourism statistics necessary for formulating the national tourism development plan compared with the situation before the project was commenced.

As mentioned in “3-2. Achievement of Outputs,” it can be said that 76 LGUs have enhanced their basic capacity of tourism statistics. On the other hand, there is the fact that some of the LGUs could not continuously participate in the training modules although they were willing to do so. This is because the local chief executives and AEs, in some cases, did not fully understand the importance of tourism statistics in such a short period of two years after the Project started introducing the tourism statistics at the local levels. In a long-term perspective, however, the importance and usefulness of more reliable and accurate statistics would be widely understood.

(3) Efficiency

The project is assessed as efficient. To date, the quality and the quantity of inputs were appropriate and all input were fully utilized for project activities. Although the general election in 2010 caused the approximately three-month delay of the project implementation, the Project was successful in catching up its initial schedules by making a lot of efforts.

Another point promoting the project efficiency is that the existing tourism statistics manual which was developed by the former Japanese technical assistant program was utilized and revised within the scope of this Project. In addition, the strong commitment shown by the participating LGUs also promoted the smooth implementation of the project.

The selection of panelists for the National Tourism Conference and for a third country training program to be held in Malaysia in February 2012 has promoted the incentive of the participating LGUs toward involvement in the project activities.

(4) Impact

The impact of the project is assessed as high. The Overall Goal of the Project is the sustainable growth of the tourism sector by improving the institutional mechanism for recording, collecting and disseminating tourism statistics. It is evaluated that this Project provided the sound basis for further development in tourism statistics. The tourism statistics enhanced by the Project will enable the local and central governments to grasp the trends of tourists regularly when the data collection and analysis are carried out appropriately. In the future, this would help them prevent the drastic decline of tourists by coming up with any good measures by analyzing the tourism data or assist them in develop new plan to attract more number of tourists. In the long run, the reliable tourism statistics will also bring benefits to the growth of tourism sector.

(5) Sustainability

The project is assessed as sustainable.

■ Policy and Institutional Aspects

The sustainability of policy aspect is likely to be secured, since the Government of the Philippines still recognizes the tourism sector as one of the important sectors for employment opportunities and economic growth. The tourism statistics is absolutely essential to develop concrete and feasible tourism development plan; therefore it can be said that this policy environment is favorable for maintaining the tourism data management system.

One of the favorable institutional aspects is the Tourism Act 2009 which was enacted, stipulating that LGUs need to ensure the collection of statistical data for tourism purposes and submit it to DOT. This supports the DOT in monitoring the data submission from the local governments, and LGUs can issue municipal order or tourism code enforcing the private sectors to submit the necessary data to LGUs. Alternately, the LGUs may be able to issue a business license with the condition of data submission. The LGUs recently started to take these institutional arrangements to ensure the data collection from the private sector. When the data submission is institutionalized and promoted, it will help the DOT obtain more tourism statistics.

At the central level, it is good if the DOT endorses the developed training modules, the tourism statistics manual, and the guidebook as DOT's official tools. At this moment, the DOT Central Office has intention to issue the department circular for endorsement after the National Tourism Conference is held in February 2012. This will also ensure the continuity of activities in regard to tourism statistics.

■ Financial Aspects

The key factor is whether the sufficient budget for visitor surveys will be allocated at the LGU level. Since the recommended frequency of these surveys is every three or five years, it is expected that the amount required for the surveys would not be heavy burden for Provincial Offices and the municipalities/cities. At the central level, the allocation of the budget for the activities on tourism statistics would not be very difficult since the required budget for this would not be very large.

■ Technical Aspects

It is expected that the Tourism Data Management System elaborated by the Project will be sustained at most of the municipalities/cities and the Provincial Offices which completed all training modules. The staff of DOT Central Office already has sufficient knowledge and skills to provide the training courses by themselves. The DOT already started to dispatch trainers for BTST to the regions other than the pilot regions of the Project. At the municipalities/cities and provincial levels, their knowledge and skills of tourism data enhanced by the Project would be sustained by receiving the technical support from the DOT Central Office when they need further assistance to deal with tourism statistics.

2. Factors that promoted realization of effects

(1) Factors concerning to the Implementation Process

Overall interest or commitment from participants was high. Not only DOT but Local Government Units were willing to participate the training, paying for transport cost by them.

3. Factors that impeded realization of effects

(1) Factors concerning to the Implementation Process

There were some cases that the governor of certain Local Government Units or private accommodation facilities did not understand the importance of tourism statistics and participation of local government units were somewhat restricted.

4. Conclusion

In sum, the Project is likely to achieve its purpose by the end of the cooperation period when the planned activities are successfully carried out in the remaining cooperation period. The data collection method, data input formats and procedures of data management have been standardized and it can be said that the tourism data management system is functional at the participating municipalities/cities, Provincial, Regional and DOT Central Offices. Their basic capacity of formulating the tourism development plan based on the tourism statistics has been also enhanced. In regard to the evaluation criteria, the Project is assessed as highly relevant, effective and efficient. The impact of the project is also assessed as high, and the project is assessed as sustainable.

5. Recommendations

(1) MEASURES TO BE TAKEN BY THE TERMINATION OF THE PROJECT

- **To discuss the plan for the actions to be taken by DOT to secure sustainability of capacity development through the Project**

In order to secure the sustainability of capacity developed through the Project, it is indispensable to create the continuous and frequent opportunities to review the contents of the training courses. To do this, continuing the training modules by DOT, as the DOT already carried out, is one option. Therefore, it would be good to discuss and prepare the action plan on such training courses in order to secure the sustainability of capacity development enhanced through this Project.

(2) MEASURES TO BE TAKEN AFTER THE TERMINATION OF THE PROJECT BY THE STAKEHOLDERS

- **To endorse project products**

It may be better that the training modules, tourism statistics manual, and guidebook would be endorsed as the official tools of DOT. It is expected that the department circular will be issued after the National Tourism Conference, ensuring that the all developed products by the Project will be officially utilized in tourism statistics and related activities. This will certainly promote the project effects in the future and the extension of the training modules to other regions.

6. Lessons Learned

- **The mentoring and monitoring session is effective to ensure that the trainees acquired the knowledge and skills through the training programs.**

The training modules developed by the Project consist of the group trainings, the mentoring and monitoring sessions. The mentoring session functions effectively to check the degree to which the trainees understand what they are learned in the group trainings and how well they can utilize the knowledge and skill appropriately. The monitoring session is carried out focusing on the local governments at which the progress of the assignments are relatively slow. This supports the local governments (trainees) to keep up with all training modules. In this regard, setting up mentoring and monitoring sessions after the group training is very effective to ensure that the trainees acquire knowledge and skills as intended.

- **It is effective to utilize the prepared manual in the actual trainings and gain the points for elaboration from the trainees**

The Tourism Statistics Manual was updated at the early stage of the project implementation, and utilized in the training courses conducted by the Project. This brought the advantages that the trainees could know how to actually utilize the manual at their regular work, and also the Project could gain the useful opinions to elaborate or revise some points in the manual by receiving the immediate feedback from the trainees. In this regard, it is very effective to prepare a manual at the early stage of the implementation, and utilize it in the training courses.

- **It is important to combine the practical and theoretical/conceptual aspects effectively in the areas of dealing with statistics**

The Project developed three phases of the training modules: basic, advanced and planning. In the basic training module, the Project started with the practical issues focusing on the data items to be collected and the collection methods. Then, the last module, the planning training module, includes the basic concepts such as the purpose of statistics and how it should be utilized. In such field of statistics, if training courses start with teaching the concepts or the significance of the statistics at the beginning of the course, participants may have difficulty to keep up with the courses. Therefore, this method is very effective to promote the trainees' understandings of the statistics and their motivation for learning about statistics.