

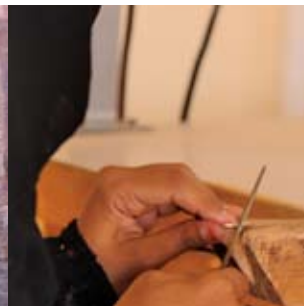


USAID
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Jordan Tourism Development Project



Final Report
October 2008



JORDAN TOURISM DEVELOPMENT PROJECT

FINAL REPORT
OCTOBER 2008

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.





Thyme or 'zaatar' is grown in a village in Wadi Rum as part of a project to produce and package traditional Bedouin herbal medicines to sell to tourists. The project was set up through a USAID grant.



A camel used to transport tourists in Wadi Rum wears the traditional camel gear, which is hand woven by Bedouin women.

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Young women studying at the Salt Vocational Training Center for Tourism and Hospitality watch a demonstration by their instructor in the kitchen class. The training program and center were revamped with USAID support.

ACRONYMS

ASEZA	Aqaba Special Economic Zone Authority
CHTUDP	Cultural Heritage, Tourism and Urban Development Project
DOA	Department of Antiquities
DOS	Department of Statistics
GAM	Greater Amman Municipality
IMAR	Institute for Mosaic Art and Restoration
IT	Information Technology
JHA	Jordan Hotel Association
JHTEC	Jordan Hospitality and Tourism Education Company
JITOA	Jordan Inbound Tour Operators Association
JRA	Jordan Restaurant Association
JTB	Jordan Tourism Board
MIMAR	Madaba Institute for Mosaic Art and Restoration trade mark
MOTA	Ministry of Tourism and Antiquities
MTA	Madaba Tourism Association
NTS	National Tourism Strategy
NTVS	National Tourism Visitors Survey
PPT	Partnership for Practical Training
TDC	Tourism Development Corporation
TSA	Tourism Satellite Account
TVET	Technical and Vocational Education and Training
VTC	Vocational Training Center/Vocational Training Corporation

EXECUTIVE SUMMARY

Tourism is one of Jordan's most important industries, in terms of GDP contribution and job creation, and it is the second highest earner of foreign exchange. Recognizing the importance of tourism in Jordan and the potential it holds for further development, USAID designed the Jordan Tourism Development Project to complement national efforts to develop tourism in Jordan, through the National Tourism Strategy (2004-2010), and help to increase tourism receipts, extend the length of stay of tourists, and increase tourism-related economic activity to expand contributions to the treasury from tourism.

The Jordan Tourism Development Project is a three-year project that operated from August 2005 to August 2008. The project worked closely with government stakeholders, particularly the Ministry of Tourism and Antiquities and Department of Antiquities, along with the private sector, local communities and the tourism industry at large to help develop Jordan's tourism industry.

To achieve its goals, the USAID project targeted three main areas in tourism development: improving tourism products and services, enhancing the capacity of the tourism sector, and improving the legal and institutional environment to support tourism growth.

To focus its efforts and create a model for development of tourism products and services, the Jordan Tourism Development Project selected two tourism cluster areas in which to operate: Madaba and Wadi Rum. Tourism development strategies were created for each cluster, in coordination with stakeholders, and the USAID project then worked closely with local government, communities and the private sector to expand investment in these clusters, upgrade services, diversify products and improve the tourism experience. As a result, over \$2 million in private sector investment has been leveraged for Madaba's tourism sector and more than 75 jobs have been created, a large part of which were for women. In Wadi Rum, the project's work generated almost 300 jobs, 60% of which are filled by women.

The capacity of Jordan's tourism sector was improved and expanded by working closely with a number of key tourism education facilities to update facilities, upgrade programs, improve training and skills of trainers, and enhance marketing to attract more students. The tourism and hospitality Vocation Training Centers around Jordan were fully upgraded and have seen a dramatic increase in student numbers as well as a change in the attitude of youth towards entering careers in tourism. Applications to the Jordan Applied University and Jordan

Hotel School increased by 20% due to efforts by the Jordan Tourism Development Project to advance these tourism education facilities. The Madaba Institute of Mosaic Art and Restoration was established and took in its first batch of BA students in October 2007 and plans for setting up the University of Aqaba with a tourism and hospitality college as its first were solidified.

Other areas of development within the tourism industry include improving tourism data through updated surveys and putting in place elaborate systems to measure the impact of tourism, such as setting up a Tourism Satellite Accounts system for Jordan, which was achieved in record time. A new classification system was developed for hotels in Jordan, and is ready to be applied to improve accommodation standards across the country. Minimum standards were developed for camp sites in the Wadi Rum Protected Area, and a number of camps in the reserve were upgraded in accordance with these standards, thus improving the tourist experience. Also, a safe food handling campaign reached 20,000 industry professionals.

To develop Jordan's key tourism institutions and thus improve the institutional environment to better facilitate tourism development, the Jordan Tourism Development Project worked closely with MoTA

and DoA to focus their roles and improve their capacity to achieve results. Strategies were developed for each organization and coupled with training and restructuring, resulting in stronger, more effective organizations.

As awareness of the importance of tourism to Jordan was low, the USAID project worked to change perceptions of the industry through a nationwide campaign that entailed workshops, training sessions and delivering key messages by distributing brochures, flyers and posters to various organizations for six target audience groups. As a result, more than 2 million Jordanians have become more aware of the tourism sector and its significance to the economy and negative perceptions of the industry are beginning to change.

The work of the USAID/Jordan Tourism Development Project has created strong momentum among the government and private sectors, as well as communities, for positive development of tourism in Jordan. This leaves much scope for further development of the country's tourism sector to bring Jordan closer to operating a full-fledged tourism industry that attracts increasing numbers of tourists and effectively meets their growing demands.



The remains of a 6th century mosaic map of the biblical Holy Land lie in the Church of Saint George in Madaba, which is a popular tourist destination.

BASHAR AL-ADDIN



A tourist reads the welcome plaque at the Madaba Visitor Center, where tourist groups begin their tour of Madaba. USAID worked with stakeholders to enrich the information provided at the center.

I. TAPPING INTO TOURISM

Jordan is a melting pot of ancient civilizations layered with history and relics from the past. The country is located in a unique geographical area where three continents merge and the Great Rift Valley begins, producing diverse landscapes that change within a few hours' drive. Add to this clear blue skies and a mild climate almost year-round, along with a friendly and hospitable people, and it is an ideal and highly attractive tourism destination.

Although tourism is the country's largest industry, employing more than 30,000 Jordanians and contributing about 10 percent to the gross domestic product, Jordan's tourism sector is not living up to its full potential and communities receive few benefits. The elements to make tourism successful are there in the form of varying landscapes, fascinating history, archaeological treasures, and warm people. However tourists don't visit for long or spend great amounts, as indicated by a low average tourist stay and limited per tourist expenditure.

In terms of tourism products and sites, diversity and quality is limited and packaging and promotion is weak. This translates into poorly presented products and inadequately managed antiquities and tourist sites, resulting in lower tourist draw and shorter stays. The availability of high quality traditional products and diverse cultural experiences is rare,

thus reducing tourists' propensity to spend. Packaging and promotion of tourism is weak and tour itineraries are bland, unoriginal, and limited to certain kinds of tourism. Little information is available for the increasing independent travelers. The growth of small and medium tourism enterprises is thwarted in part by lack of access to capital and the absence of locally created and supported community-based tourism development plans. Benefits of tourism remain concentrated in limited geographic locations, in particular the capital city of Amman.

Another problem area is human resources; although the sector is expanding quite rapidly with billions of dollars in investments, particularly in Aqaba and the Dead Sea, there is a significant imbalance between the number of tourism jobs generated and the availability of skilled tourism workers to fill them. Students graduating from tourism education facilities in Jordan aren't meeting market needs and the number of hospitality and tourism graduates is far below demand. The main reason for this is the existence of an attitude of a "culture of shame" toward working in the tourism and hospitality industry, which puts off Jordanians, particularly women, from working in the industry. Also, tourism legislation is outdated and can be obstructive to the growth and development of tourism.



Students at the Jordan Applied University (JAU) train in state-of-the-art facilities, some of which were upgraded through USAID assistance.

In 2003, the Ministry of Tourism and Antiquities (MoTA) launched the National Tourism Strategy (NTS) 2004-2010, a six-year plan to double Jordan's tourism industry receipts by 2010. The NTS was developed as a public-private sector partnership between government and industry with support from USAID. The strategy is premised on four main pillars:

1. Product development and competitiveness
2. Human resources development
3. Institutional and regulatory reform
4. Intensified marketing and promotion

USAID designed the Jordan Tourism Development Project, launched in 2005, to continue support for Jordan's tourism industry, which has great potential to contribute to the country's economic growth. This three-year, \$17 million project worked with the Jordanian government, local communities, nongovernmental organizations (NGOs), and tourism institutions to develop a dynamic, competitive tourism industry.

The project worked with a range of government and non-government tourism stakeholders throughout its three years, most importantly, MoTA and DoA.

Between August 2005 and October 2008, the Jordan Tourism Development Project worked with its partners to spur private sector investment and business development and expand employment throughout the Kingdom. Its primary objective was to facilitate implementation of the NTS, increase tourism receipts, revenue, jobs, and community development. Accordingly, the project's work focused on:

- Institutional and sector reform
- Tourism product and site development
- Human resource development and sector support

The NTS aims to double tourism receipts by expanding length of stay and improving visitor expenditure and yield. The Jordan Tourism Development Project supported these goals by improving diversity and quality of the tourism product through private sector investment at the local and national levels.

The project also worked to promote Jordan's competitiveness as an international tourism destination by ensuring institutions and policies were in place to implement the NTS. The project also promoted sustainable tourism involving the private sector, communities, local and international NGOs, associations, and others that serve as replicable models of sustainability and best practices.

The goals of the Jordan Tourism Development Project, which mirrored those of the NTS, were to:

- Increase tourism receipts
- Extend length of tourist stay
- Increase contribution to the treasury through expanded economic activity

Accordingly, the project was divided into three components to achieve each of the following results:

1. Expanded investment in tourism products and services
2. Enhanced tourism sector capacity
3. Improved legal, institutional, and enabling environment to support tourism growth

To develop tourism products, a cluster development approach was adopted, whereby four potential tourism clusters were thoroughly evaluated through participatory rapid appraisals, expert assessments, and community meetings. Two were selected for development by the Jordan Tourism Development Project: Madaba and Wadi Rum. The cluster development approach has created new tourism hubs, diversified Jordan's product offering, spread the benefits of tourism outside the capital and engaged communities in providing services that prolonged visitor stay and increased spending. To ensure that site development was sustainable, business and site

management plans were developed for several key places, which involved the private sector and improved the visitor experience.

In the area of human resources, the project encouraged employment in tourism and improved the quality and professionalism of those working in the industry or preparing to enter. The project worked with a number of tourism education facilities to upgrade the quality of teaching, materials, and equipment; promote tourism and hospitality courses to attract more students, particularly women; and improve courses by providing teacher training, upgrading curricula, and improving practical training.

Hotel classification standards were upgraded and minimum standards for camp accommodations in Wadi Rum were introduced. Also, the availability of tourism information and the ability to analyze data were enhanced by conducting surveys and developing new systems for data analysis and evaluation.

To monitor progress, indicators were established for each result at the start of the project to monitor and evaluate achievements and successes throughout the three years. The project's first year focused on planning and preparing for the initiatives with implementation beginning in the second half of the year.

For institutional development, the Jordan Tourism Development Project worked closely with MoTA and DoA to enhance the capacity of these organizations, reposition them with stronger standing within government, and establish strategic plans.

2. TOURISM PRODUCTS AND SERVICES

Tourism cluster definition

A tourism cluster is a grouping or collection of tourist attractions or potential attractions and support services such as lodging, food service and entertainment, in a relatively compact area containing one or more towns or villages.



During the holiday season at the end of 2006, MTA introduced Madaba's first holiday-themed program activities for Ramadan and Christmas. Festivals were held which brought more than 13,000 visitors to the city and helped to increase sales of local tourism businesses.

Tourism cluster development

Following extensive assessments and consultations with representatives from the tourism industry, four clusters were assessed and two clusters were selected as models to develop into attractive hubs: Madaba and Wadi Rum. Tourism development strategies were developed for each destination and implemented in coordination with local government, NGOs, the private sector, and communities. The strategies built on the unique aspects of each cluster by mobilizing stakeholder and combining grant funding with government contributions and private investment. Clusters enhanced tourism products and services, developed new ones, improved information, interpretation and marketing, and diversified and enriched the tourism experience. Strategies for Ajloun and Jerash clusters were also developed in 2008.

Madaba

In Madaba, the Jordan Tourism Development Project worked with stakeholders to develop the Madaba Tourism Development Strategy, launched in June 2006. The main goal was to create a unique tourism experience based on the mosaic theme and religious heritage of Madaba, and to complement the infrastructure development of the World Bank Cultural Heritage, Tourism and Urban Development Project (CHTUDP). Following the launch of this strategy, the USAID project implemented initiatives in Madaba over two years in coordination with local government, business owners, and the community. As a result, the strategy has had a dynamic effect on the city and activities have encouraged new developments and attracted more visitors.

In 2006 USAID supported the establishment of the Madaba Tourism Development Association (MTA) as a non-profit membership-based organization to promote tourism in Madaba in partnership with local, national, and international bodies. The MTA promoted the Madaba governorate as a tourism destination by focusing on human resources development, marketing and promotion, and new tourism products and services.



The Minister of Tourism and Antiquities officially opens Seher Al Sharq with owner Sahar (right) in December 2007.

SUCCESS STORY

SEWING THE WAY TO SUCCESS

Traditional embroidery provides regular income to women in Madaba and Jordan

Just off Madaba's main Artisan Street stands Seher Al Sharq, a pristine shop teeming with colorful, hand-embroidered products. Sahar Abu Nassar is the entrepreneur behind it, the name of which means 'magic of the orient' in Arabic; she opened it as an expansion to her budding embroidery business. The small shop reaches far beyond its four walls in Madaba's city center, employing tens of women around the country, who can make a living working from home.

Sahar's business is inspired by traditional embroidery; she uses intricate patterns and colorful designs, which are sewn onto a diverse range of items, from dresses and cushions to bags, tablecloths, key rings, wall hangings and more. The new shop helps to attract both locals and tourists to view and purchase Sahar's exquisite products.

From meager beginnings, starting it off working at home, Sahar moved on to displaying her products at handicraft shops in Amman, where she gained greater exposure and secured larger orders. The next step was to open her own shop, which she was able to do with grant and technical support from the USAID/Jordan Tourism Development Project through the Madaba Enterprise Development Program. Today Sahar's business employs a network of over 50 women who hail from Madaba as well as other towns around Jordan, including Baqaa, Hai Nazzal and Zarqa.

Sahar is a mother of five and her business enables her to contribute to household expenses and help out with financially providing for her children.

The business also provides each woman she employs with a regular monthly income that reaches up to JD150, which in turn benefits their families.

In addition to awarding a grant for Sahar's shop, the USAID/Jordan Tourism Development Project supported Sahar's business by contracting a design consultant to help her develop new designs and products in order to diversify her offering and enhance its marketability. "I have added several new items, some of which are unique in Jordan and not available anywhere else, and this has increased my orders," said Sahar. The training also introduced Sahar to a handicraft exporter, who was impressed with her products and commissioned her to produce orders for export to the Gulf, thus opening up a large, new market for Sahar's business.

With her new shop and increased exposure, Sahar plans to increase the network of women who she employs. "In the future I hope to expand the workshop in order to be able to train more women to in this work. Then I hope to double or even triple the number of women employed by this business."

Developing Tourism Enterprises

A two-year Madaba enterprise development program was introduced by the Jordan Tourism Development Project, which entailed a series of grants combined with training and technical support to encourage new tourism businesses and services. Grants were awarded to 28 tourism businesses in Madaba, including handicraft workshops, hotels, restaurants, and other tourism services that were upgraded or newly opened. In addition to the grants, more than \$2 million was leveraged from the private sector as investments in these tourism businesses.

Lessons learned and procedures from the enterprise development program were later adapted for the CHTUDP local economic development program, a US\$1 million program in five cities.

Enhanced Shop Façades

USAID technical assistance and funds were matched with business owner's funds in small façade upgrade projects for 46 shops. The project was implemented by MTA with support from the Madaba Municipality, MoTA, and the Jordan Tourism Development Project. The project served to enhance the appearance of Madaba's core heritage area as well as a tourism walking route in the city center, thus strengthening the city's appeal and

helping to increase the amount of time that visitors spend in the center.

Better Interpretation of Sites

Interpretation at key attractions was improved, resulting in a better tourist experience. An interpretation unit at the Madaba Visitor Center was launched in December 2007 with brief videos and information panels to introduce visitors to attractions in the Madaba region. The new interpretation center has extended visitors' stay in Madaba by promoting attractions in the city and surrounding area. The interpretation project, funded by USAID, was implemented by the Friends of Archaeology and Heritage in cooperation with MoTA.

Marketing Madaba

New marketing information is available to guide tourists to sites and services that Madaba and surrounding areas have to offer. Niche market brochures promoting attractions, products, and services were produced for religious tourism, adventure tourism, and shopping.

Getting Madaba on Tourist Itineraries

The Madaba strategy includes getting tour guides and travel agents to include and lengthen trips to Madaba within their tour itineraries. To this end, Best Practice Itineraries for Madaba were produced to provide

tour operators with new ideas, products, and programs promoting all Madaba has to offer. The intent is to get tour operators to depart from the traditional Madaba, Mount Nebo, Karak, and Petra tour, and focus on the Madaba region as a destination in itself. The itineraries were produced by individuals who participated in a competition for the best itinerary in the three categories. The itineraries and promotional materials (niche market brochures and videos) were distributed to the tourism trade for use in their promotion and sales efforts.

Wadi Rum

The Jordan Tourism Development Project collaborated with local authorities, the Aqaba Special Economic Zone Authority (ASEZA) and the Wadi Rum Protected Area (WRPA) management, to implement the Wadi Rum Development Project launched in 2006. The project entailed working with authorities and Bedouin communities to enhance and diversify tourism products and services in a sustainable and environmentally-friendly manner.

The project garnered strong support and contributions from authorities and the local people were extremely receptive and cooperative. A number of NGOs and organizations from the private sector contributed funding and support. Craftspeople

received support to upgrade a weaving workshop and start a ceramic workshop while small entrepreneurs received assistance in branding and guide training to organize and market camel treks. Community members received training to enhance their IT skills and campsite owners received training and support to improve desert accommodation.

Bedouin women are now working and taking on leadership roles within their communities. Almost 300 full-time jobs have been created in Wadi Rum, 60 percent of which are filled by women.

Improving Tourism Capacity and Services

Five community-based organizations (CBOs) were awarded grants to enhance tourism products and services in Wadi Rum and add new ones. USAID attracted several partners to support the area's tourism development and to provide grants and loans to local entrepreneurs and businesses. USAID also provided courses and workshops to CBO members on subjects ranging from project management and strategic planning to e-marketing. As a result, productivity increased and tourism products are of better quality and have generated new sales.



A view of the captivating sandstone mountains and red sands of Wadi Rum.

Developing IT Skills in Wadi Rum

Four IT centers were established in Wadi Rum as part of the Wadi Rum IT Network Project, which developed the community's capacity to reap the benefits of the tourism economy. NetCorps Jordan implemented the IT project in 2007 with USAID funding to equip residents with business and information technology tools and skills. In one year 20 young men and women were trained, and they in turn trained more than 200 people from the community in basic IT and business skills; more than 40 percent of these trainees were women. The interns also supported their CBOs in day-to-day operations, and the training led to a number of interns seeking higher education and receiving scholarships.

Camp Upgrades

To improve the standard of desert accommodation, the USAID project developed comprehensive minimum standards for campsites founded on basic guest requirements such as safety and hygiene, comfort, authenticity, and environmental measures. This initiative was conducted in cooperation with WRPA management and ASEZA. The standards for WRPA tourist campsites were approved as statutory regulations of ASEZA, and work to upgrade campsites began. All 37 camps in the reserve were inspected and a model

design proposed as a guideline for development. Owners became eager to upgrade their camps, which led to the upgrade of 12 campsites in Wadi Rum and 22 others initiated the process. Training in hospitality skills and food safety and hygiene was conducted, as well as first aid training, during which first aid kits were distributed to owners of all camps in the reserve.

Tapping into Local Heritage

The Bedouin of Wadi Rum have a rich culture and heritage, much of which is manifested in traditional handmade products and handicrafts. To improve the tourism potential of this aspect of Bedouin life, USAID provided technical assistance to CBOs in handicraft production to improve and diversify designs and ensure availability of equipment to produce handicrafts. As a result, artisans at Al-Diesseh, Productive Village, and Burda cooperatives made significant strides in handicraft design for leather, woven goods, ceramics, jewelry, soaps, and traditional items. The Jordan Tourism Development Project supported the CBOs specializing in different products and provided training in pricing.

At the Wadi Rum Visitor Center, the WRPA management and ASEZA allocated a space to each CBO to display their products, thus giving them greater exposure and

increasing sales. Three CBOs display handicrafts from their workshops and one sells traditional spices and herbs. The Burda Women's Cooperative has one of the outlets at the center, as well as Productive Village and the Wadi Rum Cooperative. As a result, handicraft sales have multiplied, causing a significant jump in income for communities. Before the project, only the Burda Women's Cooperative produced handicrafts, generating an income of JD40 to JD60 each month. Today there are three CBOs producing handicrafts, and the total monthly income from handicrafts has reached thousands of dinars.

The Visitor Center and Badia Fort

USAID developed a plan for a new signage and interpretation program for the Wadi Rum Visitor Center to make better use of the facility, lengthen tourists' stay, and pique their interest in the magnificent desert and the fascinating people who live there. To cater to Bedouin experiences and camel treks, USAID put forward a plan to turn the Badia Police Fort into a museum and Bedouin heritage center. ASEZA allocated funding and is implementing the plans with support from USAID. Also, the Jordan Tourism Development Project's work in developing handicrafts has improved use of the visitor center. Four new shops opened in 2007



HUNZA AZOUQA

"This has enabled me to become independent and properly care for my son," says artisan Nawal, who is the supervisor of the Productive Village handicraft workshop.

SUCCESS STORY

Handicraft project gives Bedouin women new opportunities

TRADITIONAL CRAFTS SUPPORT WOMEN IN WADI RUM

In a remote desert community in Jordan, where Bedouin customs rule, Nawal Salem Al Swelheyeen has moved beyond her traditional role of home keeper and become an enthusiastic and strategic-thinking businesswoman. A divorced mother of one, Nawal is the supervisor of the Productive Village handicraft workshop in Wadi Rum, which was set up through an initiative of the USAID/Jordan Tourism Development Project. The workshop has not only given Nawal a job, but has helped the village to create a successful handicraft industry and provide economic opportunity to the women who live there.

Like all other women in her village in Wadi Rum, Nawal did not work outside her home and was reliant on her parents for her and her son's living. The handicraft workshop changed that for many women, including Nawal, who enthuses, "We used to be housewives and then we got this wonderful opportunity to work and contribute to our family incomes." The job opportunity helped transform Nawal from a dependant single mother into a working woman who is now able to earn her own living.

"This has enabled me to become independent and properly care for my son," explains Nawal.

"Now I am able to provide for everything my son needs, like clothes and medicine, without having to rely on my parents to help me financially."

The workshop employs women like Nawal whose families have lived in the village for generations. "I'm from this village, as are all the women who work here," declares Nawal. "The project has benefited all women of the village by giving us employment opportunities." There are 12 other women who are employed at the workshop or the outlet shop at the Wadi Rum Visitor Center where the handicraft products are sold.

Grateful for what the handicraft workshop has given her, Nawal has an optimistic outlook about its effect on the village. "I look forward to seeing the future success of this project, which has given so much opportunity to the women and youth of this community." She also has plans for its development and expansion, which she hopes will bring benefits to even more women and families in the area.

The women employed at the workshop produce a range of unique handmade products including jewelry, leather and fur items. The materials and designs used in their creations are inspired by the spectacular natural environment of Wadi Rum and by local Bedouin traditions.

The Ministry of Planning and International Cooperation's "Qudorat" program contributed to the Productive Village Handicraft workshop by supplying equipment and USAID also provided technical support in the form of business training and consulting. As well as breathing economic life into the village, this support from USAID has encouraged the revival of traditional handicrafts, providing benefit to the local community, visitors and tour operators, as a result of the greater diversity of products and services.

filling previously vacant spaces.

These shops have complemented the visitor center, attracted lengthier tourist stays, and provided greater opportunities to spend larger amounts of money.

Tourism Development Corporation (TDC)

To prioritize and ensure sustained development of products, the Jordan Tourism Development Project recommended the establishment of a Tourism Development Corporation (TDC). The corporation is a public-private body that drives product development by leveraging private support to improve site management and development of government tourism assets. A business plan for the TDC was developed and submitted to the Council of Ministers and the composition of the board of directors was proposed to ensure it follows sound governance practices.

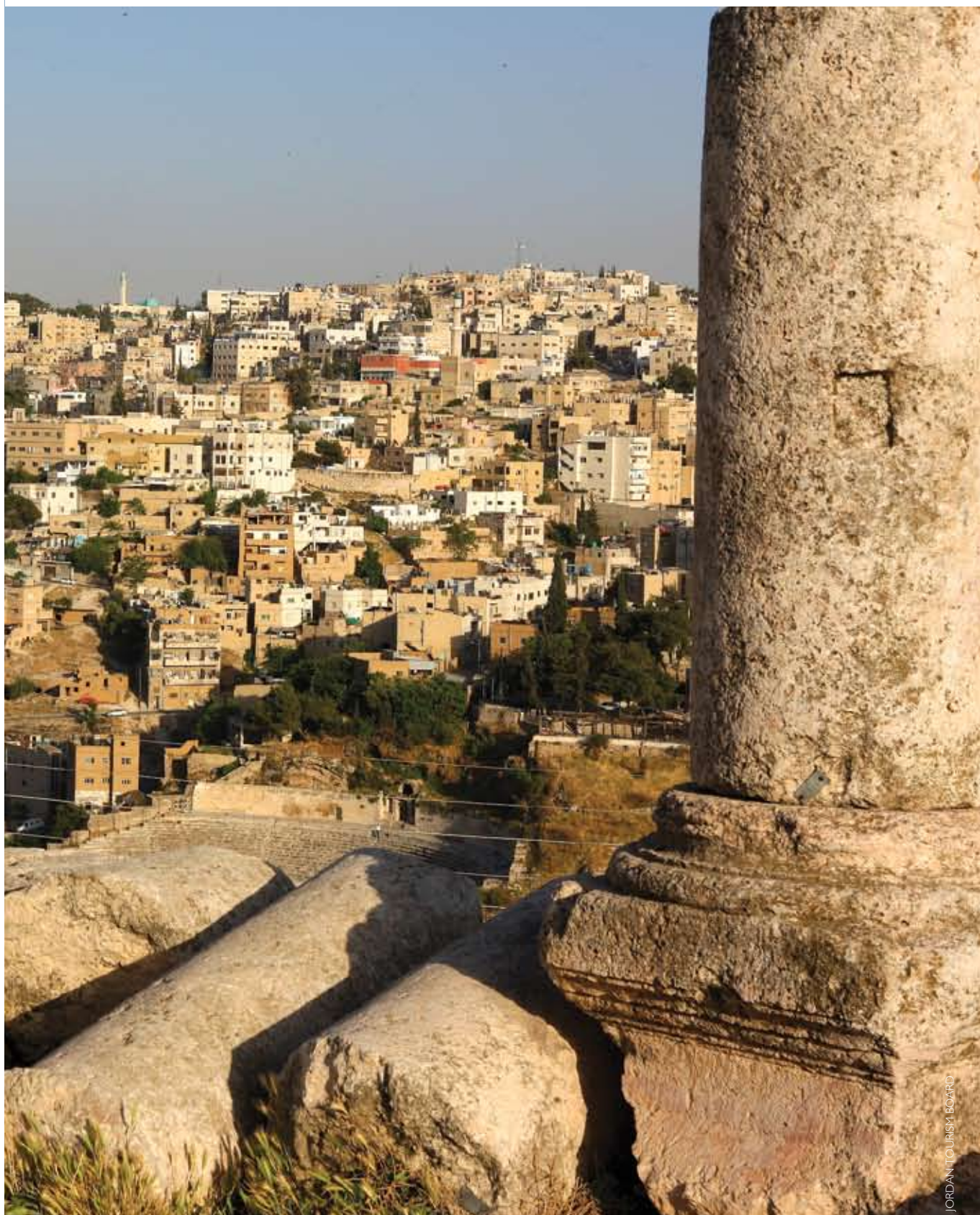
Increasing Tourism in the Capital

Though Amman is the gateway into Jordan and most tourists' point of entry, it is a short stay destination, or simply a transit point. While it has strong historical assets, these are not used to optimum effect. More things to do and see in Amman are needed and there is little information, services, or infrastructure conducive to urban tourism.

To put the city on the right track toward enhancing Amman's tourist appeal, USAID worked with the Greater Amman Municipality (GAM) to help the municipality develop a tourism strategy and action plan. This was presented to industry stakeholders to solicit their feedback in March 2007. Recognizing the importance of tourism to the capital, GAM established a new organizational structure to fully integrate tourism into its responsibilities, structures, and priorities. The municipality set up the Amman Commission and a tourism committee to represent GAM in a joint MoTA-GAM task force council. In September 2007, an agreement was signed between MoTA, GAM, DoA, and USAID's Jordan Tourism Development Project to cooperate in developing the Amman Citadel. As a result, both short- and long-term activities were planned and implemented. The USAID project developed a site management plan to help ensure the Citadel is promoted as a culturally significant site and to enhance its status as a tourism attraction. The plan entails protection of the site and provides for effective long-term management. One of the visible developments at the site is the labeling of monuments; 21 labels have been added to identify monuments ranging from the Byzantine to Roman to Umayyad periods. Labels explain to visitors the name of each monument and

the era in which it was built. While this simple measure has improved the visitor experience, particularly for individual travelers and visitors without guides, it is just the first step in the comprehensive plan to augment interpretation at the Citadel.

Other developments in Amman's tourism industry supported by USAID include the development of an annual calendar for Amman that identified programs to attract and support tourism during the summer of 2007, a campaign to encourage domestic tourism in the summer of 2008, and guidance in development of an information center at the airport to promote Amman and the city's tourism services. USAID also provided funding to convert the old electric hangar building downtown into a dynamic marketplace offering handicrafts, souvenirs, entertainment, and food, with an eye toward becoming a major domestic and international attraction. The Jordan Tourism Development Project produced a business plan for a circular bus tour in Amman that began operating in June 2008, filling an important gap in transport and sightseeing services.



View of downtown Amman from the Citadel.



A student at the Jordan Applied University adds the final touches to a dish prepared during practical training. The JAU received a USAID grant to upgrade the facilities and training at this hospitality education facility.

3. TOURISM SECTOR CAPACITY

Jordan's tourism industry is experiencing a swift increase in hospitality services and facilities, and demand for skilled hospitality workers is rising rapidly. One key factor in supporting tourism development in Jordan is the availability of enough qualified human resources to fill the burgeoning job opportunities.

The Jordan Tourism Development Project has worked to strengthen the skills of workers in the tourism industry and has expanded the pool of qualified workers with the purpose of improving service quality and increasing work opportunities. The quality and variety of Jordan's tourism education was thus enhanced through initiatives targeting vocational training, and high school and tertiary education. Additionally, the sector received support to improve tourism-related business associations, develop new quality assurance standards, launch an awareness campaign about the benefits of tourism and strengthen the sector's research capacity.

Modernizing Hospitality and Tourism Centers in Madaba

The new VTC student textbooks cover four topics: housekeeping, food production, food and beverage services, and hospitality skills. A total of 3,600 student books were printed and distributed to the 11 centers, along with 100 copies of a teacher resource manual for use by VTC educators.

Modernize Vocational Training Centers

Hospitality and Tourism Centers

Working with the Ministry of Labor (MoL) and the Vocational Training Corporation (VTC), the Jordan Tourism Development Project developed and implemented a new national program for vocational training along with an industry internship program and upgrade of 11 VTC hospitality and tourism centers.

The initiative began with revamping the Madaba Center as a model for the rest of the training centers nationwide. The USAID project developed a new curriculum and a new national accredited program, the Certificate in Hospitality Skills, Level 1. This program is a 12-month program with six months of theoretical and practical training at the center followed by a six-month internship in the industry. USAID helped direct funding from the Technical and Vocational Education and Training Fund to the VTC Tourism and Hospitality Unit and worked with the VTC to implement changes and upgrade the centers. This entailed installing new equipment with a training kitchen and housekeeping area. A new curriculum was introduced accompanied by new student and teacher textbooks for use in the center. Training-of-trainer workshops

were held for VTC trainers and supervisors, along with safe food handling and hygiene workshops and a back-to-industry training program. The USAID project also designed a program to instruct VTC English teachers in methodologies to deliver language courses tailored to tourism and hospitality.

The Madaba VTC Center for Hotel and Tourism was successfully launched as a pilot model center in January 2007 at an event attended by Her Majesty Queen Rania Al Abdullah. Sixty students enrolled in the new program, a third of whom were young women, representing a significant increase over the negligible number of females who studied there previously.

Following this launch the upgrade was replicated at eight other centers. A specialized restaurant training program was then developed in cooperation with the Ministry of Labor, MoTA, and the Jordan Restaurant Association, and this was implemented at the remaining three centers in Abu Nussair, Sahab and Karak.

An extensive range of management documents and manuals were produced by the Jordan Tourism Development Project to support the upgrade of the VTC Hospitality and Tourism Centers, and these were compiled into one operation manual for distribution to all centers. The

manual includes a student regulation information handbook, a VTC practical training internship manual, an assessment handbook, and others.

As a result of the upgrade, the VTC Hospitality and Tourism Centers have grown into quality education facilities attracting thousands of applicants.

Open days were introduced at the revamped VTC centers which are held twice a year in preparation for intake of new students. Open days allow prospective students and their parents to visit facilities and speak to students and staff about careers in tourism and hospitality. Representatives from four-star and five-star hotels take part in these open days to answer queries and interview students entering their six-month training in industry period.

The six-month internship is part of the Certificate in Hospitality Skills, Level I and was developed by a committee of industry representatives guided by the Jordan Tourism Development Project. The Partnership for Practical Training in Industry (PPT) Committee devised the framework for Jordan's first integrated tourism training program with hotel representatives committed to employing graduates from the first intake.

During the course of two years, more than 4,000 young Jordanians

attended the open days and approximately 1,150 students completed training at the centers, including 420 women. Even more importantly, these students have in turn inspired others in their towns and communities to look to hospitality and tourism as a promising and lucrative career.



Students at the VTC center in Salt at a housekeeping class.

HOSPITALITY SECTOR ATTRACTS JORDANIAN YOUTH

Hotel and tourism vocational training centers, revamped with USAID support, train students in needed skills

Challenge

Tourism is one of Jordan's main industries with much potential for growth. As the number of visitors increases, the sector is expanding to accommodate this growth, and with it comes a need for skilled labor. Despite the opportunity it holds, a culture of shame discourages work in the tourism sector, particularly for women, and this has been a significant challenge. To address this attitude among youth, the Jordan Tourism Development Project partnered with the Ministry of Labor to modernize VTC Hotel and Tourism Centers and attract students to the sector by helping them develop the skills needed to work in hospitality.

Initiative

A National Program Curriculum was developed, the Certificate in Hospitality Skills, Level I, by members from 35 hotels, restaurants and companies from all over the Kingdom. The new program was

implemented at 10 hotel and tourism centers and aims to train students to apply knowledge and skills in food production, food and beverage service, housekeeping, hospitality, and communication skills. The yearlong program entails six months of training at the VTC centers and another six months of on-the-job training. USAID also worked with the Ministry of Labor to partner with the hotel and restaurant industries to collaborate with the on-the-job training required in VTC hotel and tourism program.

Results

The new vocational training program has generated interest among Jordanian youth in hospitality training, doubling enrollment in the first year. The number of female students at the 10 centers has multiplied significantly, with 372 young women among the 1,150 students from the April 2008 intake.

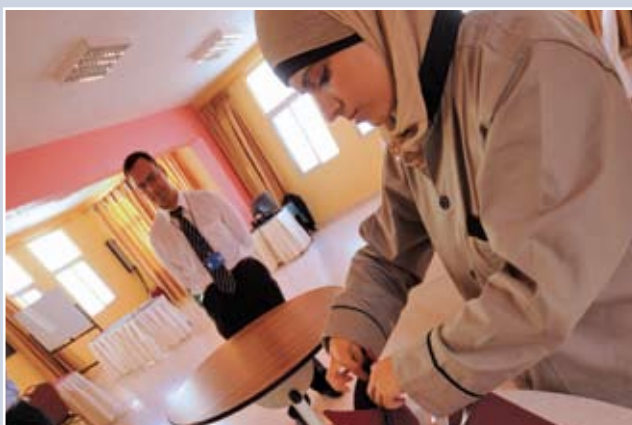
The industry responded enthusiastically and all VTC students are offered six-month training positions at four- and five-star hotels and leading restaurants. Currently 420 students are interning at partner hotels and restaurants in Petra, Madaba, Aqaba, Dead Sea, Salt, and Amman, and many have completed the yearlong program and received offers for full-time jobs after their internships.



HUMZA AZOUQA



HUMZA AZOUQA



HUMZA AZOUQA

Female students at VTC centers in Salt and Madaba undergo practical and theoretical training in housekeeping, kitchen, and restaurant service.

Hotel School Upgrade Enhances Learning Experience

“There is a great study environment that includes a range of methods to learn about working in a hotel. Equipping classrooms with audiovisual equipment had a big impact on us becoming more active and making classes more attractive.”

Student Yacoub Al Qasis comments on the upgraded facilities of Jordan Hotel School.

Comprehensive hospitality education

The Jordan Hospitality and Tourism Education Company (JHTEC) offers diplomas and degrees in tourism and hospitality-related studies through the Jordan Hotel School (JHS), Jordan Applied University (JAU) and Century Park Training Hotel. The Jordan Tourism Development Project supported this tourism education and training campus through a grant to raise quality of education, upgrade facilities, improve training materials, and build capacity of staff and students. The USAID project assisted JHTEC with market outreach to students by making training in this sector more attractive, which drew in greater numbers of students.

To build student capacity at JAU and JHS, the training hotel was upgraded with front desk IT systems, new cookery courses, installation of Fidelio Point of Sales software, and standard operating procedures manuals. JHTEC staff received courses in English, exam writing and teaching, safe food handling, hygiene, and environmental care. Market outreach was enhanced through Web sites, brochures, and radio and newspaper advertisements for the school and university. As a result, applications to JAU and JHS increased by approximately 20 percent.

Upgrade Madaba Mosaic School

The Madaba Mosaic School was established in 1992 to train Jordanians in the production and conservation of mosaics and earned a reputation as a center of excellence for mosaic art and restoration. It is the only school of its kind in the region today.

In early 2006, in response to a request from DoA, the Jordan Tourism Development Project assessed the school and recommended that it be upgraded to an institute of higher education, thus repositioning it as the leading regional center for the study, conservation, and production of mosaic art. The school was transformed into the Madaba Institute for Mosaic Art and Restoration (MIMAR) with renovations funded by a USAID grant of JD1 million and JD780,000 from the Italian government.

The Jordan Tourism Development Project worked extensively with DoA, the Ministry of Higher Education, Ministry of Education, and other stakeholders to support the MIMAR initiative and ensure the school was operational by September 2007. Architectural plans for the upgrade in accordance with environmental requirements were developed and approved and a program development committee was set up to prepare curriculum



and choose subjects, teaching methodology, and program plans. All programs and courses are accredited by Al Balqa University in partnership with MIMAR. A bridging arrangement was agreed on with Yarmouk University to facilitate continued career advancement, enabling graduates with diplomas to join Yarmouk University's B.A. program in archaeology. The USAID project worked with DoA to determine MIMAR's governance structure and staff and commissioned the development of bylaws, which took effect in September 2007.

MIMAR was launched in September 2007 and students from the first intake began studies in October 2007. As an integral part of the Madaba Tourism Development Strategy, the institute is forecast to play a big role in enhancing the city's tourism experience as well as educating students and professionals in mosaic art.

JORDAN TOURISM DEVELOPMENT PROJECT

View of a mosaic found in Madaba.

PIECING TOGETHER HISTORY IN MADABA

The Madaba Institute of Mosaic Art and Restoration is the only facility of its kind in the region to provide specialized education in mosaic art.

In the heart of Jordan's 'city of mosaics', next door to ancient churches and palaces adorned with magnificent examples of this fine art form, students work diligently to piece together and restore the tesserae of Jordan's rich history. These are students of the Madaba Institute of Mosaic Art and Restoration (MIMAR), which was formally opened in September 2007 and is set to lead the region in mosaic art and restoration training.

The Madaba Mosaic School, established in 1992, was upgraded into an institute of higher education as part of USAID's Jordan Tourism Development Project initiative implemented in cooperation with the Ministry of Tourism and Antiquities, the Department of Antiquities (DoA), the Ministry of Higher Education and the Italian government. The upgrade began in early 2006 with funding from USAID and the Italian government.

According to Dr. Fawwaz al-Khraysheh, the DoA director general, MIMAR students will now receive an education in a unique and specialized field: "The institute's students will have the opportunity to receive a higher level of education and training in mosaic restoration and conservation in terms of both the scientific and artistic levels."

The institute's facilities will be expanded and upgraded to include state-of-the-art lecture halls, training workshops, laboratories, theatre auditoriums, an upgraded library, research studios, student facilities, and an interpretative center. An estimated \$2.4 million has been injected into this upgrade and the institute stands to lead the region in the study, conservation, and production of mosaic art. MIMAR will enhance the tourist experience in Madaba, giving tourists a glimpse of how mosaics are made, restored, and conserved, explained Dr. al-Khraysheh.

"MIMAR will increase tourists' appreciation of Madaba's cultural heritage, which is represented by its numerous mosaic floors, and will thus help make

Madaba a major tourist attraction."

MIMAR will also play a direct role in ensuring that tourism is sustainable by providing skills and resources to preserve Jordan's ancient mosaics.

"Graduating students who are highly qualified in mosaic conservation and restoration will greatly help in protecting the rich mosaic heritage of Madaba, Jordan, and the region," said Dr. al-Khraysheh.

MIMAR offers four tracks in education and training for post-high school students, postgraduates, and professionals in archaeology in Jordan and throughout the region. Projections over the next five years indicate more than 1,000 students and professionals will earn certifications accredited by Al Balqa University. International accreditation will also be offered for specialist and professional development programs. For continued career advancement, MIMAR and Yarmouk University have an agreement enabling diploma graduates to enter Yarmouk's B.A. program in archaeology.





A student from the Madaba Institute of Mosaic Art and Restoration works on restoring a mosaic in Jarash as part of a practical training project for his course.

New hospitality education facility in Aqaba

To address the rising need for skilled hospitality labor in the south of Jordan, the Jordan Tourism Development Project worked with the Aqaba Development Corporation (ADC) and ASEZA to develop a strategy for the University of Aqaba-College of Hotel and Tourism (UA-CHT). The strategy was developed with feedback from the tourism sector and support from the Ministry of Higher Education and planning authorities.

ADC contributed 400 dunums of land for construction of the university, in addition to seed capital of JD5 million for its establishment. Investors and strategic partners have been approached to invest in the shareholding company that will own the university, and fundraising is underway.

The establishment of the University of Aqaba was announced in July 2007 and since then the USAID project and stakeholders developed conceptual architectural designs for the College of Hotel and Tourism. They produced a five-year business plan, an operation plan, guidelines for international partnerships, and a quality assurance manual for the registrar office. The Jordan Tourism Development Project organized a University of Aqaba logo competition that was launched by

ADC, attracting 270 submissions, from which a logo was selected.

USAID provided support for the UA-CHT budget and actual figures, assistance for the opening of a second college, design and printing of the strategy, and recruitment and selection of a project manager.

This support set Aqaba on a course to effectively resolve the shortage in human resources, and address growing annual demand in response to extensive tourism development in Jordan's Red Sea resort.

Improving Tourism Associations

Business associations play a major role in economic change; realizing this, the Jordan Tourism Development Project set out to strengthen them through grants to key associations and specialized training for tourism associations. The USAID project organized and funded a yearlong certification program entitled "Tourism Business Associations Executive Management," taught and accredited by the Michigan Society of Association Executives (MSAE). It was the first of its kind in Jordan, training 40 people in managing, steering and running business and tourism trade associations. Participants included current and potential chief executive officers, board members,

association staff, and association members. The program fortified skills of tourism business leaders and association members and opened up new opportunities in association management.

Five tourism associations also received technical and grant assistance from the Jordan Tourism Development Project: the Jordan Inbound Tour Operators Association (JITOA), Jordan Restaurant Association (JRA), Jordan Handicraft Producers Association (JHPA), Jordan Hotel Association (JHA) and Jordan Tour Guides Association (JTGA). Strategic and business plans were produced for JHPA, JRA, and JTGA to provide strategic vision for the next three years. Support to JITOA enabled it to offer a Certificate Travel Associate (CTA) program. JRA produced manuals for vocational restaurant training, association manuals, and workshops in customer care service, English language, safe food handling, and hygiene. JHPA renovated its premises, improved handicraft displays, and carried out training, marketing, and communication activities.

Jobs created as a result of the Jordan Tourism Development Project's work with these business associations included chief executive

officers, communications and media specialists, event managers, membership development specialists, administrative assistants, short-term accountants, and legal representatives.



Abu Yasser, head of the Wadi Rum Cooperative, takes part in the Tourism Business Association Executive Management training implemented by the Jordan Tourism Development Project.

4. RESEARCH AND STANDARDS

Surveying visitors to Jordan

In 2006, the National Tourism Visitors Survey (NTVS) was launched to more efficiently measure and quantify tourism's economic importance to Jordan, improve data for sounder decision-making, to better read the visitor profile, and to understand tourists' level of satisfaction. Data was gathered at all major Jordanian ports of entry and exit to obtain a survey sample size of 59,000 departing visitors and 27,000 arriving visitors.

The Jordan Tourism Development Project helped design the questionnaire, funded recruitment and hiring of surveyors and a supervisor, and monitored progress through regular field visits during the 12-month survey. This effort resulted in new partnerships with governmental agencies including the Department of Statistics (DoS), Ministry of Planning and International Cooperation, and MoTA.

An NTVS steering committee was set up to oversee planning and implementation; the committee included the Jordan Tourism Board (JTB), DoS, MoTA, the Central Bank of Jordan, the Global Development Initiative (GDI), and the Jordan Tourism Development Project.

On completion, survey data was collated, analyzed, and presented in the NTVS 2007 data report

published in September 2007. The USAID project then organized workshops on how to interpret and apply the data. Attendees included tourism industry stakeholders, representatives from MoTA, JTB, DoS, JHA, JRA, tour operators, travel agents, and hoteliers.

The NTVS report is the first in what will be an ongoing effort by DoS to track expenditures of non-residents visiting Jordan and Jordanians abroad. It provides a wealth of information about visitors such as origin, purpose, and what they most enjoyed visiting. This information will be extremely valuable to government and private entities working toward development of Jordan's tourism sector.

Pioneering the Tourism Satellite Account system

As the tourism industry grows and develops, a specialized data system involving surveys and statistics is important for tracking tourism's economic contribution. The Tourism Satellite Accounts (TSA) is an international economic model that assesses impact of tourism on the economy. The TSA data system examines impact on GDP, the industry's growth, national employment, and government revenues. This system was implemented in Jordan in partnership with DoS, MoTA, the Central

Bank of Jordan (CBJ), General Intelligence Department, and JTB. The TSA, which usually takes three years to set up, was compiled for Jordan in record time, taking just six months to establish Phase I templates in accordance with the framework of the UN World Tourism Organization (UNWTO). As a result of intensive efforts during 2007 and 2008, Jordan is closer than many other developing countries in developing a fully operational TSA.

NTVS data were used to construct Jordan's first set of TSA, which make accurate estimates of the contribution of tourism to the country's GDP. This will also make it possible to track how tourism grows over time with increasing government investment in Jordan's historic and natural sites. By the end of the Jordan Tourism Development Project, 85 percent of the data needed for the TSA was collected and the system will be fully operational by 2009.

Improved classification of Jordan's hotels

Accommodation is a significant part of the visitor experience, and with rising expectations in tourist satisfaction, the Jordan Tourism Development Project improved the way for measuring hotel standards. A more effective hotel classification system was likewise needed to align

establishments with international standards and guarantee that customers get what they pay for.

To achieve this, the Jordan Tourism Development Project worked with MoTA in consultation with the industry to develop a hotel classification system that better defines establishments and helps improve standards. The previous system did not emphasize basic mandatory standards and the criteria of the system focused on structural elements of a hotel instead of services. New classifications were thus developed and tested in select hotels in Jordan before being approved.

The main goal of the new system is to create clarity and security for guests and hoteliers. Guests, and the travel industry acting on their behalf, need to know what level of service and facilities they are entitled to expect, so they can choose a hotel that meets their demands. Hotel entrepreneurs on the other hand need to know what is expected of them, so that they can direct their investments and operations accordingly.

The new system comprises two sets of criteria: one for basic standards and one for optional standards. Therefore, to be recognized as a hotel, an establishment must meet the minimum basic standards of quality to ensure guests' basic requirements are met. Meeting

optional standard criteria will then determine the hotel's classification in a category: five-star, four-star, and so forth.

The development of the new hotel classification system was led by a steering committee, convened by MoTA and comprising 15 members representing MoTA, JHA, the Jordan Tourism Development Project, ASEZA, and representatives from all categories of hotels.

A system was put in place for regular hotel inspections and anonymous checks to make sure hotels maintain standards and to highlight strengths and weaknesses.

Minimum standards for campsites

Wadi Rum is among Jordan's most popular attractions, bringing about 15,000 tourists to the desert annually; yet few spend the night there. To encourage tourists to spend more time in Wadi Rum, the Jordan Tourism Development Project proposed the development of a set of minimum standards for campsites in order to meet expectations of international tourists.

Bedouins own and operate most of the Wadi Rum campsites, which provide a good source of income for communities. Standards do not always meet expectations and needs of international tourists, which can be detrimental to owners.



HUMZA AZOUQA

A campsite inside the Wadi Rum Protected Area, which was upgraded according to minimum camp standards developed with support from USAID.

The Jordan Tourism Development Project therefore worked with the WRPA management and ASEZA to develop minimum standards for licensing desert campsites.

The project entailed creating, testing, and implementing a set of minimum standards — relating to safety and hygiene, comfort, authenticity, and environmental measures — for WRPA desert campsites. These standards were approved in December 2007.

These standards have been implemented at 34 campsites in the WRPA and the USAID project assisted camp owners to bring campsites up to standard through grants and training. To help owners cope with ever-changing demands and expectations, the project provided training in first aid, safe food handling, customer care, and hospitality skills.

As a result, the industry and tourists can expect enhanced tourism experiences in Wadi Rum through better standards.

Safe Food Handling Campaign

To improve the culinary experience in Jordan and the quality and standards within the hospitality sector, the Jordan Tourism Development Project implemented a nationwide safe food handling

and hygiene campaign that spread awareness through training food handlers, including chefs, caterers, restaurant owners, and hospitality teachers and trainers. The campaign was endorsed and supported by the Jordan Food and Drug Administration (JFDA) and JRA.

Safe food handling and hygiene training workshops were designed according to international best practices and helped hospitality establishments meet and exceed the minimum health inspection requirements from the Ministry of Health, JFDA, and other concerned authorities. The initiative also sought to minimize health problems, such as reducing risk of food poisoning at restaurants and elevating the quality of food establishments to international standards.

The JRA was a strong partner in the campaign promoting food safety and hygienic practices and produced leaflets, posters, and guide books on best practices. These were passed out at training sessions and the JFDA distributed materials to all municipalities in order to reach hotels and restaurants nationwide. The JFDA also trained 22 Ministry of Health directorate supervisors who provided training in their respective areas.

The campaign reached more than 6,000 restaurants and food establishments, including

20 workshops that trained 500 industry professionals and provided awareness and train-the-trainer programs for health inspectors.

5. LEGAL AND INSTITUTIONAL ENVIRONMENT

One key element needed for development of Jordan's tourism industry is an institutional and legislative infrastructure that fosters growth and encourages adherence to international standards. The Jordan Tourism Development Project strengthened government institutions that manage the industry and enhanced the legal and regulatory environment by developing a modern set of laws and regulations that respond to the vision outlined in Jordan's NTS.

Focusing MoTA's role

Although MoTA plays a fundamental role in tourism, an assessment determined the need for the ministry to concentrate on its core functions. Upon consultations with the ministry and key industry stakeholders, MoTA focused on strengthening its capacity to lead the sector as a policymaker and regulator.

To support MoTA, the Jordan Tourism Development Project helped the ministry to define its mission and primary functions according to international best practices. Together they determined the ministry's role vis-à-vis other governmental institutions, resolved jurisdictional overlap, strengthened decision-making capacity, and aligned MoTA with NTS goals.

These activities improved the governance model within the tourism sector and MoTA's ability to perform its role and carry out its mandates.

MoTA's Executive Plan

The Ministry of Tourism and Antiquities and USAID partnered to develop an Executive Plan to conceptualize MoTA's role based on international best practice and the new tourism law. The plan, which was produced in both English and Arabic, emerged from a participatory process involving key ministry representatives. They agreed that policies should align MoTA with the goals of the NTS. The policies included:

1. A role as strategist and national planner as opposed to a direct implementer
2. Development, management, and operation of publicly owned tourism sites by the Tourism Development Corporation
3. A stronger mandate in oversight and protection of public tourism resources
4. Greater international promotion of the Kingdom
5. Greater emphasis on diversification and promotion of domestic tourism
6. More robust tourist protection systems



Director General of the Department of Antiquities, Dr. Fawaz Khaysheh, presents the department's strategy for 2007-2010 during a meeting with tourism stakeholders in July 2007.

7. Appropriate regulatory intervention and enhanced standards of tourism related professions
8. Support for effective industry organization and business associations to upgrade standards and performance
9. A new positioning as an information-driven institution
10. A stronger relationship with the private sector

The MoTA Executive Plan defines the leadership role that MoTA plays as dictated by the NTS and supports growth and development of the tourism industry. The ministry has re-examined its operations in order to better lead and regulate the industry in alignment with the NTS. This plan translates into a restructuring of MoTA to reflect its role as a policymaker and regulator. Capacity building programs reinforced these efforts and helped to ensure the ministry achieves the planned results. The plan is strengthening MoTA's support to Jordanian planning agencies and its ability to coordinate with other ministries and national and local government departments. It also ensures the adoption of coordinated planning processes, guidelines, and standards for tourism, antiquities, and heritage sites. The ministry's plan was jointly launched along with DoA's strategic plan in July 2007.

A departmental action plan to implement these activities was also developed to help MoTA enforce these policies. The ministry's commitment to the Executive Plan was a watershed in its history in repositioning it as a key economic ministry.

Enhancing the management of antiquities

Jordan's unique heritage is a vital part of its appeal and measures are needed to protect it. The Department of Antiquities (DoA), which is responsible for the protection, conservation and presentation of Jordan's antiquities, worked with the USAID project to develop its Strategy for the Management of Archaeological Heritage in Jordan 2007-2010, produced in English and Arabic. The strategy delineates how DoA will ensure proper conservation, preservation, and restoration of Jordan's heritage, particularly its archaeological assets, with a focus on sustainable management and compliance with international best practices. The strategy also outlines DoA's role in relation to other entities and the staff, skill sets, and disciplines needed to realize its mission.

The strategy lays a roadmap for

management plans and outlines guidelines and conditions for sustainable use of archaeological sites. USAID support for DoA in preparing to implement the strategy focused on institutionalizing strategic planning, work plan development, and monitoring. Support was also provided to develop detailed departmental action plans, and USAID assisted each DoA department in customizing, fine tuning, and institutionalizing the work planning process.

Other areas of the USAID project assistance for DoA were:

1. A Manual of Management Planning for Antiquities and Tourism Sites in Jordan was prepared in English and Arabic to provide a template and operational guidance for integrated management plans and training. This manual was used in developing the Madaba Site Management Plan.
2. Support for U.S. State Department-funded training on preservation of archaeological heritage.

A modernized Tourism Law

To support rapid development in tourism, imposed by the global tourism industry, USAID supported MoTA in developing a new tourism law. The law's goal is to bring the existing law in line with tourism development today in accordance with international best practices. A transparent law will promote public-private partnerships, facilitate increased investments, and help improve standards and quality of products and services. Above all, the goal is to assist and not hinder tourism development for the economic benefit of all Jordanians.

This law completely differs from previous laws governing tourism as it introduces site management and planning concepts. It has changed the ministry's role from that of an operator to one of a regulator. It has also set more transparent and efficient systems for licensing tourism professionals and for protecting the interests of tourists.

The Tourism Law is based on four areas: management and growth of tourism assets, regulating and upgrading tourism professions, tourism marketing, and vocational training. The law supports a number of changes, including development of a clear legislative framework to delineate and monitor tourism

resources in the Kingdom; enhance MoTA's role in formulating and institutionalizing strategic planning for development; and leading the sector and expanding and protecting the pool of human resources. The law also calls for enhancing and activating the role of the private sector in management and growth of resources and putting in place a modern system to regulate main professions to attain best practice standards in services. Unnecessarily lengthy licensing processes were replaced with regulations to improve processes in classification and registration. In addition, the concept of partnership and cooperation between the ministry and stakeholders as well as communities is encouraged. It also supports a more focused role of the JTB in marketing and promotion outside Jordan, and gives MoTA a wider role in education and human resource development, as well as allowing it to delegate tasks to third parties.

Reform of Sector Regulations

In tandem with the development of an enhanced tourism law, USAID worked with MoTA to develop bylaws pertaining to three tourism industry professions.

This began with establishing an approach and framework based

on principles to regulate tourism professions. Key principles undergirding reform were proposed and regulatory interventions justified by a public purpose worthy of protection as opposed to being left to regulation by market forces. Different forms of regulation were considered and determined according to efficiency and cost-effectiveness guidelines, such as registration, certification, and licensing. An agreement was reached to license tour operators, hotels, and tour guides.

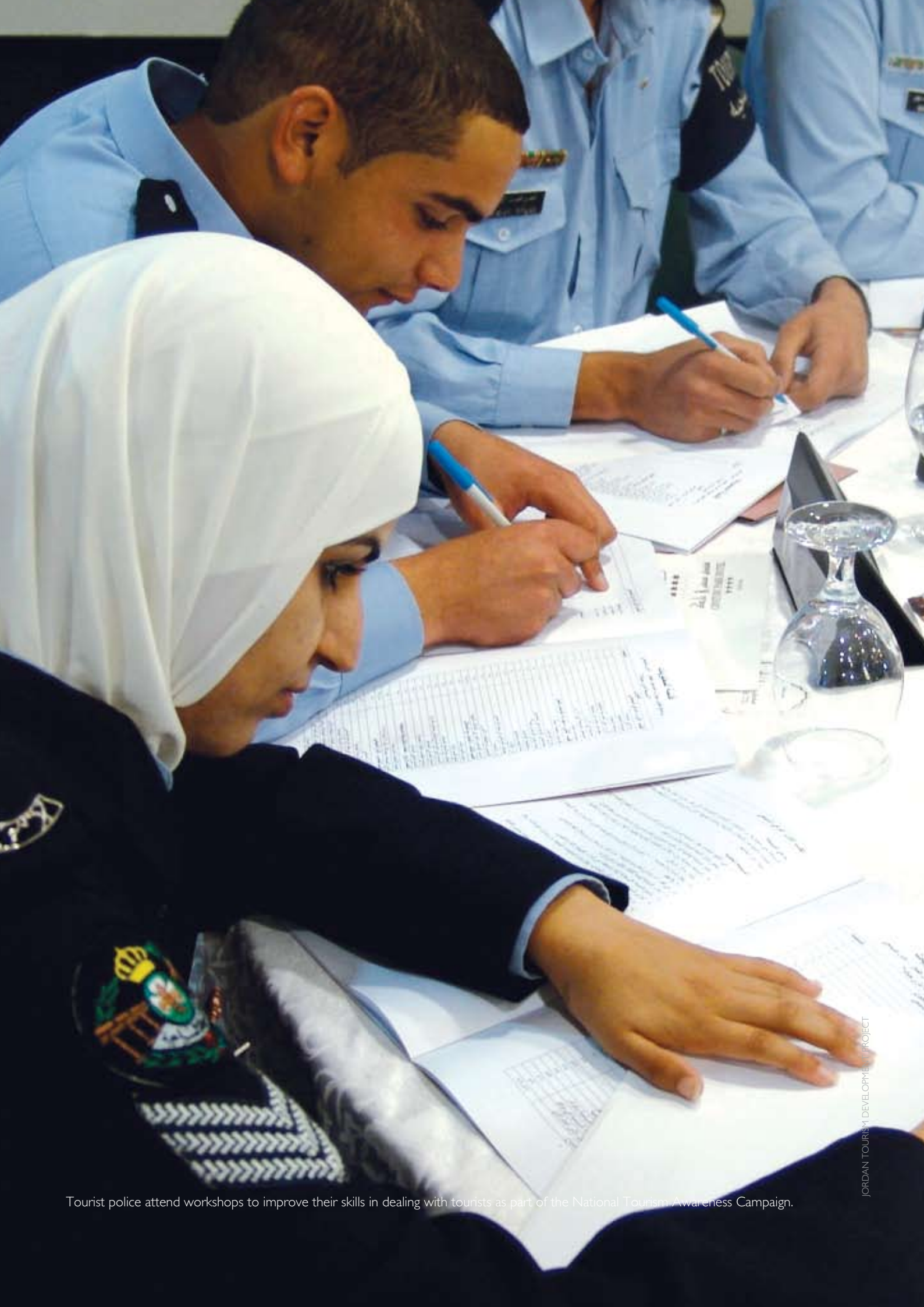
Bylaws to regulate hotels, tour agents, operators, and tour guides were then developed through an intensive consultation process and based on international best practices customized to the Jordanian context. The improved bylaws will afford greater quality control in the tourism sector and improve how tourism professionals are regulated; it will create a transparent system for licensing and monitoring tourism practices and ensure that MoTA utilizes the appropriate regulatory tools to improve competitiveness of Jordan's tourism products.

USAID also worked with MoTA to implement a major industry workshop titled "Managing Tourism Growth," in July 2007, which was attended by tourism

industry stakeholders from both the government and private sectors. The workshop discussed ways to prepare for and manage anticipated growth of Jordan's tourism sector and to identify tools and mechanisms to meet the upcoming challenges of tourism growth.



A representative of the tourism industry makes a comment during the launch of the MoTA Executive Plan and DoA Strategy for the Management of Archaeological Heritage in Jordan.



Tourist police attend workshops to improve their skills in dealing with tourists as part of the National Tourism Awareness Campaign.

6. AWARENESS

A key initiative of the Jordan Tourism Development Project was changing Jordanians' misconceptions about tourism by educating the public. The initiative touted tourism's opportunities and challenged the stigma attached to working in this industry. To achieve this, the project conducted an awareness survey to assess public views and developed a National Tourism Awareness Strategy. The project then partnered with MoTA to implement a nationwide campaign.

Tourism is Everyone's Business

"While Jordan has many magnificent sites to offer visitors, it is the people of Jordan who can have the greatest impact on the tourist experience, whether they work directly or indirectly in tourism, or simply encounter tourists."

H.E. Ms. Maha Khatib, Minister of Tourism and Antiquities

In May 2007, the National Tourism Awareness Campaign was launched targeting six groups in nine cluster areas: policymakers, students, teachers (as career influencers), employers, tourism sector employees, the media, and the public. The cluster areas targeted are Ajloun, Jarash, Salt, Amman, Madaba, Karak, Petra, Wadi Rum and Aqaba.

Campaign activities combined marketing, public relations, and

education to reach target audiences. The campaign was implemented in two phases: The first phase targeted groups that played influential roles in changing perceptions of tourism: policymakers, teachers, and workers in the industry. The second phase did outreach to Jordanians at large through posters, brochures, and flyers with the message "Tourism enriches our lives," which were distributed to all sectors across the Kingdom.

The campaign's first phase delivered key tourism messages and information through print media, awareness workshops, seminars, and training. As part of this, 300 teachers were trained to deliver awareness courses supported with a comprehensive teacher's kit with booklet, handouts, and audiovisuals. It is estimated that these teachers reached 50,000 students with the positive message about tourism. A national tourism poster competition attracted entries from 2,000 students around Jordan. Also, 250 taxi drivers and more than 250 tourist police were trained in tourism awareness, tourist care, and welcoming skills. More than 300 policymakers were informed of the importance of tourism to Jordan through town hall meetings.

In the second phase of the campaign, more than 700,000 posters and brochures were distributed to students, teachers, policymakers,

workers, media and general public through schools, workshops, the Jordan Central Post, Social Security Corporation, inserts in newspapers and major malls in Amman, Aqaba, and Irbid. In addition, promotional materials such as calendars, caps, and mouse pads were distributed.

As a result, more than two million Jordanians have become more aware of the importance of tourism to the country's economy and the difference it can make to their lives.

Target Audience	Quantity Distributed	Circulation Reach	Item	Channel of distribution
Students	500,000	1.5 million	Brochure	Via Ministry of Education and Ministry of Tourism & Antiquities
	5,000	50,000	Poster	To schools via Ministry of Education and Ministry of Tourism & Antiquities
Teachers	5,000	15,000	Pamphlet	To industry via Ministry of Tourism & Antiquities
Workforce	5,000	50,000	Poster	To industry via Ministry of Tourism & Antiquities
	10,000	30,000	Brochure	Ministry of Tourism & Antiquities
General Public	50,000	250,000	Brochure	Central Post Office
	70,000	350,000		Inserts in Social Security mail
	50,000	250,000		Ad-dustour newspaper inserts
	5,000	25,000		Shopping mall distribution
Policymakers	1,500	1,500	Pamphlet	Ministry of Tourism & Antiquities
Media	1,000	1,000	Brochure	Personal delivery
	700,000 plus	2.5 million		



Jordanian teachers attend tourism awareness training sessions to learn about the significance of tourism and pass the message on to their students

SUCCESS STORY

JORDANIAN TEACHERS SPREAD TOURISM AWARENESS AMONG STUDENTS

From Ajloun to Aqaba, from Madaba to Wadi Rum and Petra, teachers across the country are being introduced to Jordan's attractions and how tourism has much to offer. This is part of the National Tourism Awareness Campaign targeting teachers and students plus four other groups.

Faten, an Aqaba school teacher, received the awareness training and discovered a lot about her country. She learned of the wealth of natural and archaeological treasures that it holds and the significance of tourism as a main pillar of the Jordanian economy. "The training has completely changed my view about working in tourism," she admits. "I've discovered that there are a great number of diverse work opportunities in this sector and I want to educate my students about tourism and get them to realize the importance of tourism and the prospects that are open to them for study and careers."

Ahlam teaches at a high school for girls in Petra. While she lives beside one of the world's greatest ancient wonders, she learned a lot about other magnificent sites beyond the rose red city. She has become eager to visit these sites and find out more about them as a result of tourism awareness training. "People here, old and young, all work in tourism, whether it's their primary or secondary source of income, and residents of this town have many language and hospitality skills and are eager to leave a positive impression on tourists. But despite our long relationship with tourism, Petra's citizens still don't accept girls working in tourism. We also suffer from a high number of students who leave their studies early and start working in tourism, and this presents a serious threat to the sector's future and must be addressed through awareness campaigns on all levels."

The sessions Ahlam has taught have been well received, she says, and has stimulated much interaction with her students. "After attending these sessions, many of my students have developed a desire to study specialties related to the tourism sector and to work in this area in the future." She adds, "I feel that the students now feel a greater responsibility toward the country and to presenting it in the best possible way to tourists in order to leave them with a positive image of Jordan."

The National Tourism Awareness Campaign is reaching teachers around the country, changing their views of tourism, and introducing them to the opportunities that the sector offers, and these teachers are spreading this positive tourism outlook to students across Jordan.

Tourism training for 300 teachers took place in Amman, Madaba, Salt, Jerash, Ajloun, Karak, Petra, Aqaba, and Wadi Rum. These teachers are delivering sessions to students that will reach a total of 50,000. Teachers were provided with a full training kit with information on tourism awareness, how to deliver material, and a DVD on tourism sights.



Mohammad, a hospitality student, is serving drinks to customers at the Century Park Training Hotel in Amman. USAID helped to upgrade some of the hotel training facilities

7. THE NEXT STEP

The Jordan Tourism Development Project has had a catalytic impact on the development of Jordan's tourism industry. Working closely with key government institutions, MoTA and DoA, the project assisted these entities in partnering with the private sector and communities to move forward with the National Tourism Strategy (2004-2010). Although much has been done to attain these goals and transform Jordan's tourism resources into a thriving industry up to international standards, there is still much to be accomplished.

In developing tourism products and services, the project's work in Madaba and Wadi Rum has stirred the community, government, and private sector toward improving standards, diversifying offerings, taking advantage of tourism attractions and putting in place the right tourism infrastructure. This process entails working with stakeholders within the cluster to devise and implement a tourism strategy, which can be used as a model for tourism cluster development and be replicated in potential tourism clusters around Jordan. In 2007 the Jordan Tourism Development Project signed an agreement with MoTA to support the ministry in implementing tourism cluster development in tandem with the activities of the World Bank-

and MoTA-funded Third Tourism Development Project. The MoTA-World Bank project aims to revive the social, economic, and cultural role of the five cities of Jerash, Salt, Al Karak, Madaba, and Ajloun by enhancing urban development and implementing the Petra Gate Project to construct a visitor center paralleling the site's cultural demeanor. The Jordan Tourism Development Project worked with MoTA to develop strategies for Jarash and Ajloun, and there is much scope, post-project, to implement these along with strategies in another three cluster areas. Support for maintaining the momentum of tourism development in Madaba and Wadi Rum will help to accelerate their transformation into popular world class tourism attractions.

The project's work is establishing a TDC to oversee privatization of services at tourism attractions which requires follow-up to see that it can sustainably manage private sector concessions at sites.

To operate tourism services and improve and diversify tourism products, the development of human resources is key. In this respect, the three-year Jordan Tourism Development Project improved education at a number of facilities, elevated perceptions toward tourism

as a career, and upgraded skills of hundreds of professionals. However, more must be done to meet the demand for skilled workers that is rapidly increasing in Jordan as a result of extensive tourism and hospitality development, particularly in Aqaba, the Dead Sea, and Amman.

Awareness of the importance of tourism to Jordan and the benefits that a career in tourism can offer must be further augmented, both among students, professionals, and the public at large. In tourism and hospitality vocational training,

following through with tourism or hospitality careers must be further encouraged, particularly among young women. Also, the network linking the tourism and hospitality VTC centers with hotels and restaurants for internships and jobs for students can be strengthened and expanded.

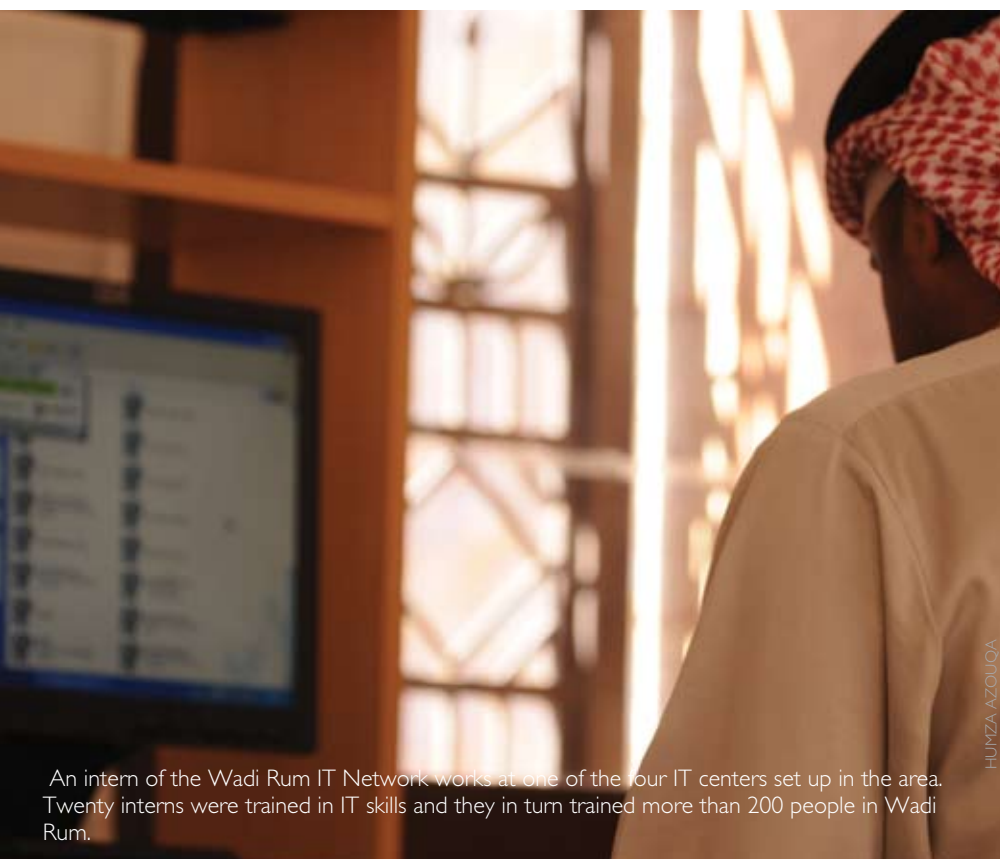
Marketing and recruitment for other tourism institutions can be improved, including JAU, JHS, and MIMAR. Links between MIMAR and other universities in the region and internationally will improve the

learning experience and encourage research and study. Recruitment of students for the institute needs to expand to the region; and links to archaeological projects and excavations inside Jordan and abroad will give students more experience through work study.

The University of Aqaba, to be established with a School of Tourism and Hospitality as its first school, will benefit from USAID support in setting up the education facility, developing programs, and creating links to renowned international hospitality programs.

To improve standards of tourism accommodation up to expected international levels of service, support can be provided in implementing hotel classification standards and minimum standards for Wadi Rum campsites. Also, similar systems and accreditation can be developed for restaurants, transport services, tour operators, and other services.

While the Jordan Tourism Development Project supported enhancement of capacities of MoTA and DoA, and helped them set their plans and strategies for the next five years, more can be achieved. At MoTA, further restructuring to focus on achieving targets and



An intern of the Wadi Rum IT Network works at one of the four IT centers set up in the area. Twenty interns were trained in IT skills and they in turn trained more than 200 people in Wadi Rum.

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solidifying its role within the tourism sector is necessary. The role of DoA in managing heritage sites has been clarified, and support for the department in implementing this role will be beneficial.



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