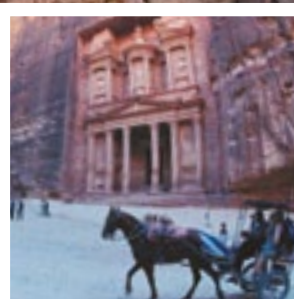
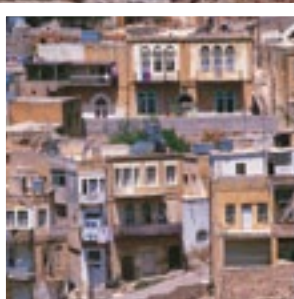




USAID
FROM THE AMERICAN PEOPLE

JORDAN TOURISM DEVELOPMENT PROJECT II

Final Report
2008 - 2013





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FIVE YEARS OF EXPANDING TOURISM-BASED LIVELIHOODS AND SHOWCASING WORLD-CLASS HERITAGE

This report shares stories of a few of the Jordanians who benefitted from USAID support to the country's tourism sector. It shows how members of local communities improved their lives, how entrepreneurs increased their incomes, how aspiring youth found a path to prosperity, and how women broke societal barriers and charted new paths toward economic and personal success.

This was possible through the USAID Jordan Tourism Development Project, the largest dedicated tourism development project implemented by the United States Agency for International Development in the world. Successes of the project's work have been reported on in media across four continents and have provided models of best practice adopted in other countries via other USAID missions, academia and industry experts.

TOURISM IN JORDAN

For Jordan, tourism is a strategic industry. It is the largest sector in the economy, contributing over 14% of GDP. It is also the second largest earner of foreign exchange after remittances (generating \$3.4 billion in 2010) and is the largest generator of private sector employment in the kingdom.

USAID SUPPORTS TOURISM DEVELOPMENT

For this reason, USAID has been investing in tourism development in Jordan, along with its key partner the Ministry of Tourism and Antiquities, to develop sustainable tourism for economic prosperity. Through earlier USAID support (2002 – 2005), a Jordan National Tourism Strategy was developed and launched by HM King Abdullah II at the 2005 World Economic Forum and its implementation was supported by the first USAID tourism project known as Siyaha (2005-2008). Building on USAID Siyaha project success, this new phase, USAID Jordan Tourism Development Project II (2008-2013) worked with the Government of Jordan, private sector, local communities and other foreign donors to further enhance Jordan's competitiveness as a tourism destination in the international marketplace.

PARTNERING WITH THE TOURISM SECTOR FOR AN IMPROVED TOURISM ECONOMY

USAID's tourism project worked closely with the Ministry of Tourism and Antiquities and other industry, civil society and government stakeholders on a broad range of tourism development initiatives, prioritizing sector competitiveness and job creation. Activities implemented across Jordan span the full spectrum of the tourism sector. They included supporting national tourism policy formulation, improving the regulatory environment, destination promotion, cultural sites management and enhancement, tourism trails, education, training, awareness, marketing and conservation.

Throughout the project's work, gender integration and empowerment was prioritized. A focus was placed on encouraging women to enter the sector and supporting those who do. The overriding majority of cooperatives supported by both phases of the USAID tourism project are women-led and women-focused, and new training programs for women were established with Government of Jordan partners and the private sector.

KEY ACHIEVEMENTS IN DEVELOPING JORDAN'S TOURISM SECTOR

Following are sample highlights of this report:

- To safeguard cultural and natural heritage and improve how sites are presented, the project supported archaeological conservation of key sites such as Petra, Amman Citadel, Madaba, and improved management of the Wadi Rum Nature Reserve after helping enlist it as a UNESCO World Heritage site.
- The visitor experience in Jordan was improved through an extensive nationwide training program that enhanced hygienic handling of food, housekeeping skills, customer service and information dissemination at tourism establishments throughout the country.
- Tourist attractions were diversified by establishing and developing parades, festivals, and other authentic experiences.
- To enhance the destination image and increase demand in the international marketplace, media and source market tour operator campaigns that reached millions of prospective travelers and foreign travel wholesalers and retailers were implemented. New digital campaigns were introduced, including e-marketing and social media.
- Jordanian handcrafts, from weaving to pottery to mosaics, were improved; designs were enhanced and products are better displayed and marketed to tourists.
- Bachelor and diploma programs in tourism and hospitality at universities and colleges were streamlined and high school-level hospitality education transformed, including the first girls hospitality high school program. Hospitality vocational training reform became a model to replicate in other industries.

Explore the following pages to meet some of those who benefitted from USAID's investment in tourism, and to learn about the USAID tourism project's comprehensive sustainable tourism industry development approach, from enhancements of livelihoods to safeguarding and presenting Jordan's cultural heritage and natural assets.

Best regards,



Ibrahim K Osta

Chief of Party

PROJECT PARTNERS

The USAID Jordan Tourism Development Project II has been implemented in partnership with Government of Jordan, the private sector and local communities across the kingdom.

Government of Jordan Partners

Ministry of Tourism & Antiquities, primary counterpart
Ministry of Labor
Ministry of Education
Ministry of Higher Education & Scientific Research
Ministry of Interior: Local Development Units
Aqaba Special Economic Zone Authority
Department of Antiquities
E-TVET Fund
Greater Amman Municipality
Petra Development & Tourism Region Authority
Jordan Tourism Board
Jordan Food & Drug Administration
Jordan Development Zones Company
Vocational Training Corporation
Civil Defense Directorate
Higher Education Accreditation Commission

Tourism, Heritage, Community and Non-Profit Organization

Jordan Federation of Tourism Associations
Jordan Inbound Tour Operators association
Jordan Hotel Association
Jordan Restaurant Association
Royal Society for the Conservation of Nature
Salt Development Corporation
Higher Council for the Affairs of Persons with Disabilities

International Partners

United Nations World Tourism Organization
Hellenic Aid
Institute Francais du Proche-Orient
American Center of Oriental Research
Council for British Research in the Levant
Italian Embassy - Cooperation for Development
George Washington University

Subcontractors

Aid to Artisans, USA
Better Business, Jordan
International Business Legal Associates (IBLAW), Jordan
Solimar International, USA

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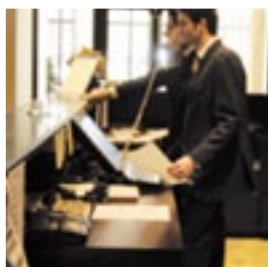
ACRONYMS

AIBTM	Americas Incentive, Business Travel & Meetings Exhibition
AMCHAM	American Chamber of Commerce
APA	American Planner Association
ASEZA	Aqaba Special Economic Zone Authority
ASIRT	Association for Safe International Road Travel
B&B	Bed and breakfast
CAQA	Center of Accreditation and Quality Assurance
CBO	Community-Based Organization
CBRL	Council for British Research in the Levant
CDD	Civil Defense Directorate
CMP	Certified Meetings Professional
DoA	Department of Antiquities
EFQM	European Foundation for Quality Management
ETF	European Training Foundation
E-TVET	Employment, Technical and Vocational Education Training
FAM	Familiarization (trip)
GAM	Greater Amman Municipality
GDP	Gross Domestic Product
GoJ	Government of Jordan
HCD	Higher Council for the Affairs of Persons with Disabilities
IFPO	Institute Francais du Proche-Orient
JARA	Jabal Amman Residents Association
JHA	Jordan Hotel Association
JHPTA	Jordan Handcraft Producers and Traders Association
JHTEC	Jordan Hospitality and Tourism Education Company
JITOA	Jordan Inbound Tour Operators Association
JRA	Jordan Restaurant Association
JTB	Jordan Tourism Board
JTBNA	Jordan Tourism Board North America
KAA	King Abdullah II Award for Excellence
KACE	King Abdullah II Center of Excellence
KYM	Know Your Market
KYN	Know Your Niche
MIUSA	Mobility International USA
MoE	Ministry of Education
MoHE	Ministry of Higher Education
MoL	Ministry of Labour
MoTA	Ministry of Tourism and Antiquities
NGO	Non-Governmental Organization
NTS	National Tourism Strategy
PAP	Petra Archaeological Park
PDTRA	Petra Development Tourism Region Authority
RACA	Royal Academy of Culinary Arts
RJ	Royal Jordanian
RSCN	Royal Society for the Conservation of Nature
SME	Small and medium enterprises
TIASC	Tourism Industry Academic Steering Committee
UNESCO	United Nations Education, Scientific and Educational Organization
UNWTO	United Nations World Tourism Organization
USAID	United States Agency for International Development
VTC	Vocational Training Corporation
WHC	World Heritage Center
WRPA	Wadi Rum Protected Area
WTTC	World Travel and Tourism Council



I. NATIONAL TOURISM POLICY AND STANDARDS

Well-designed and managed tourism can make a significant contribution to the sustainable development of Jordan, creating desirable jobs and supporting the local economy. The USAID tourism project worked with Jordan's tourism sector to update the National Tourism Strategy for the following five years in order to continue guiding development of this important sector. The USAID project also supported tourism industry partners in incorporating environmental best practices within their enterprises. Gender integration considerations, awareness, and education were a key focus area, taking into consideration that the role of gender in tourism development is critical for Jordan's socio-economic growth. Other areas of support to improve the overall quality of Jordan's tourism product included upgrading hotel standards, improving restaurant services and facilities, supporting internal reform and processes at MoTA, enabling accessibility for the disabled, and road safety campaigns to name a few.





GUIDING TOURISM DEVELOPMENT IN JORDAN THROUGH THE NATIONAL TOURISM STRATEGY 2011-2015

BUILDING ON THE PAST STRATEGY

The National Tourism Strategy 2011-2015 was launched in July 2011. It builds on achievements of the previous strategy (2004-2010), guiding the continued development of Jordan's tourism sector over the following five years with the overall goal of increasing Jordan's tourism receipts to JD4.2 billion by 2015.

The first national tourism strategy set high level goals for developing Jordan's tourism sector and increasing the number of visitors to the country. These goals were surpassed before the end of the strategy period, and the tourism sector has witnessed great successes. The updated strategy for the current period set new targets and guides implementation of actions to achieve these. This will help the sector capitalize on Jordan's tourism strengths and overcome its challenges in order to generate significant economic impact through tourism.

PUBLIC AND PRIVATE SECTOR COLLABORATION

The strategy was developed by the private sector guided by the Ministry of Tourism and Antiquities (MoTA) in partnership with the Jordan Tourism Board (JTB), Department of Antiquities and the Federation of Tourism Associations, along with a host of Government of Jordan and industry partners and sector leaders. The USAID Jordan Tourism Development Project supported development of this important strategy, providing technical expertise and funding for the development of the strategy over a period of more than a year.

The updated strategy focused on industry competitiveness, and the USAID tourism project worked with the government and private sector partners to ensure international competitiveness criteria for tourism development shaped the strategy, and to ensure sustainability principles are woven throughout its initiatives.

STRATEGIC VISION AND MISSION FOR THE 2011-2015 STRATEGY

Jordan will be a distinctive destination offering diverse, year-round visitor experiences that will enrich the lives of Jordanians and their guests. This strategy will direct the tourism sector in planning and implementing the changes and actions necessary to raise the overall competitiveness of Jordan's tourism industry; enhance the visitor experience through innovation in product development; better position and promote the tourism offering to global markets so as to attract higher yield customers throughout the year; create a regulatory and operating environment which drives better business performance, and release the full energy of the private sector as the engine of growth.

“Tourism is one of the most labor-intensive industries in the economy with significant tendencies to hire young people. In addition, it is a key driver in creating job opportunities in other related sectors. In tackling issues related to the development of human resources in this sector, the National Tourism Strategy took macro as well as micro approaches. Some of the targets set by this pillar include, but are not limited to, increasing the female labor participation rate in this sector, raising awareness and dispelling stereotypes about work in tourism aimed at making it an employer of choice, and improving supply-side factors such as upgrading travel and tourism education and training outputs..”

Lina Annab

General Manager of Zara Investment Holding
Coordinator of NTS human resources pillar

The strategy was developed through working groups that met extensively to set targets and goals and put in place action plans to guide efforts to achieving these goals within each of the following four pillar areas:

1. Marketing
2. Product development
3. Human resource development
4. Enabling environment

Marketing efforts will be stepped up and focused towards increasing the total number of tourist arrivals to 9.4 million, growing domestic tourism receipts by 30% and reducing seasonality so that annual receipts are more evenly distributed throughout the year.

In the area of product development, efforts will be geared towards increasing air capacity into Jordan by 20% over the lifespan of the NTS, completing 20 new demand-driven tourism infrastructure projects and ensuring that 100% of hotels and 80% of restaurants are approved and classified under the new national classifications scheme.

In terms of labor market development, the sector will work towards creating 25,000 new direct jobs in tourism, increasing female participation in the workforce by 15%, getting 5000 students trained through the vocational training institutes and enhancing the hospitality skills of 40,000 employees working in tourism.

To create an enabling legislative environment that facilitates the development of Jordan's tourism sector, the strategy includes passing a new tourism law and updating the professions bylaws, which regulate private enterprises working in the tourism sector and thus help upgrade the level and quality of services provided to tourists.



WORLD-CLASS HOTEL STANDARDS IN JORDAN

To help Jordan better market itself as an international tourism destination, the USAID Jordan Tourism Development Project launched efforts to upgrade and standardize the Jordanian hotel classification system. Jordan's previous hotel classification system dated back to 1993 and focused primarily on the actual building and facilities provided. However, today's tourists have different expectations based on service and comfort, which required an updated system. The new system allows tourists to select places to stay according to their personal preferences, desired amenities and budgetary constraints.

CREATING THE SYSTEM

The USAID tourism project, in conjunction with MoTA, the Jordan Hotel Association, ASEZA and private sector, formed a steering committee to create new standards based on international best practices. After analyzing a variety of international systems from the US, Europe and Asia, the decision was made to adapt the European standards, as they are managed by the government rather than by the private sector, as Jordan's will be. The standards were adapted to address the specific conditions in Jordan, rather than applying them wholesale. The new standards were launched on January 25, 2010.

THE NEW STANDARDS

Based on the needs of the customer, rather than on the infrastructure provided, the new standards evaluate the services of a hotel and its efforts to satisfy its customers. The dimensions of each room are evaluated, in addition to other amenities, such as blackout curtains, individual guest safes, guest articles and bathroom facilities. The classification system is available online at www.classification.mota.gov.jo, making self-assessments available around the clock.

ABOUT THE NEW HOTEL STANDARDS

The new standards have been designed to be transparent without ambiguities. Matrices are based on yes or no questions such as:

- Is there a hair dryer in the room?
- Is there 24-hour medical care available?
- Is there breakfast room service?

If the amenity exists, a point is awarded. If not, the point is not awarded.

Under the new system, a one-star hotel offers minimal amenities, a two-star provides slightly upgraded amenities, a three-star provides several conveniences, a four-star extends a higher-quality experience and a five-star affords opportunities for indulgence.

The system is also tailored to the specific type of hotel being evaluated. There are clear and specific definitions that differentiate between hotel, resort hotel, boutique hotel, hotel suites and apartment hotels, and the standards are modified to each type.

The background of the page is a photograph of a hotel room. It features a bed with a quilted, diamond-patterned coverlet in the foreground. To the right, there is a yellow armchair with a red and white patterned pillow. A lamp with a white shade and a dark base stands next to the chair. In the background, there are orange curtains and a small round table with a vase of flowers. On the left, a wooden chair with a striped seat cushion is visible, with an open magazine resting on it.

IMPLEMENTATION OF THE SYSTEM

Implementation of the system commenced on January 31, 2010. Four and five star hotels were the first to be assessed. A series of sessions and evaluations took place, giving hoteliers a chance to learn about the new system and begin implementation. Three and two star hotels were targeted next, and one star hotels were the last to adopt the system. As of 2012 all hotels were required to apply for definite classification.

ENSURING TRANSPARENCY

Assessors use handheld devices to interface with the MoTA database and register their results, offering instant feedback and eliminating paperwork backlogs. It is expected that as hotels see that they can upgrade easily by offering more amenities, rather than laying out enormous amounts for infrastructure, there will be a general increase in the level of service offered. The computerized system also eliminates the potential for errors, omissions or post-visit alterations.

“Quality is an important aspect of the service industry, and the new classification system will bring the standard of services and facilities at Jordan’s hotels up to international expectations, and this is vital if Jordan is to compete globally as a tourism destination. ”

H.E. Issa Gammoh
MoTA Secretary General
June 2011

SUCCESS STORY

The image shows a well-lit, modern hotel lobby. In the foreground, there are two large, light-colored sofas facing each other with a low, dark coffee table in between. The coffee table has a small vase with red flowers and a glass ashtray. In the background, there are more sofas, large windows with blinds, and ornate chandeliers hanging from the ceiling. The overall atmosphere is clean, comfortable, and sophisticated.

GENEVA HOTEL SURPASSED
EXPECTATIONS WITH
SUPERIOR SERVICES AND
FACILITIES, MOVING IT UP
FROM 3 TO 4 STARS



Frequent visitors to Geneva Hotel before 2010 can now feel a complete transformation from the moment they step through the entrance.

Encouraged by the new hotel classification system implemented in 2010, Geneva Hotel worked hard to improve its services and facilities until it moved up from an over-looked 3 star to an impressive 4 star hotel.

The hotel first expanded its facilities by increasing the number of rooms from 40 to 121, furnishing the rooms with carpets and improving the free Wi-Fi Internet service through costly fiber optics technology. The lobby and kitchen were expanded and more facilities were added, including a swimming pool, terrace, laundry, maintenance department and six halls for meetings and occasions. In addition, the front office staff increased from three to 12 employees in order to provide better reception services for guests.

The new hotel classification system, which focuses more on services rather than structural elements, was launched in January 2010 by the Ministry of Tourism and Antiquities and supported by the USAID Jordan Tourism Development Project. To meet the one star criteria the hotel must meet all basic standards in regards to their guest's safety, hygiene, and comfort. In order to receive a higher level of classification, hotels are scored on a point system that focuses on the quality of how these basic needs are met.

Assessors from MoTA, JHA and ASEZA underwent intensive training to learn about the new standards and how they are used, as well as how to use the automated inspection system that has been developed for the new classification system.

As part of these improvements, the hotel's human resource system was also updated, focusing on the satisfaction and career development of employees. A training and induction plan was set for both new and existing staff to ensure that their skills are being enhanced. New staff with a five star background were hired to work in different hotel departments in order to bring their sophisticated experience into this growing facility.

The hotel regularly checks all the reviews about their hotel on their Facebook page and specialized websites such as TripAdvisor, and works towards improving the areas highlighted in the reviews.

"The revenue is going up each year. We hear lots of comments from people saying that we provide them with a five star hotel service," noted Mr. Ekrema, Director of Sales and Marketing at Geneva Hotel. According to Mr. Ekrema, word of mouth proved to be the best promoter for the hotel, as it provides guests with everything they need to know about the hotel and the good food and hospitable atmosphere it offers.

With this new classification, Geneva Hotel is attracting more and more visitors each month. In August 2013 alone, the hotel hosted an incredible 49 weddings. This increase in events coupled with the increase in hotel guests is a sign of the level of quality, service and customer satisfaction that Geneva Hotel has attained.

IMPROVED RESTAURANT SERVICES AND FACILITIES

In a bid to improve the standards of restaurants in Jordan, the USAID Jordan Tourism Development Project joined with MoTA and the Jordan Restaurants Association (JRA) to upgrade the current restaurant classification system. Rather than focus on the infrastructure and investment, the new system focuses on the aspects that most directly affect the customer. It is based on international best practices and takes into account all aspects of the restaurant, from the exterior appearance to the menu, food quality to presentation, sustainability to ambiance. The USAID tourism project provided considerable support to MoTA and the tourism industry in Jordan in establishing and quantifying standards for the country's restaurants.

SUPPORT ADOPTION OF THE RESTAURANTS BYLAW

The new classification system being introduced for Jordan's restaurants is in line with international standards and shifts emphasis from the facilities of a restaurant to customer service in order to achieve higher and more competitive standards. The bylaw that governs Jordan's restaurant sector is thus being updated in accordance with the new classification system. From the end of 2011 through 2012, the USAID project prepared various drafts of the Restaurants Bylaw and these were shared with the Restaurants Steering Committee, which includes MoTA and JRA. By the end of the year the final draft of the bylaw was approved by the Jordan Restaurant Association and once processed and approved by MoTA it will proceed to implementation.

CLASSIFICATION SYSTEM

As well as focusing on the customer service experience, the new restaurant classification system will introduce minimum standards that must be met in order to qualify as a tourist restaurant. It is a voluntary system, unlike the previous one, and this is better for encouraging high standards and increasing the competitiveness of Jordan's restaurants on an international level.





TOURISM SECTOR NATIONAL POLICY AND SUSTAINABILITY

SUPPORTING THE TOURISM SECTOR THROUGH A STRENGTHENED MOTA

SUPPORT INTERNALLY-DRIVEN REFORM

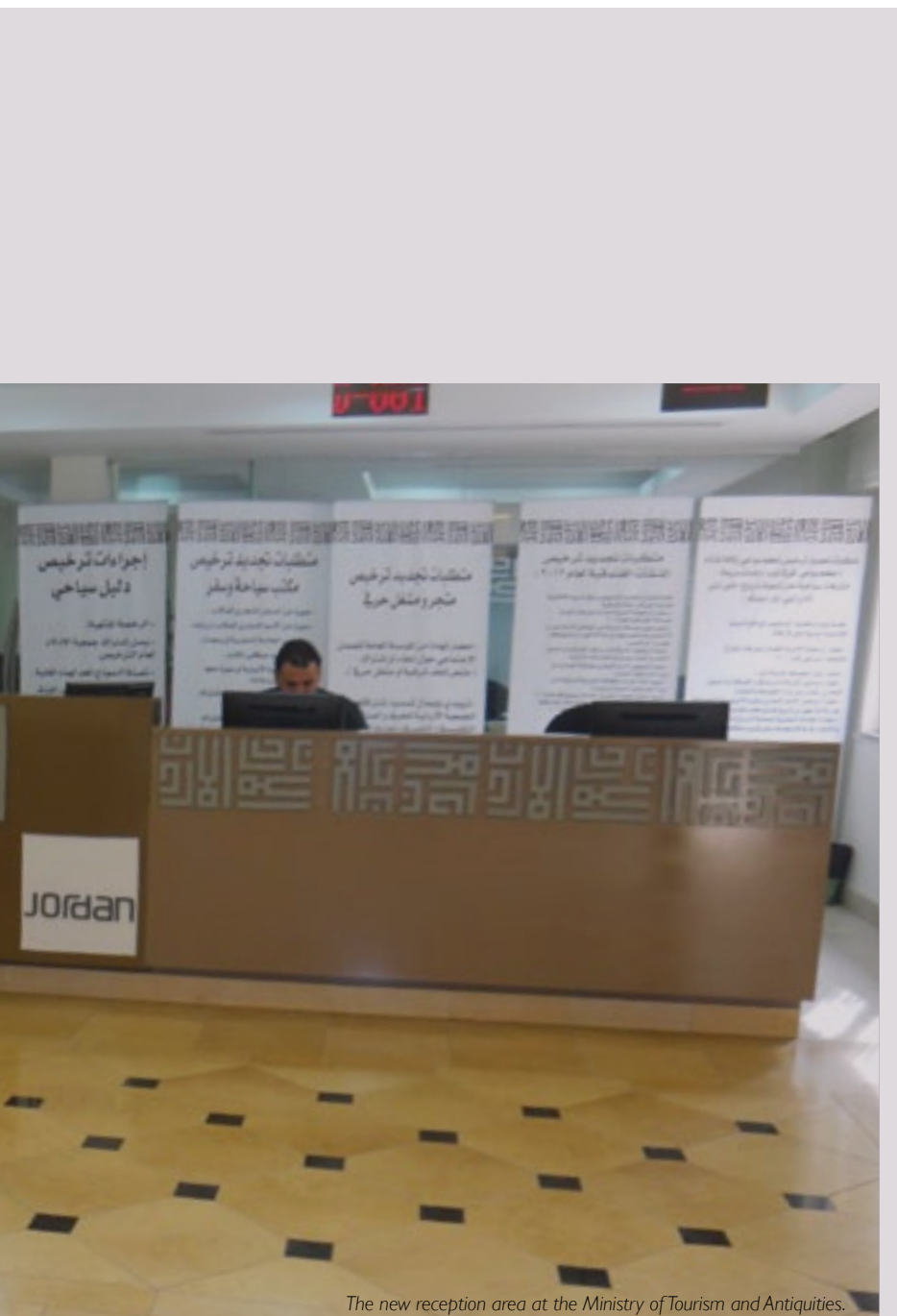
The USAID tourism project began helping MoTA streamline its processes and develop standard operating procedures for the Professions Department, which will be the pilot for reorganizing other ministry departments. A standard operating procedures manual was developed and submitted to the ministry along with recommendations on how to improve processes for more efficient operations. This was the basis for follow-up on producing the first improved version of a procedures manual, and the Standard Operation Procedures manual was delivered to MoTA in July 2012.

IMPROVED LICENSING PROCESSING FOR TOURISM INDUSTRY

Front desk staff at MoTA deal with inquiries and process applications and tourism authorizations for tourism sector entities and service providers. To enhance this service, the USAID project organized training for the staff that included customer service and conflict resolution training and shadowing at hotels for real-life experiences. USAID and three hotels (Marriott, Le Meridian and Crowne Plaza) partnered to conduct a customer-focused training program for MoTA. The training was for staff of the professions directorate and the diwan (reception room). The training was designed to improve efficiency and effectiveness of services provided to the tourism industry. A total of 15 MoTA staff took part, including 5 women.



MoTA completely renovated the first floor of the ministry to create new, customer-friendly processes and designs that would allow MoTA to better serve members in the tourism sector in areas of licensing, registrations and other paperwork that requires MoTA staff to interface with the public. The ministry received support from the Federation of Tourism Associations in the form of equipment and technical support.



The new reception area at the Ministry of Tourism and Antiquities.

SUPPORTING MOTAPREARE FOR THE KING ABDULLAH AWARD FOR EXCELLENCE

The King Abdullah Award for Excellence is a multi-category award recognizing excellent performance, innovation, and quality according to international standards. The USAID tourism project sponsored a kick-off meeting in June 2012 to raise awareness about the King Abdullah II Center of Excellence Award. The meeting was led by the minister who addressed MoTA directors and heads of divisions regarding guidelines to improve MoTA's assessment, under the criteria of the King Abdullah Award for Excellence. USAID registered and funded the participation of 10 MoTA staff selected by the ministry in a three-day workshop on the award program. Attendees were introduced to the King Abdullah Award for Excellence (KAA) and European Foundation for Quality Management (EFQM) model, and learned about the assessment process, excellence concepts, and implementation requirements. A full report identifying gaps between the current situation of MoTA and the KAA standards of KACE was delivered to MoTA in 2012. The USAID tourism project also assisted MoTA in developing its library, a key requirement for meeting the KAA standard that reflects the knowledge component. To support MoTA make ministry-wide preparations, the USAID project helped various internal leadership teams and departments prepare 17 technical documents that formed the award submittal package and served as baselines for continued future institutional development.

SUPPORT ADOPTION OF TOURISM NATIONAL QUALIFICATION FRAMEWORK BY E-TVET COUNCIL

The USAID tourism project participated in a career guidance workshop in November 2011 that focused on coordination, information, education, and gender issues. The workshop was organized by the European Training Foundation (ETF) the E-TVET Council Secretariat while USAID presented on career guidance for the tourism sector.

Furthermore, throughout 2012, the USAID tourism project developed, in consultation with CAQA, ETF, and E-TVET, professional standards for eight tourism professions in the 'Pathways to Professionalism' program: room attendant, laundry attendant, concierge, front office, cook, baker, steward and waiter.

CREATE AN ENABLING ENVIRONMENT FOR WOMEN IN THE TOURISM SECTOR

Despite high unemployment rates among women in Jordan, demand to work in the tourism sector is low among women. Also, it has been observed that women in Jordan are mainly concentrated in certain sectors, which offer limited job opportunities and unattractive employment conditions and wages. To address this issue the project will partner with MoTA to boost women's participation in the sector and empower women through education and by changing misconceptions. The program was promoted across the industry with four partners selected to participate: Zara Investments Company, Jordan Applied University College, Dakkak Tours and Petra Tours. With help from UN Women, USAID addressed the issue of women in tourism through the promotion of gender equality, training, recruitment, and prevention of sexual harassment. The USAID tourism project conducted this training across hotels and restaurants and tourism businesses to raise awareness of the role of women in the tourism workplace.

In terms of technical training, in response to a request from RACA, the USAID tourism project supported new scholarships for 15 young women to study at the academy.



ROAD SAFETY CAMPAIGN

As part of efforts to ensure road safety in Jordan and eliminate accidents, the US Embassy Public Affairs Department, USAID and MoTA organized a seminar entitled Enhancing Visitor Safety on Jordan's Roads. The goal is to improve safety of Jordanians and visitors on Jordan's roads in partnership with the US-based Association for Safe International Road Travel (ASIRT) and the American Chamber of Commerce in Jordan (AMCHAM). The event also featured the Jordan Restaurant Association, Jordan Federation Tourism Associations, the Royal Motorcycle Club of Jordan, Tourist Police, German Jordanian University and Car Rental Association. More than 100 people attended, representing the tourism industry, car rental agencies, hotels, tour operators, engineering and consulting firms, academia and a host of government entities and tourism associations. Speakers shared insights into the international scene for road travel safety, how other tourism destinations fare in accident occurrences and prevention, and discussed road travel in Jordan via cars, coaches or motorcycles.

USAID also supported the Jordan Restaurant Association (JRA) to implement a national campaign on road safety, which entailed production of awareness publications and other promotional tools to promote road safety.

HOTELS ADOPTING BEST ENVIRONMENTAL PRACTICES

AMMAN



DEAD SEA



PETRA



PROMOTE GOOD ENVIRONMENTAL PRACTICES WITHIN INDUSTRY

ENVIRONMENT-FRIENDLY PRACTICES FOR ROYAL JORDANIAN

To help reduce its carbon footprint, the USAID tourism project developed an environmental management framework for the national airline, Royal Jordanian (RJ). This outlined the framework RJ needs to plan its environmental control and management practices, and identified the main environmental issues that should be addressed, which were prioritized based on their environmental impacts.

INCORPORATING SUSTAINABLE TOURISM IN TOURISM EDUCATION

Environmental considerations are also being made at the level of tourism education. In 2010 the USAID tourism project worked closely with the Higher Education Accreditation Commission to develop accreditation criteria for colleges and universities in Jordan that offer hospitality and tourism programs. These criteria include prioritizing environment protection as part of hospitality and tourism, and specify sustainable tourism as a compulsory basic area of knowledge for all hospitality management programs. This is an important step towards establishing the right national mindset in terms of developing a sustainable and environmentally conscious sector.

JORDAN'S HOTELS ADOPT BEST ENVIRONMENTAL PRACTICES

The USAID tourism project also began working with the hotel sector to introduce Best Environmental Practices. Beginning with the Intercontinental Hotels Group (IHG), training on environmental practices was provided to hotel management in 2011. The main objectives of the training course were to promote integration of the environment as a component of day-to-day hotel management planning and activities, to promote a rational, practical and eco-efficient use of resources, and help hotels take the first steps towards an integrated environmental management system. Following the IHG group, the training continued throughout 2012 and 2013 for other hotels around the country. In total 285 management-level staff were trained on these Best Environmental Practices.

ENHANCING ACCESSIBILITY FOR DISABLED PERSONS

In May 2011 the United States Agency for International Development initiated efforts to develop tourism in a way that is inclusive of people with disabilities through a program implemented by Mobility International USA (MIUSA). MIUSA is a disability led non-profit in the U.S. that seeks to empower people with disabilities around the world to achieve their human rights through international exchange and international development. The USAID tourism project worked with MIUSA, MoTA, the Higher Council for the Affairs of Persons with Disabilities (HCD) and other Jordanian organizations to put in place measures to include people with disabilities in developing Jordan's tourism sector. Efforts kicked off with a meeting that convened representatives from various tourism organizations to discuss the challenges in Jordan and how to address them. Several barriers to including people with disabilities in the tourism sector were identified and strategies to address these were proposed.

The USAID tourism project then worked with tourism stakeholders to implement and follow up on the short term goals that were set and the strategies to achieve them, which were agreed between the Vocational Training Corporation, Jordan Hotel Association, Jordan Restaurant Association and HCD.

Examples of how to make the sector more accessible to persons with disabilities

At hotels:

- Ensure elevators are wide enough for wheelchair use, add Braille on floor buttons
- Use light as well as sound alerts for fire alarms
- Use ramps as well as steps
- Marketing through radio advertisements can reach the visually impaired, brochures can be made available in Braille

At restaurants:

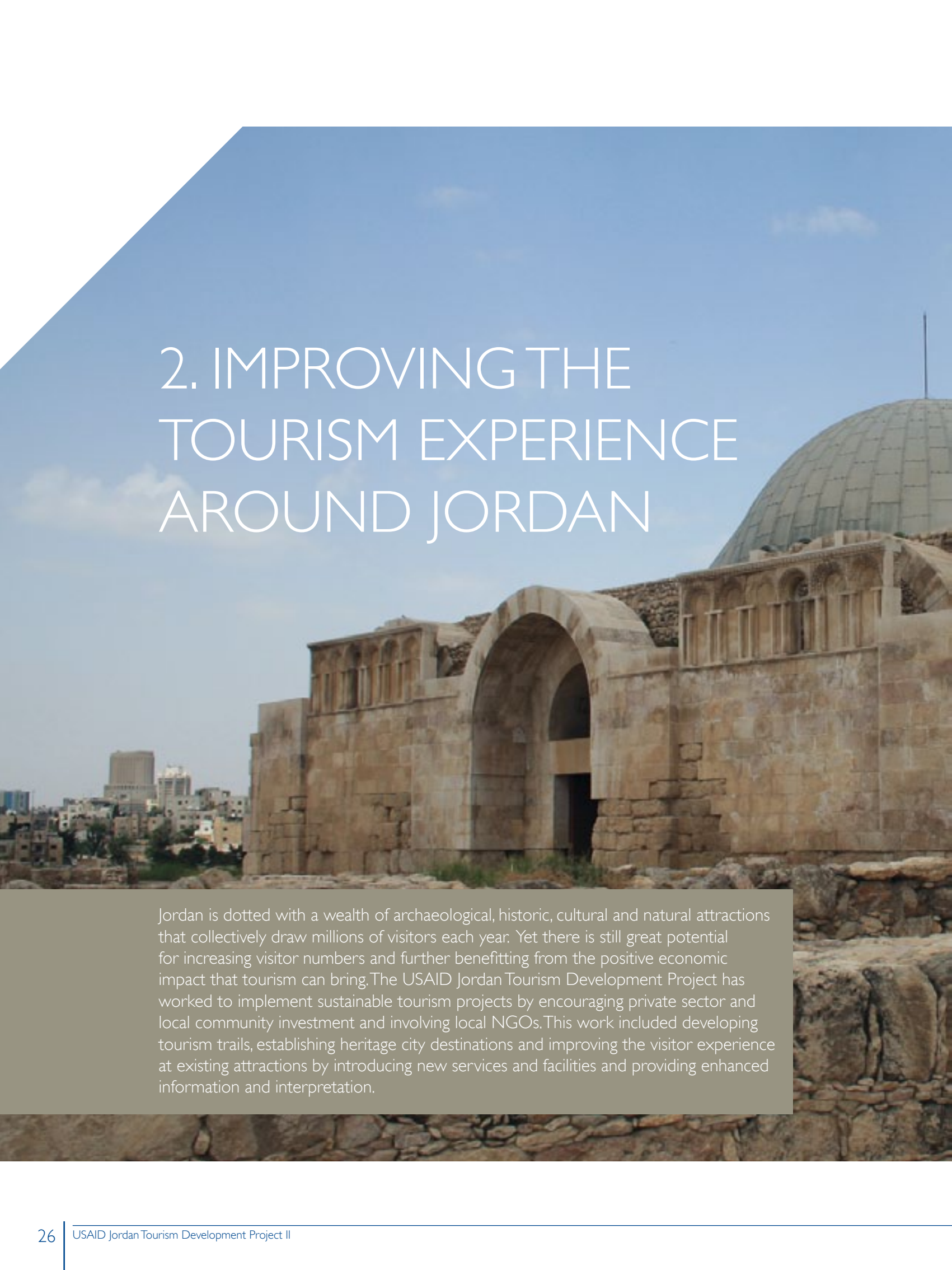
- Use ramps
- Introduce accessible toilet facilities
- Information for hearing and visually impaired people



MAKING JORDAN'S RESTAURANTS MORE ACCESSIBLE

A tourist with a disability along with elderly visitors face many barriers that obstruct access to hotels and restaurants that can be enjoyed by non-disabled people in Jordan. Currently out of more than 800 tourist restaurants, almost none are fully accessible to people with disabilities.

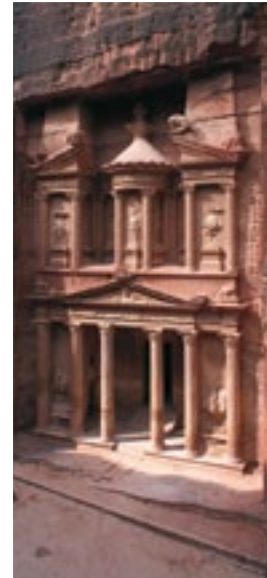
Restaurant owners, operators and managers need to consider the needs of people in wheel chairs and with limited mobility. In partnership with JRA and the Higher Council for People with Disabilities, the USAID tourism project assessed 20 restaurants and cafés around Jordan and highlighted interventions needed in order to make them more accessible. To encourage restaurants to upgrade their facilities and become accessible, the USAID tourist project provided funding and technical support to six restaurants to make needed renovations and add facilities to make them more accessible. The six restaurants are in Irbid, Amman and Petra, and are now an example of the simple improvements that can be made to ensure that everyone can enjoy a meal out in Jordan.



2. IMPROVING THE TOURISM EXPERIENCE AROUND JORDAN

Jordan is dotted with a wealth of archaeological, historic, cultural and natural attractions that collectively draw millions of visitors each year. Yet there is still great potential for increasing visitor numbers and further benefitting from the positive economic impact that tourism can bring. The USAID Jordan Tourism Development Project has worked to implement sustainable tourism projects by encouraging private sector and local community investment and involving local NGOs. This work included developing tourism trails, establishing heritage city destinations and improving the visitor experience at existing attractions by introducing new services and facilities and providing enhanced information and interpretation.

USAID tourism project's Suleiman Farajat
accompanying President Obama in Petra



A photograph of the Treasury in Petra, Jordan, carved into a sandstone cliff. The structure features a grand portico with columns and a pediment. In the foreground, a group of people is gathered on a sandy path, and a horse-drawn carriage is visible on the right. The scene is set against a backdrop of high, rugged cliffs.

PETRA: DESTINATION DEVELOPMENT AND ARCHAEOLOGICAL MANAGEMENT

Petra is the sparkling jewel amid Jordan's historic, cultural, and natural tourist treasures. It is more than two thousand years old and was built by the Nabataeans, an ancient Arab people. The city began to prosper as the capital of the Nabataean Empire from the 1st century BC, and it grew rich through trade in frankincense, myrrh and spices. Petra was later annexed to the Roman Empire and continued to thrive until a large earthquake destroyed much of the city in the 4th century AD. Today some of the intricate facades sculpted into the sandstone cliffs of the area can still be seen, along with other remarkably preserved structures and monuments of this fascinating civilization. As well as being a UNESCO World Heritage Site, in 2007 Petra was voted one of the New Seven Wonders of the World, and visitor numbers have increased since.

KEY AREAS OF USAID TECHNICAL ASSISTANCE

- Regional municipal development and management
- Legal instruments: bylaws and instructions
- Strategic master plan
- Petra buffer zone plan
- Petra region urban expansion plan
- Downtown development tourist zone development project

A new law governing the entire Petra region went into effect in September 2009 under which the Petra Tourism Development Region Authority (PDTRA) was established with financial and administrative independence. The authority handles all developments within the Petra Archaeological Park, including tourism and economic, social and cultural aspects, as well as local community development. The authority is managed by a council of commissioners.

The Petra Archaeological Park (PAP) covers a 264,000 m² area that encompasses the archaeological site, the town of Wadi Musa and an expanse of breath-taking natural surroundings.

The USAID Jordan Tourism Development Project worked in coordination with local government, businesses and communities on several fronts over the five-year project to improve services, enhance safety, and conservation, extend stays and maximize resources to ensure that the country's leading archaeological tourist site continues to be a draw.

THE CHALLENGE

The Petra Park faced two main challenges: archaeological conservation and tourism management. Petra's delicate structures are subject to erosion and human behavior. The integrity and conservation of the site were seriously threatened by the lack of a system to control the flow of visitors and safeguards to ensure that the visitor experience is not compromised. PAP is served by a single entry/exit point, which doubles pressure on the site and detracts from the visitor experience, as tourists must walk back along the same route from which they came in. Other problems with the visitor experience in Petra included chaotic arrival, limited information about the site and available services and restroom facilities that were undersized and outmoded. Signage was inconsistent, there was trash and debris at the site and pricing of services (particularly transportation within the site) was unclear. There was no visitor center and information about and interpretation of the site was poor.





THE GOVERNING AUTHORITY IS ESTABLISHED

Upon the creation of the Petra Development and Tourism Region Authority (PDTRA) the USAID tourism project provided swift support for developing key bylaws that allow the authority to function per its mandate. The USAID tourism project also helped the authority reorganize its institutional structure, undertake change management and leadership development programs, and set up the necessary IT infrastructure. In addition, USAID helped the Petra Authority develop tourism products to increase the diversity of available experience and encourage longer stays, greater spending and increased arrivals.

“Petra is Jordan’s most popular tourist attraction and thousands of visitors tour the site each day. By improving the capacity and skills of the authority’s staff, we can improve on existing processes and systems and make sure that an excellent visitor experience is provided while at the same time prioritizing preservation of Petra.”

H.E. Nasser Shraideh,

Former PDTRA Chief Commissioner

May 2010

▲ Tourists walking through the Petra siq.

REGIONAL STRATEGIC MASTER PLANNING AND INVESTMENT PROMOTION

During the authority's founding stages necessary frameworks, plans and strategies were put in place to guide its work and ensure that the Petra region progresses according to a vision that guides urban growth. The ultimate goal is that the Petra Archaeological Park is managed effectively, conservation is prioritized, building blocks for investment attraction are laid and local communities benefit. Support included legal assistance in preparing the operating bylaws for the authority, including fiscal operations and financial management, human resources and infrastructure development. A strategic direction for the Petra region was established through the development of a strategic master plan by a US-Austrian-Jordanian consortium with USAID tourism project support following an international tender. Also, a public relations and communication plan framework and a communications strategy were developed.

Once the master plan was in place to guide development in Petra, the USAID tourism project worked closely with PDTRA to help implement the plan. Additionally, the USAID tourism project lent support to the Petra authority in various areas. Firstly, the USAID tourism project provided on-the-job training for relevant staff in order to build technical and institutional capacity in municipal management. Secondly, the USAID project initiated preparations for implementing several sub-components of the Strategic Master Plan, including the Petra Park Buffer Zone Plan, Petra Region Urban Expansion Plan, Wadi Mousa Downtown Development Project and Wadi Mousa Tourist Zone Development Project.

These studies are in their final phases and the expected results of implementing these projects focus on three areas:

1. Ensuring the natural and visual environment of PAP and its surrounding areas are protected.
2. Rehabilitating the area's main urban settlement, Wadi Mousa, to improve services and facilities for citizens and increase interaction between the local community and tourists, thus making it more attractive for residents and tourists alike.
3. Helping PDTRA be prepared for future urban growth of the region and providing the base for a sustainable and diversified tourism investment map.

AN INTERNATIONAL AWARD-WINNING PLAN

The Petra master plan was completed in 2011 and its value was quickly recognized as the Petra Development and Tourism Region Authority received the prestigious 2012 Pierre L'Enfant International Planning Award for the Petra Master Plan. The award is given by the American Planner Association (APA) in recognition of planning practices and efforts undertaken outside the United States to promote communities of lasting value. APA determined that the strategic plan for Petra balances the need for the preservation of important archaeological resources with the need for increased tourism and economic growth.

FACILITATE COMPLIANCE WITH UNESCO WORLD HERITAGE CENTER REQUIREMENTS

Responding to World Heritage Center decisions concerning Petra, USAID also supported PAP in a wide range of activities that were undertaken to address WHC requirements. USAID supported the development of a conservation plan for the site and demarcation of the PAP buffer zone, and helped PAP assess the work of excavation missions on site and realign mission scopes to ensure they meet PAP objectives and international standards. The USAID project also drafted the 2013 State of Conservation in Petra report, which was submitted to WHC and safeguarded Petra from negative determination or danger list enlistment. These interventions collectively helped PAP maintain its status as a UNESCO world heritage site.

CONSERVING THE SITE

In response to decisions made by the World Heritage Committee in June 2011 demanding the adoption of preservation measures for Petra, the Petra Authority took further actions to protect Jordan's most renowned tourism attraction to ensure that the ancient city of Petra is properly preserved for future generations. With support and co-financing from the USAID Jordan Tourism Development Project and in collaboration with the Department of Antiquities, work kicked off in April 2012 to develop a comprehensive conservation work plan and implement recommendations to safeguard Petra's cultural heritage. A Jordanian NGO specializing in conservation (Cultech) developed the draft plan on a pro bono basis in coordination with PAP management and with follow-up



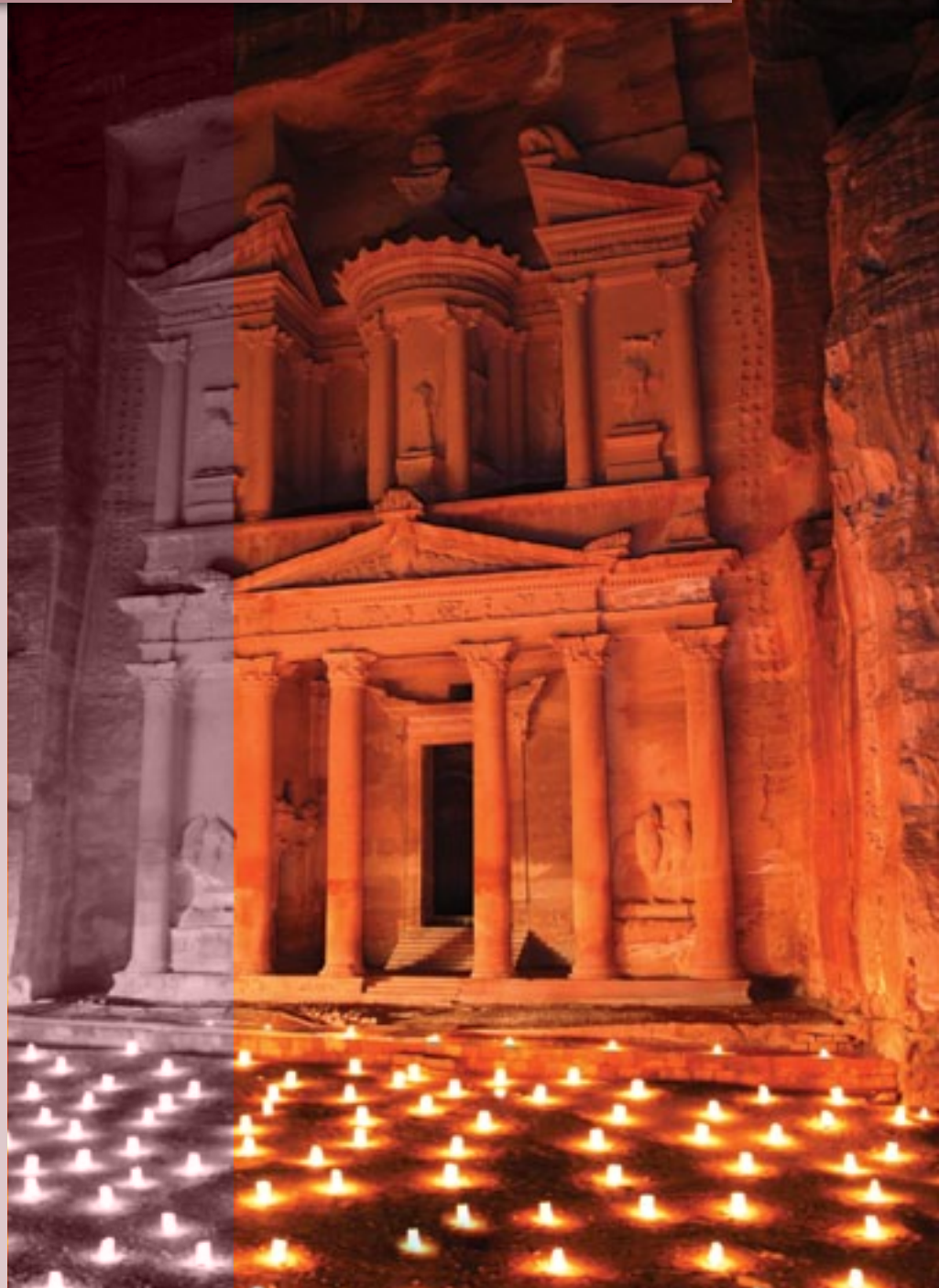
refinements by the USAID tourism project. A wide range of stakeholders and conservation experts were involved and consulted through a two-day international conference in October 2012, "Conserving and Presenting Petra to the World." Petra's conservation and preservation priorities, as well as tourism development, were agreed on.

“I am proud to be among this prestigious group of respected professors and researchers from Jordanian and international scientific institutions who are gathered today from different parts of the world to discuss the challenges that face Petra in order to come up with a national plan to protect Petra in a way that connects maintenance and restoration with the many areas of tourism development.”

HRH Prince Raad bin Zeid

October 2012

This effort to develop an updated conservation action plan is the first step towards a full-fledged site management plan for Petra that will address other areas, including site management and operations tourism management, socio-economic elements, natural resources and the preservation of artifacts. Once the plan is ready, it will be an important working documentation for implementing the steps and measures needed to enhance protection of the immovable assets of Petra.



IMPROVING THE VISITOR EXPERIENCE AND MINIMIZING IMPACT ON THE SITE

A key initiative to help improve the visitor experience in Petra and dramatically lessen negative impact on the site is to establish an alternative exit from Petra. Currently visitors enter and return along the same main path, which doubles traffic and impact as well as being a negative part of the experience. To address this, the Turkmaniyah road was identified as an alternative exit, and the USAID project worked closely with PDTRA and other stakeholders to develop a plan for implementing the alternative exit solution. This included planning the trail, a visitor management study and identifying an efficient and environmentally friendly shuttle system to transport visitors from the exit back to the visitor center.

To improve cleanliness of the site, the USAID tourism project also developed sanitation and cleansing standards for the Petra park area. PAP cleaning staff and supervisors were trained on these new sanitary standards, cleansing techniques and garbage storage. Previously there were no standards and collection of garbage was irregular. The new standards also introduced recycling, and garbage is now separated. Also, toilet facilities are now maintained to more hygienic standards.



WORLD-CLASS VISITOR ARRIVAL

The Petra visitor center has long been in need of a complete revamp in order to offer visitors a world-class experience in terms of reception, ticketing, information, facilities, guiding and understanding the site. In 2010 the USAID tourism project began an initiative to help PAP management find a solution to this need. A previously planned new visitor center to replace the existing one, which had an estimated cost that exceeded \$15 million, was stalled due to lack of funding. Thus the USAID tourism project developed a design to revamp the existing center and add on the needed services and facilities for a significantly enhanced experience at a fraction of the cost. From planning to architectural and interior design, to preparing and issuing tenders to construction and supervision, information and interpretation planning and development, the USAID tourism

project provided guidance, consultation and implementation throughout the entire process. Physical work on the center was completed by the end of 2012 while interior panel designs and interpretation are planned for completion in the final quarter of 2013, to be followed by an official opening. The USAID tourism project developed the interpretive storyline, content and designs for the panels. The new center will give visitors a museum-like experience to understand the fantastic history of Petra and the Nabataean civilization and see some of the ancient city's most wonderful artefacts. It will also prepare them to truly appreciate the magnificence of what they are about to see.

The USAID tourism project also helped develop and install a new electronic ticketing system to speed up the entry process. This was put into effect as of January 2010.



In front of the new Petra Visitor Center.

PETRA ARCHAEOLOGICAL PARK INTERPRETATION

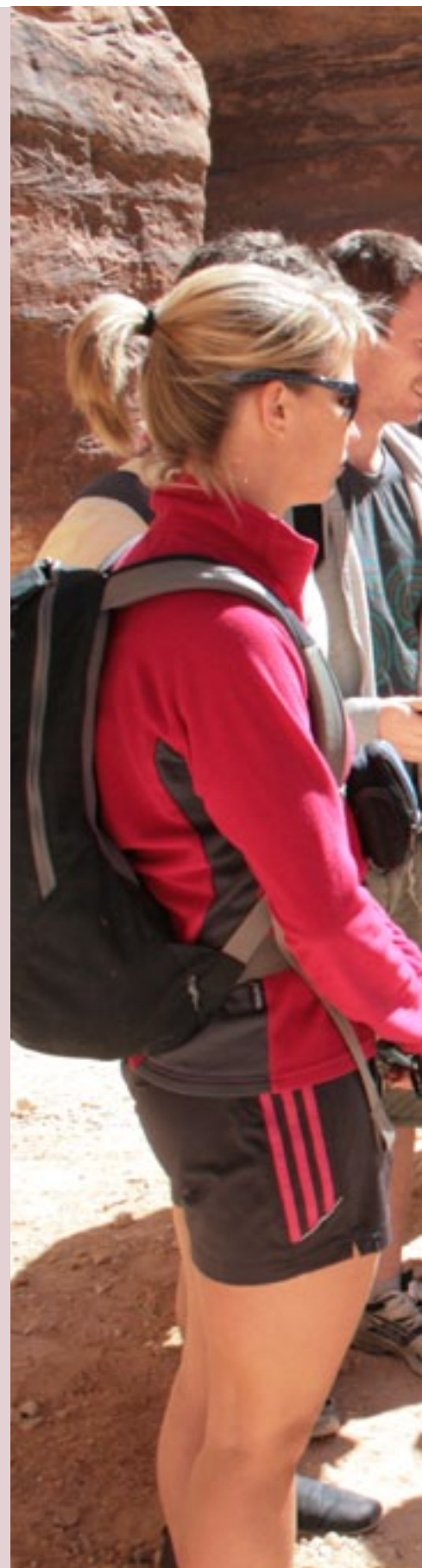
Despite being world renowned and Jordan's main tourist attraction for decades, Petra lacked signage along major paths to identify and explain its impressive stone-carved monuments. Clear, well-written and engaging information is key to a good visitor experience in order to enable readers to learn about what they are seeing and comprehend its significance. Through history and facts, legend and stories, the visitor can better connect with a place. At the site of Petra the information available to visitors was considerably improved through the development, production and installation of 48 interpretive and orientation signs along the main trail and at other key areas of the site. The USAID project developed the content and design in consultation with the Department of Antiquities and PAP management, and oversaw production and installation. This work greatly improved interpretation at the site and helps visitors orient themselves within the ancient city.

A trail map flyer was developed in 2012 showing how to move along the main trail and what visitors will see there. It is available at the visitor center to guide visitors through the site, highlighting key attractions and features, thus ensuring a better experience. The USAID project also worked to identify and develop better trails within Petra.

IMPROVE SERVICES AT THE SITE

To improve the services available to visitors inside Petra, the USAID tourism project has been looking into the best option for toilets at the site. An extensive exercise was carried out to identify suitable locations for toilet units along the main trail. This was coupled with a complete sustainable design solution and documents for the production of eco-friendly/ lightweight toilets. The USAID tourism project also identified optimal locations for toilets within the park, in a way that does not affect the archaeological relics either physically or visually. The distribution took into consideration various parameters, including number of tourists, age group and circulation trends, among others. Based on that, PAP has installed and upgraded toilets in four locations within the park.

PAP staff who deal with tourists, including ticketing and visitor center personnel, guards and others, received extensive training in various areas. The purpose was to develop their skills and enhance their ability to interact with visitors and provide them with needed services, as well as to maintain and protect the site. Training included English language courses, customer service skills and first aid programs.





Tourists read an interpretation sign in Petra.

BETTER VISITOR SAFETY

In 2009 the USAID tourism project worked closely with PAP management to set up a Petra Park Ranger force. A team of about 30 rangers were assembled and trained by the US National Park Service, giving them the skills necessary to protect the park's archaeological resources while also ensuring safe visits. The rangers are now qualified to recognize the signs of heat exhaustion, heat stroke, dehydration, cardiac problems and leg injuries. The initiative has provided employment opportunities for locals, with the advantage that they know the site and its surroundings inside out.

To further improve safety and provide first-rate medical services for visitors to the ancient city of Petra, a fully-equipped onsite park clinic was established in 2010. The USAID tourism project supported this effort and purchased a range of high-end medical equipment for the clinic, from stretchers, examination beds and wheelchairs to an oxygen cylinder and ECG monitor. The clinic will ensure that visitors to Petra have access to superior medical facilities and emergency medical care should the need arise, thus enhancing site safety.



PETRA PARK RANGERS LEADING IMPROVED VISITOR EXPERIENCE AND SAFETY

▲
A US National Park Ranger training Petra Rangers.



The magnificent remains of the ancient Nabataean city of Petra lie within the Petra Archaeological Park (PAP), and they constitute Jordan's most popular tourism attraction. Since the site's listing as a New World Wonder in 2007, visitor numbers have increased and while this is good for the local economy, it has put a strain on the site and the existing services, which were not ready for the sudden growth in numbers. Since 2008 the USAID Jordan Tourism Development Project has been working closely with the PAP management to address these and other issues.

A plan for developing Petra as a tourist attraction was created and implementation has already begun. One of the first outcomes of this is a new ranger system within PAP, which has been set up to improve safety for visitors and help protect the site. Before the new ranger team came into action, the site was poorly protected with only six guards supervising the site, who were not properly trained for the task.

A team of 60 rangers was assembled, trained and deployed within PAP. They were selected from over 200 applicants from the local community, and the initiative has provided employment opportunities for locals, with the advantage that they know the site and its surroundings inside out.

"The training we received was great. I'm now able to use body language to communicate better with tourists," Mr. Samir Al Nawafien said. "Many of the visitors who came back to Petra felt the difference and were glad to see us around and ask for our help. The Civil Defense forces are also satisfied with how we deal with different emergency cases until they arrive," he added.

The rangers began work in May 2009, immediately after completing a three-week ranger training course sponsored by USAID, along with other relevant training such as First Aid and English for tourism, and hospitality skills, which will enable them to interact better with tourists and positively affect their Petra experience. The role of the Park Ranger is to protect the archaeology and natural resources of the site and help ensure that visitors have a good experience by enforcing park rules.

"Having park rangers in Petra has been a long term recommendation of the U.S. National Park Service," explained Lawrence Belli, a retired Park Service Superintendent, who oversaw two weeks of training in ranger skills along with four other U.S. National Park Rangers. "We covered over 20 topics ranging from emergency evacuations, providing information to visitors, enforcing the park rules, locating missing people, cooperation with other agencies including tourist police and civil defense officers," explained Belli. Each ranger was provided with a Ranger Manual in Arabic and a backpack with equipment and a first aid kit, temporary uniforms and badges.

Visitors to Petra today notice the blue-clad rangers throughout the park, who are safeguarding monuments and preventing violations, both by visitors who might harm the antiquities, and vendors operating in the site. The new system has already made a significant difference to conservation efforts to ensure that the historic World Heritage site of Petra is preserved for generations to come.



▲
View of the Neolithic site in Bayda.

NEOLITHIC SITE IN BAYDA: SHOWCASING THE RISE OF THE FIRST COMMUNITIES IN HISTORY

A fascinating site that dates back more than 9,000 years to Neolithic times was unearthed in the Petra area during excavations in Bayda that started in the 1950s. Plans have been put in place to conserve the site and develop it as a tourism attraction so that visitors can gain a deeper insight into the history of humanity while the site remains properly preserved. Based on a site improvement plan developed by the USAID tourism project, the PDTRA, DoA, Council for British Research in the Levant (CBRL) and USAID began working together in 2010 on a project to achieve this goal.

The site in Bayda is historically very significant. It represents a critical period in time when people developed a farming economy and began to live together in settled communities. This transition is enormously important for human history and development. For the first time people had begun to control their environment and, most importantly they had discovered a method that allowed them to increase both the amount and the reliability of their food supply.



Work to develop the Neolithic site entailed putting in place measures to ensure that the archaeology is preserved in the best way possible, while at the same time preparing the area to receive a limited number of visitors so that tourists can learn about the amazing history that it represents. A plan to improve the Neolithic site was developed. Replica structures of ancient buildings were constructed on-site to aid in site interpretation, visitor pathways were defined to protect the historical relics, and interpretation panels were developed to explain the history and features of the site.



Steps leading up to the Painted Biclinium in Bayda.

“This is an event that marks the continuation of cultural exchange in our diverse region. Indeed, the mosaic map is a representation of an area that we know so well and that was known to our respective ancestors. It is a fitting reminder that we are so often merely custodians of a shared heritage and a communal environment.”

HRH Princess Sumaya bint El Hassan

Officially opened St. George Church interpretation center and Martyr's Church shelter, December 2012

MADABA

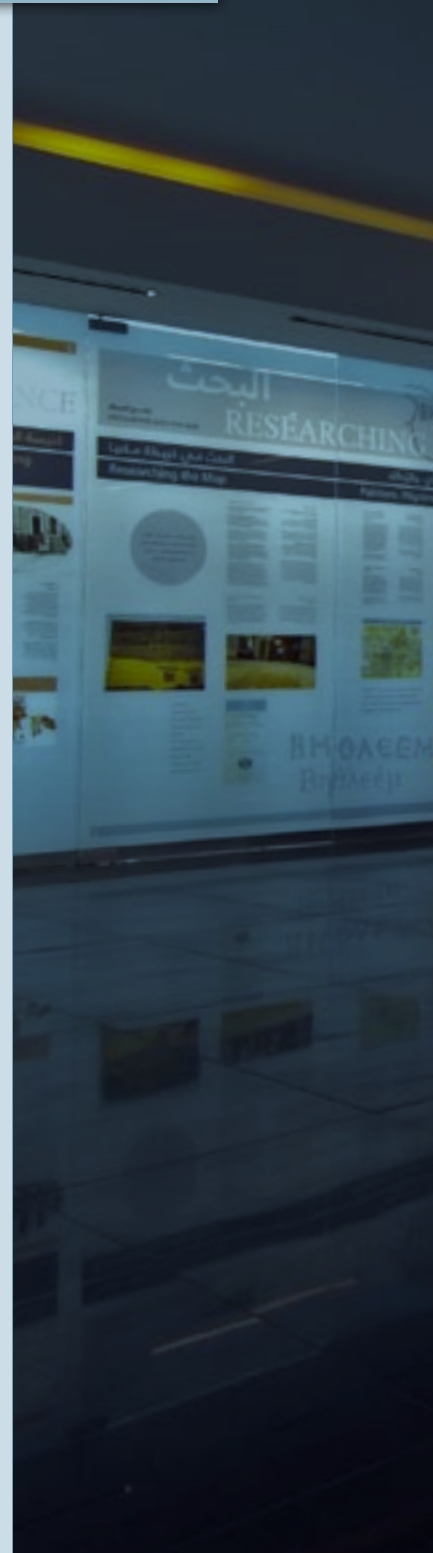
Madaba is famed for its wealth of Byzantine mosaics and is known as the City of Mosaics. The town's main attraction lies in the Greek Orthodox Church of St. George, which houses a vivid 6th century mosaic map showing Jerusalem and other holy sites. Made up of two million pieces of colored stone, in its original state the map measured 22 meters by 7 meters and depicted hills, valleys, villages and towns as far away as the Nile delta. Building on the work of the first USAID tourism project (2005-2008), which included improving tourist street façades, lodging, restaurants and handcrafts, this project focused on two sites. The USAID Jordan Tourism Development Project has been essential in enriching the visitor experience at the St. George Church and improving conservation of the nearby Martyr's Church, as well as in contributing to the overall development of Madaba as a tourist destination.

DEVELOP INTERPRETATION CENTER FOR 6TH CENTURY MOSAIC MAP OF THE HOLY LAND AT CHURCH OF ST. GEORGE

The Church of St. George houses what remains of the famous Byzantine mosaic map of the Holy Land and is Madaba's main tourist attraction. However, prior to last year there was little information available to visitors about the context and importance of this great relic. The USAID tourism project managed the development of an interpretation center at the church, which was funded by Hellenic Aid. The center and interpretation room were completed and opened to visitors by the beginning of 2012. Also, a film on the Church of the Map was produced that gives an interesting history of the map in English, with Arabic and French subtitles. It is now being screened as part of the interpretation experience at the church, thus giving tourists greater enjoyment of their visit.

SHELTERING AND INTERPRETATION OF BYZANTINE MARTYR'S CHURCH

While it is located inside the Archaeological Park, the remains of this important church have long been hidden from visitors, kept buried to preserve its spectacular mosaics. Over the past few years, the USAID tourism project has been helping to reveal the mosaic floor of the church and build a protective shelter over it. The project oversaw the development of designs for and construction of the shelter, all of which were completed in 2012 with Hellenic Aid funding. Interpretation material for this church was finalized in 2013 and signs will be on the site in 2014, thus completing the initiative to share this important and beautiful heritage with visitors.





HRH Princess Sumaya officially opens the sheltered Martyr's Church in Madaba with the USAID Mission Director.

AMMAN CITADEL

The Amman Citadel, referred to as Jabal al Qala'a, is one of Amman's oldest known sites, perched atop an imposing hill. Archaeological excavations reveal that this summit has been used as a settlement and a fortress for millennia, dating back 7000 years according to some estimates, to the time of the rise of civilization in Mesopotamia and the Nile Valley. Settlement at the Citadel continued from at least the Middle Bronze Age through the Iron, Persian, Hellenistic, Roman, Byzantine, and Arab Muslim periods. The Citadel is an astounding open-air museum where visitors can walk through history and see the relics of numerous civilizations. The site is associated with deities referenced in the Bible such as Melchom, and it has witnessed many sieges, wars and earthquakes. While fortification walls enclose the site, occupation throughout the various archaeological periods spread out beyond these walls. The Citadel is home to the first National Archaeological Museum, which houses an extraordinary collection of artifacts, such as pottery vessels, statues and coins that have been found in Amman and at other archaeological sites around Jordan. The USAID Jordan Tourism Development Project has provided extensive support to develop the site to make it a more enjoyable and attractive place for visitors.





A tourist at the Amman Citadel.

PARTNERING TO CONSERVE AND ENHANCE THE AMMAN CITADEL

The USAID tourism project worked with the Department of Antiquities (DoA), Ministry of Tourism and Antiquities (MoTA) and Greater Amman Municipality (GAM) to develop the Citadel into a key attraction in Amman and Jordan. Efforts had begun in 2007 with the development of a comprehensive Site Conservation and Management Plan for the Citadel. This plan identified the site's historic value and significance, and set the vision, objectives and action plans for its development. It also proposed an operations management model for the citadel as well as outlining investments and development projects needed at the site, for both tourism services and conservation. Conservation of the site was a vital area of concern and featured prominently in the plan, so that conservation and protection of the archaeology is a high priority with regards to all proposed work at the site. An executive committee was then set up to implement the Citadel development plan. It included the Mayor of Amman, Minister of Tourism, DoA Director General and a USAID tourism project representative.

Infrastructure at the site was vastly improved, including electricity, lighting, safety barriers and parking areas. A visitor gateway greets tourists on arrival and once inside, visitor circulation has been improved with clearer routes that are paved and guide tourists along the important areas of the site. Several important artifacts are now better displayed through a sculpture garden and signage and interpretation enable the visitor to know where they are and what they are seeing, thus augmenting their appreciation of the site. An area has been dedicated to holding events in an area where there are no exposed monuments, thus eliminating the negative impact such activities used to have on the site.

To improve the cleanliness of the Amman Citadel and ensure that high standards are maintained in the future, the USAID tourism project developed site sanitation and cleaning standards. These standards guide a range of jobs from maintaining bathroom hygiene to the collection and recycling of garbage. Now that they have been introduced and are being implemented, the cleanliness of the site has improved, thus providing a more enjoyable visitor experience.

The new experience at the Citadel was officially launched at the end of 2009 and visitors and locals alike have since been enjoying this wonderful part of Amman's history.

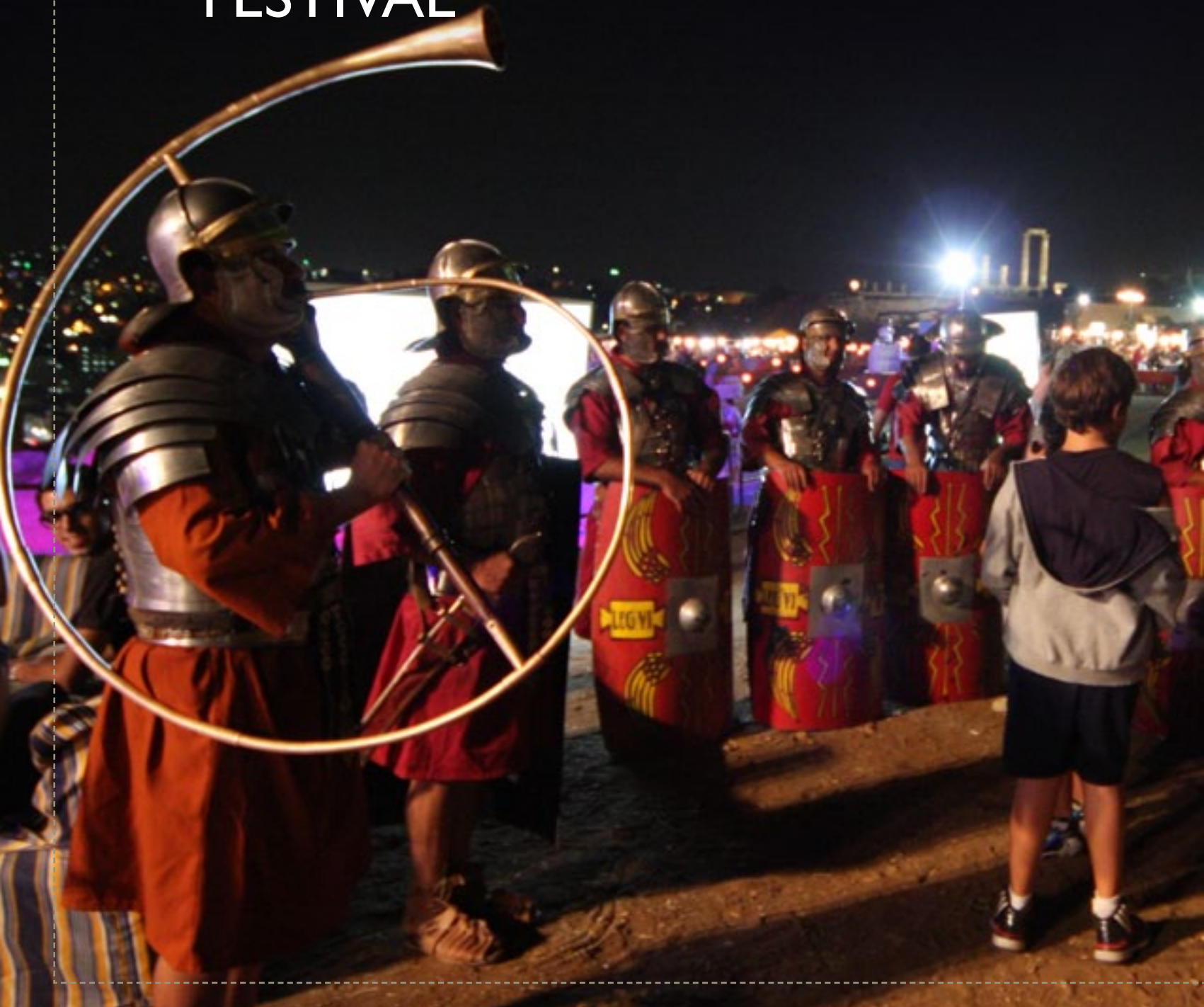
THE MAIN IMPROVEMENTS MADE AT THE AMMAN CITADEL

- **Infrastructure and lighting:** Electric poles were replaced with underground extensions. An American firm donated around \$250,000 worth of state-of-the-art lighting. Safety barriers were installed and parking areas were created away from the ruins.
- **Visitor Circulation:** Visitor pathways lined with shrubs improved site aesthetics and ensure visitors stick to permissible pathways.
- **Monuments Garden:** The museum garden was completely refurbished into a sculpture garden to display large artifacts. Shaded and rest areas were added for tourists as it is at the mid-point of the site tour.
- **Visitor Services:** A Visitor Gateway was built to welcome visitors to the site and orient them. It includes all basic services for tourists and spaces have been allocated for a gift shop and a refreshment area.
- **Events:** The areas within the archaeological site that are most vulnerable were identified and events are now limited to the end of the lower terrace where there are no exposed monuments.
- **Conservation:** A plan for conservation and restoration work at the Citadel was put in place and implementation has already begun by DoA.
- **Signage and interpretation:** New interpretive material was developed and signs were installed, showcasing the various layers of history across the millennia and up to this day.



▲
Columns of the Temple of Hercules at the Amman Citadel.

THOUSANDS OF VISITORS ENJOY CITADEL NIGHTS FESTIVAL



▲ Roman gladiator re-enactment at Citadel Nights.



In 2011 and 2012, throughout the warm summer month of Ramadan, the Amman Citadel buzzed with visitors, who each night after iftar (breaking the fast), flocked to this magnificent ancient site to enjoy entertainment and night-time views at the newly-introduced Citadel Nights festival. The festival offered a variety of entertainment, including nightly live performances by local musicians, a wide selection of food and beverages, market stalls selling handcrafts, homemade preserves and more. The Citadel Nights festival, which ran every night throughout the holy month, attracted almost 60,000 visitors over the two years, generating considerable income for local businesses and organizers. The festival was organized by the Ministry of Tourism and Antiquities (MoTA) and the Great Amman Municipality (GAM), in cooperation with Jabal Amman Residents Association (JARA) and with support from the USAID Jordan Tourism Development Project.

Citadel Nights helps diversify the capital's tourism product, providing a nighttime themed activity for visitors and locals alike while promoting responsible use of archaeological sites for events. It also presents a new aspect of this stunning historic site, featuring monuments from Roman, Byzantine and Umayyad eras, among others. The festival program varied each night, with different groups of oriental musicians performing live and traditional stories told by a 'hakawati' (storyteller). The handcraft souk (market) offered a wide variety of traditional and handmade items, including pottery, mosaics, jewelry, embroidery and more. The souk provided participating vendors, many of them new small businesses, with a new, unique platform to present their products and reach a new market.

"Citadel Nights increased my sales, I've gained more customers and now I've started receiving orders from handcraft traders," said Nisreen Al Bayer, an artist who paints on glass and whose designs were inspired by the holy month of Ramadan. "As this was the first time I participated in a public event, I can say it was successful."

Omar Al Tahat also took part in the market at the Citadel, where he displayed his beautiful handmade mosaics and pottery. *"It was a great experience that introduced more people to my work."* Citadel Nights proved to have a big impact on local businesses, and Al Tahat joined other vendors taking part in voicing their hope that such events would continue so that they can continue to benefit.

The USAID tourism project provided technical and financial support by helping MoTA, GAM and JARA develop a concept and theme for Citadel Nights as well as supporting promotional activities to market the event.

In 2011 Citadel Nights drew 28,000 visitors and 40 local businesses took part, and in 2012 there were 31,000 visitors and 58 businesses.

While the local community demanded the event not coincide with the month of Ramadan in 2013, its strong performance in the previous two years demonstrated its public appeal and financial viability for replication and becoming a standard annual event. It is anticipated that this event will encourage visitors to stay longer in the city and serve to market the site. This is in line with Jordan's efforts to attract tourists all year long by offering new tourism products during low tourism seasons.



The South Theatre in Jarash.

JARASH

The city of Jarash is remarkable for supporting 6,500 years of unbroken human occupation. Nestled in the hills of Gilead, the site of Jarash includes remains from Neolithic, Greek, Roman, Byzantine and Umayyad civilizations. Jarash reached its “golden age” under Roman occupation, and the town features one of the world’s best preserved Roman cities. With such a vivid and longstanding history, Jarash, one of the historic Decapolis cities, is an important heritage and tourism site. The USAID Jordan Tourism Development Project has supported several key initiatives that will enhance the tourist experience at the site. This comes as part of a joint initiative with the Ministry of Tourism and Antiquities (MoTA) and Department of Antiquities (DoA) to transform Jordan’s key archaeological sites into better conserved and properly serviced and presented sites.

DEVELOPMENT OF A SITE IMPROVEMENT PLAN

In 2011 the USAID tourism project launched the Jarash site improvement plan in collaboration with MoTA and the DoA. The comprehensive improvement plan was intended to transform visitor experience in order to attract more visitors and increase length of stay in Jordan. Another important goal of the plan was to ensure that tourism benefits are experienced directly by local communities and small and medium tourism establishments.

The Jarash site improvement plan was a multi-faceted. Although Jarash is best known as an ancient Roman city, it also contains significant Byzantine and Ottoman relics, which offer the potential for development and could attract a great number of tourists to the area.

The plan also called for better site conservation and presentation, new signage and interpretation, expanded retail opportunities by renovating the existing souk, introducing food and beverage areas, hosting special events and increasing tourism awareness.

“We need to ensure an increasing share of tourism benefits are experienced directly by local communities, owners and workers of small and medium tourism establishments and the residents of tourism towns. To do so, the ministry and the Department of Antiquities, with USAID tourism project support, have developed what we feel is a comprehensive plan to achieve better economic opportunities for Jordanians, and especially local residents.”

H.E. Mr. Zaid Goussous

*Minister of Tourism and Antiquities in a speech about the new plan to attract more tourists to Jarash
January 2011*



VISITOR CENTER ENHANCEMENTS

The USAID tourism project has taken the lead in improving Jarash's visitor center. The current visitor center is poorly presented, under-utilized and not a well-incorporated part of the site visit. The USAID tourism project developed a conceptual architectural design solution for optimal utilization of the existing visitor center facility. This will significantly improve the visitor experience. The conceptual design developed by USAID was adopted by MoTA, who then released a bid for local firms to implement the design.

JARASH SAWMILL PROJECT

The USAID tourism project supported the Institut Français du Proche-Orient (IFPO) in reconstructing a model 6th century water powered stone saw machine in Jarash (known as the Byzantine Hydraulic Stone Sawmill). This method of interpretation adds to the visitor experience through demonstration of historic systems.

IMPROVING SITE INTERPRETATION

Signage at the site is poor, and the few signs that were there were old and required maintenance. Thus the USAID tourism project undertook the task of developing new signage and information for the site. The project secured the commitment of IFPO, the French excavation mission, to collaborate on the development and implementation of an interpretation program for Jarash. In 2013 around 53 signs were developed, providing information about all the major monuments within the site of Jarash and telling the history of this fantastic Roman city in an engaging way.

UPGRADE HANDICRAFT SOUK ARENA

As part of its role on the Jarash implementation committee, the USAID tourism project helped review designs for upgrading the handcraft souk in order to improve the visitor's first impression when arriving at the site and to enhance flow as visitors enter and exit the ancient city. USAID provided support in scoping the project and preparations for issuing bids for needed services, as well as providing technical input on the design provided by the MoTA contractor. This will improve exposure for 14 shop vendors and help boost their businesses.



View of Wadi Rum.

WADI RUM AND AQABA

In southern Jordan lays two of Jordan's largest tourist attractions, Wadi Rum and the Red Sea resort city of Aqaba. With 720 square kilometers of beautiful desert landscape, Wadi Rum provides both breathtaking views and plenty of room for adventure. As harsh as it is beautiful, Wadi Rum has been inhabited by humans for thousands of years, and today a few Bedouin tribes still live there. As well as spectacular canyons, refreshing springs and rolling sand dunes, visitors to Wadi Rum can see 4000 year-old rock drawings and ancient Thamudic and Nabataean inscriptions. Wadi Rum is becoming a popular tourist destination, and many local Bedouin make their living by operating jeep tours, campsites, hiking and rock climbing services.

A little farther to the south, Aqaba is a popular seaside and diving destination. From as far back as 5500 years ago, Aqaba has played an important role in the economy of the region. It was a prime junction for land and sea routes from Asia, Africa and Europe, a role it still plays today. Because of this vital function, there are many historic sites to be explored within the area, including what is believed to be the oldest purpose-built church in the world. But perhaps Aqaba's greatest asset is the Red Sea itself, where visitors can experience some of the best snorkeling and diving in the world. The temperate climate and gentle water currents have created a perfect environment for the growth of corals and a teeming plethora of marine life.



“The UNESCO World Heritage Site inscription means that Wadi Rum is important to all of humanity and this is a great responsibility for Jordan to be the custodian of a fourth World Heritage site in Jordan. James Irwin, one of the Apollo 15 astronauts of the fourth American lunar landing was quoted as having told His Majesty late King Hussein during a trip to Wadi Rum that: ‘This is the closest thing on earth to what I saw when I walked on the Moon.’ and this was the genesis of the name Moon Valley that Wadi Rum is known by.”

H.E Senator Akel Biltaji

June 2011

Both destinations have a lot to offer as tourist attractions and the USAID Jordan Tourism Development Project aims to capitalize on what these sites have to offer, developing them so that more visitors will come and local communities can benefit further from tourism.

WADI RUM INSCRIBED AS A UNESCO WORLD HERITAGE SITE

In June 2011 Wadi Rum was inscribed by UNESCO as a new World Heritage site. With USAID tourism project support, Wadi Rum won this important designation as a mixed site that has outstanding cultural and environmental value. UNESCO, the world body, bestowed this inscription after a majority of voting countries on the World Heritage Committee sided with Jordan's bid for inscribing Wadi Rum. The USAID tourism project also provided support to ASEZA to help ensure that Wadi Rum's new status

is maintained, providing recommendations for proper measures for site protection and management and a site management plan for implementation.

UPDATE OF WADI RUM CONSERVATION AND SITE MANAGEMENT PLAN

Following its enlistment as a World Heritage site, efforts began to update the conservation and site management plan for Wadi Rum to ensure that management of visitors and prioritizing of preservation are in line with UNESCO World Heritage Center requirements. The USAID tourism project worked with the Wadi Rum Protected Area management to develop this updated plan, which proposes a new structure. International experts were engaged to assess tourism management and carrying capacity of Wadi Rum, and local community stakeholders were consulted in the production of the plan.

USAID JORDAN TOURISM
DEVELOPMENT PROJECT
HELPS GOVERNMENT OF
JORDAN ACHIEVE UNESCO
WORLD HERITAGE STATUS
FOR WADI RUM



Wadi Rum was inscribed as a new UNESCO World Heritage Site on the 25th of June 2011, making it the fourth World Heritage site in Jordan after Petra, Qusayr Amra and Um Ar-Rassas. The road to UNESCO inscription was not easy, and many institutions and individuals played key roles in achieving this success. USAID Jordan Tourism Development Project partnered with the Government of Jordan to reach this internationally-acclaimed recognition, which honors Jordan and all Jordanians. Not only does the inscription recognize Jordan's nature and heritage as national and international treasures but it will have a great impact on the country's tourism sector.

To win the prestigious accolade Jordan needed to demonstrate outstanding universal value for the site of Wadi Rum. Work began in 2009, starting with a memorandum of understanding signed in May 2009 between the USAID Jordan Tourism Development Project and ASEZA; the Ministry of Environment supported the UNESCO nomination as well as the Ministry of Tourism & Antiquities, Department of Antiquities and the Jordan World Heritage National Committee.

A team of international and Jordanian experts engaged by the USAID tourism project developed a superb winning file. As a result, Wadi Rum has been inscribed as a mixed value site, which is unique in both its natural beauty and cultural significance.

"This means that Wadi Rum is important to all of humanity and this is another responsibility for Jordan to be the custodian of a fourth World Heritage site," said Senator Akel Biltaji.

Wadi Rum is unique in the world in terms of its geological morphology and the rock art inscriptions that can be found through

the area. Jordanians now more than ever feel they have a duty to protect it while enjoying its unique beauty. Accordingly, H.E. Issa Ayoub, Former Chief Commissioner of the Aqaba Special Economic Zone Authority (ASEZA) and custodian of the site said, "Now that the Wadi Rum Protect Area has been inscribed, our duty is to present it to the world in a manner fit for its special global status."

Dr. Moawiyah Ibrahim, head of the Jordan National World Heritage Committee Representative noted that becoming a World Heritage site is an important step because it raised awareness of the importance of protecting the site's natural beauty and cultural heritage, while at the same time putting it on the path to sustainable development.

The total area of WRPA is 74,200ha. The property extends approximately 42km from north to south and approximately 33km from east to west. A buffer zone of c.5km in width, with some excepted areas, surrounds the nominated area and is stated as having a total area of 60,000ha. Wadi Rum is a major feature within the Hisma desert lying to the East of the Jordan Rift Valley and south of the steep escarpment of the central Jordanian plateau. Wadi Rum was made famous in the West by the movie Lawrence of Arabia. It was also an important station in the Great Arab Revolt of 1916, lead by Sharif Hussein bin Ali, great grandfather of His Majesty King Abdullah II.

USAID Jordan Tourism Development Project worked closely with the Government of Jordan and the Wadi Rum community leaders on developing this nomination, with the aim to further raise the profile of Wadi Rum globally which will attract higher value visitors and improve the livelihoods of local residents.

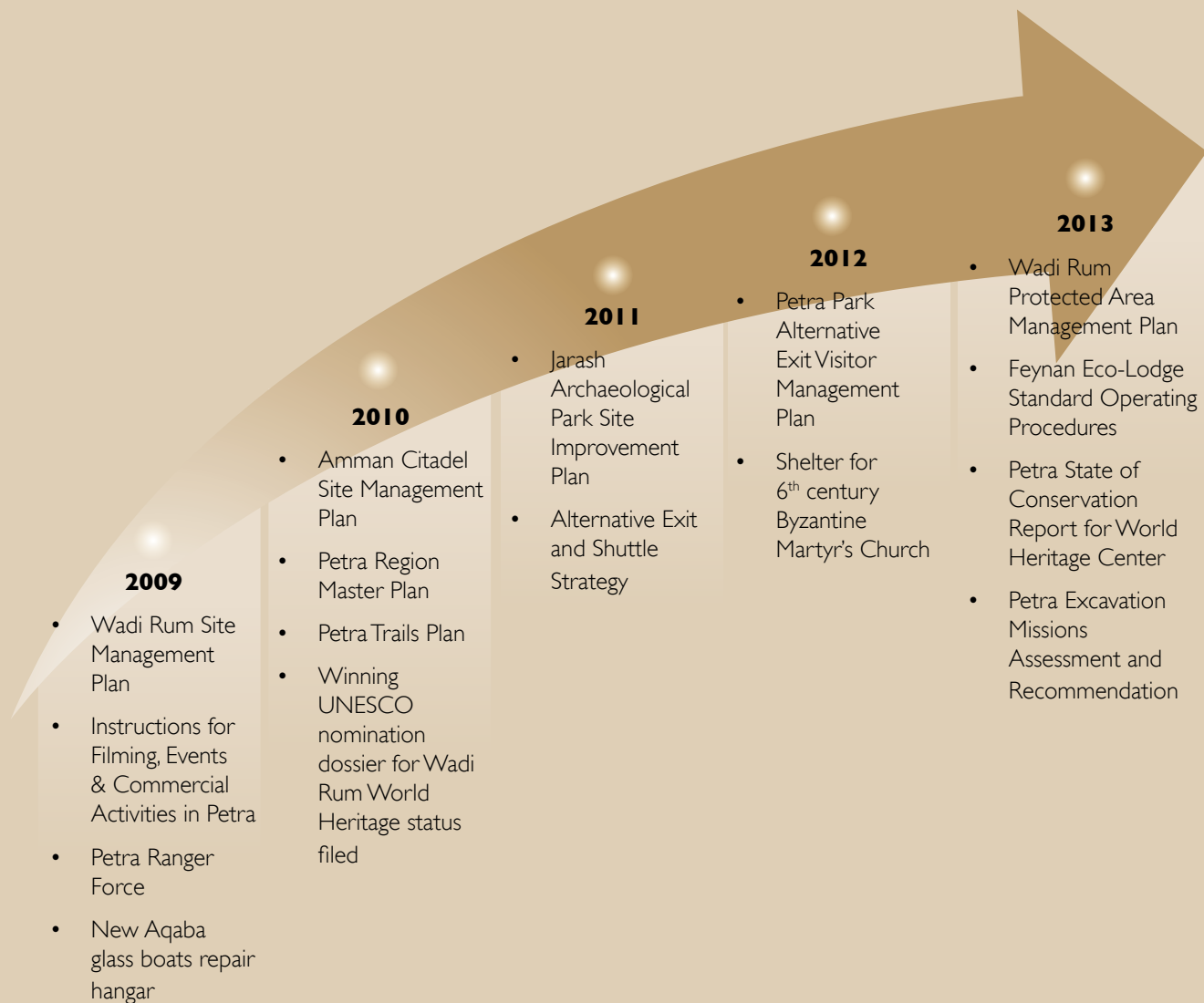
DESERT CRAFTS

The Burda Women's Cooperative in the village of Wadi Rum has been producing local handmade crafts and products for years. It offers women from the area a good opportunity to work and earn an income, as well as creating authentic products that made good souvenirs for tourists. The USAID tourism project supported this cooperative in several areas to help the women improve product designs and quality and better market their items to boost sales. Over the years the women received training ranging from design and production to bookkeeping and new product development (most recently nine ladies were trained on natural soap making and packaging). The workshop was renovated with USAID tourism project support and start-up raw materials for production were provided. The cooperative sells woven items, including rugs, jewelry and handmade olive soaps among other crafts.



▲ Accessories produced by the Burda Women's Cooperative.

PLANS AND STRATEGIES DEVELOPED AND MEASURES TAKEN TO PROTECT JORDAN'S HISTORIC AND NATURAL HERITAGE

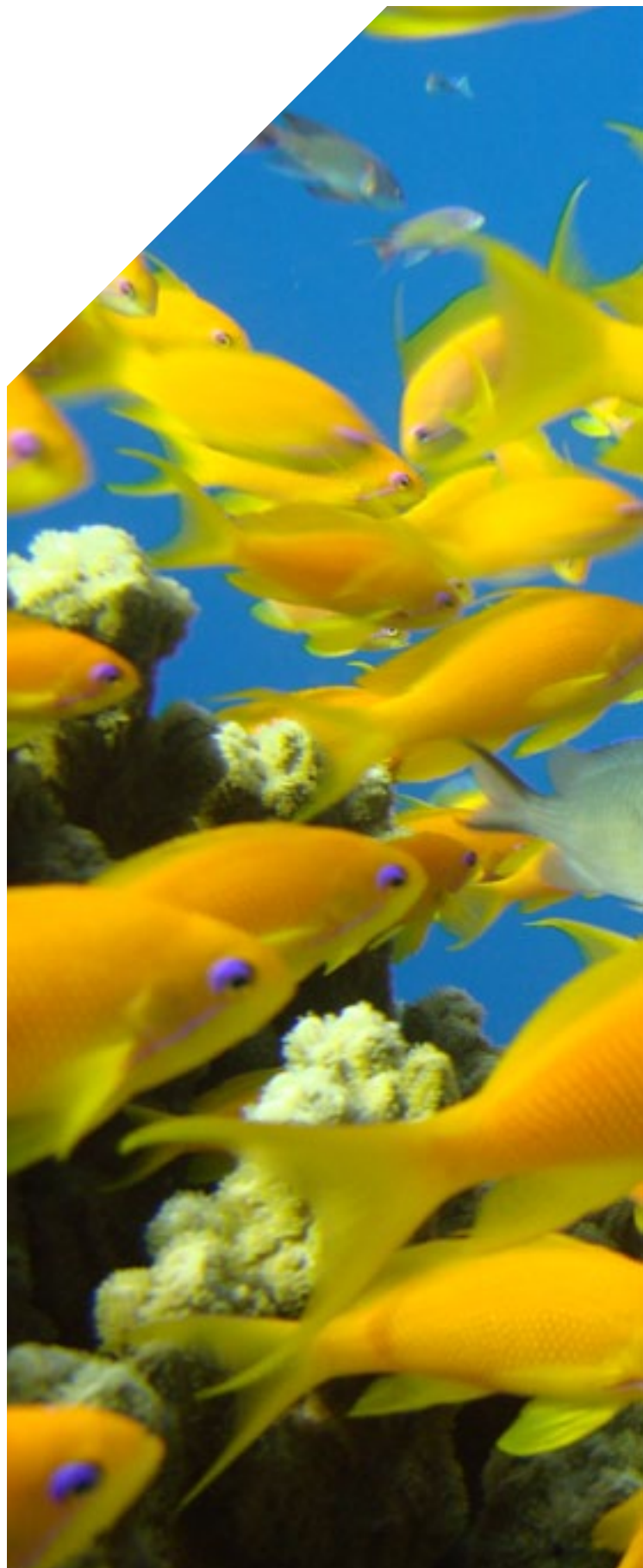


TOURIST INFORMATION CENTER IN AQABA

ASEZA worked to establish a Tourist Information Center at the Red Sea resort of Aqaba to provide visitors with this needed service and guide them around the city and to nearby attractions. Building on its strength of visitor management, the USAID tourism project created the conceptual design and supervised implementation of the information center, which was officially opened in April 2012.

BUILD CAPACITY OF GLASS BOTTOM BOAT OPERATORS IN AQABA

The USAID project has engaged in extensive work with glass boat owners in Aqaba to enhance this popular activity for a better tourist experience. An emphasis was placed on training, marketing, and upgrading the boats, including tent covers, leather seats, and new glass for the floors of the boats. Also, 45 glass boat owners and drivers received training in hospitality and communication skills and are now even better equipped to greet and deal with tourists. The USAID project also developed brochures in English and Arabic to promote the service. To contribute to safeguarding the environment, the project also joined other partners in equipping a new repair facility to ensure chemicals and paints used in boat repairs and upgrades do not seep into the sea water, as was the case in the past.



▲
Marine life in Aqaba.



“It’s important for the glass boats to be supported not just because it’s our livelihood. What’s good for us is good for the environment too, because everything is connected. The water needs to stay clean. Every so often, environmentalists come and do cleanup campaigns with us and with the divers also. When visitors come to Aqaba and ride the boats, they see how clean we keep our environment. It reflects back not just on us, but on the country as a whole. ”

Omar Rateb Morshed, Glass Boatman

A glass boat driver who took part in the training, March 2012

AJLOUN

Located 75 miles northwest of Amman, the town of Ajloun and the surrounding governorate are known for their rolling hills and lush green forests, which contrast sharply with the desert landscape dominating most of Jordan. Accordingly, Ajloun is home to a 13-square kilometer nature reserve, which features oak, pistachio, carob and wild strawberry trees. With so much natural beauty, the Ajloun region is well-suited for a nature and tourism trail. In 2009, the USAID Jordan Tourism Development Project began working with the Ministry of Tourism and Antiquities to develop just such a trail.



▲
View of the village of Rasoun, which lies along the Ajloun Tourism Trail.



THE AJLOUN NATURE TRAIL

Winding through the forested mountains of Ajloun and past quaint local villages, the Ajloun tourism trail offers visitors the opportunity to experience local culture at its best with a touch of warm authentic Jordanian hospitality. The 25 kilometer trail runs through the villages of Rasoun, Orjan and Ba'oun. It passes both natural and historical attractions, including the Ajloun forest reserve, which contributes to the preservation of biodiversity in the region, and concludes at the impressive Ajloun Castle. The nature trail was designed not only to draw tourists to the region, but to ensure that tourist expenditure directly benefits the local community. It was developed in 2010 in partnership between the Ministry of Tourism and Antiquities and the Royal Society for Conservation of Nature and the USAID Jordan Tourism Development Project.

ENGAGING THE COMMUNITY

To enhance existing tourism attractions, introduce new experiences, and expand benefits to the local community, in early March 2010 the USAID tourism project launched a grant program to develop a variety of local and home-based tourism businesses along the trail. A related grant was awarded to the Royal Society for Conservation of Nature to manage field support to these businesses. Project grants were given to community-based tourism micro and small businesses on the trail, focusing on food and beverage providers, handicraft producers and accommodation providers such as camps and bed and breakfast (B&B) facilities. This effort also entailed providing business training and tourism awareness sessions to the local community and support in developing marketing materials. As a result of the grants, three rest houses have been

New businesses along the Ajloun tourism trail

A campsite, two restaurants, local preserves and food product shop, handcraft project, bike rental business, museum, folkloric band, grocery, three horse and cart services, five lodges and three rest houses.

opened along with a camp, a grocery store showcasing local products and a falafel shop. In total, 20 local community businesses were upgraded or created.

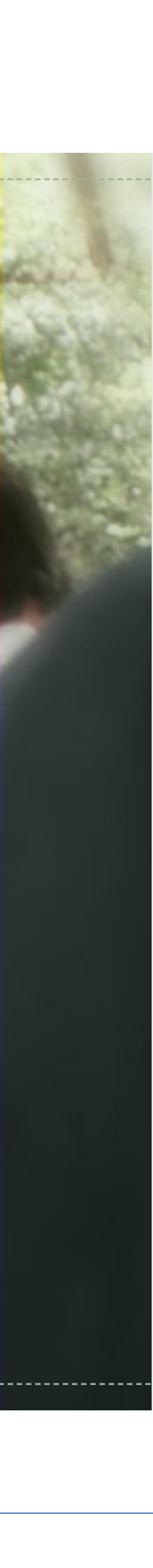
Since their inception in 2011, these home-based businesses in the Ajloun area provide both fulltime and seasonal jobs for 38 men and women, most of whom support families. Thus, about 400 community members in total are benefitting from the tourism trail through the sustainable economic benefits it brings and new services provided in the area. The average number of visitors to the businesses along the trail up to mid-2013 ranged between 800 and 1200 each season, with spring being the most popular. Each business can generate from JD700 to JD2,500 or more during peak periods, while some businesses have reported earning revenues of up to JD10,000 during a good season. During olive season (September to December) many of these families are busy with olive harvest and pressing, so their main tourism seasons are spring and summer, and this supplements their living as olive farmers.

AJLOUN INTERPRETATION

The USAID tourism project also supported MoTA in developing interpretation material for the visitor center at Ajloun Castle and for the castle itself. Based on an interpretation plan for the castle and center, content was developed for 11 panels for the center along with 15 signs to go inside the castle. These will replace the existing signs, which are lengthy and do not engage the visitor.



JORDANIAN HOSPITALITY ALONG THE AJLOUN TRAIL



In the midst of the forested mountains of Ajloun in the north of Jordan, near to the Ajloun tourism trail, tourists can experience local culture at its best with a touch of warm authentic Jordanian hospitality. Um Ahmad, a mother of three, is running a small bed and breakfast out of her home, to welcome guests while earning an income for her family.

It was Um Ahmad's husband who decided to turn their home into a bed and breakfast to welcome visitors to the area. *"Abu Ahmad wanted to turn our home into a guesthouse where we could host tourists and get to meet people from around the world. We also wanted to make a living out of this project and be able to secure our children's education,"* said Um Ahmad.

Sadly, her husband passed away suddenly in 2010. However, Um Ahmad decided to proceed with the project that her husband started and was so passionate about. It is also a means to support her family, for which she is now the sole provider.

Through grant support from the USAID Jordan Tourism Development Project, Um Ahmad was able to prepare her home to receive paying guests by furnishing two rooms with beds and closets, renovating the terrace, and adding a television, fridge and kitchen table to the common area. Um Ahmad was ready to start receiving tourists in 2011, providing them with meals and accommodation. The USAID tourism project's support to Um Ahmad continued with the renovation of her bed and breakfast façade, to make it more appealing to visitors. Guests can enjoy a variety of home cooked traditional Jordanian dishes for lunch or dinner, such as mansaf, and start the day with a homemade breakfast made with local and fresh ingredients.

"We received a group from Bahrain and they were amazed by the hospitality and the service we provided, and are now planning to come back," said Um Ahmad.

Following a media trip organized by the USAID tourism project in April 2013 to highlight the Ajloun Tourism Trail and nearby attractions and services, Um Ahmad's B&B became known by Jordanians as a pleasant weekend retreat. As a result she is now receiving more local – both Arab and foreign – guests.

The USAID tourism project's support to Um Ahmad is part of a grants program that was launched in 2010 to help develop small and medium-sized tourism enterprises along the Ajloun trail as part of efforts by the Ministry of Tourism and Antiquities (MoTA), USAID Jordan Tourism Development Project and the Royal Society for Conservation of Nature (RSCN) to boost tourism in the area. The communities living in the area are thus being encouraged to run tourism enterprises that can contribute to improving their living standards while at the same time offering a variety of facilities and services that will enhance the visitor experience and directly involve the local communities in tourism.

There are 19 other projects that received USAID grants to support tourism-related businesses. The USAID tourism project also trained grantees in various related areas, such as safe food handling, hospitality skills, food and beverage preparation and presentation, menu design and pricing. Promotional material, including websites and brochures were also produced as to help them market their services along the trail.

Um Ahmad is always ready to give visitors a warm Jordanian welcome and serve up the great hospitality that the country is well known for, and she looks forward to receiving more guests.

www.umahmadsbnb.com

SALT

Salt is just a 20-minute drive from downtown Amman and is dotted with Ottoman-era buildings and full of quaint alleyways and staircases that make it fascinating to explore. It has a rich heritage and was once an important trading link between the Jordan Valley and the desert to the east. The Romans, Byzantines and Mameluks were all there and contributed to various stages of the city's development. However it was the Ottomans who had the greatest impact on the city, and today there are several beautiful examples of Ottoman architecture in Salt. There are many attractions in Salt, including lovely old houses, Roman tombs, and a citadel as well as a small handcraft industry and museum.

DEVELOPING SALT AS A TOURISM DESTINATION

In 2006 the USAID tourism project along with the Jordan Tourism Board (JTB), the Japanese International Cooperation Agency (JICA) and MoTA launched efforts to market the town of Salt as a tourism destination to local and foreign tourists. Salt has been nominated for UNESCO World Heritage Site status. However, the town receives few tourists, and before recent tourism development initiatives it lacked basic tourist facilities such as hotels or a tourist center. In order to draw more tourists to the city and transform it into an attractive tourist destination, the USAID tourism project, along with the World Bank and JICA, upgraded local infrastructure. These upgrades included renovating and restoring key heritage buildings as well as sponsoring a heritage museum. Plans for development also included the Salt City Trail, a trail through the heart of the city developed to showcase Salt's historical attractions.

View of the city of Salt.



“This charming city, rich in history and culture, is a hidden gem among Jordan’s attractions. The trail will help put it on Jordan’s tourist map and enable the local community to benefit from tourism as a result of job creation and increased spending.”

H.E. Mr. Stuart E. Jones

US Ambassador

On visiting grantees along Salt Heritage Trail in February 2012



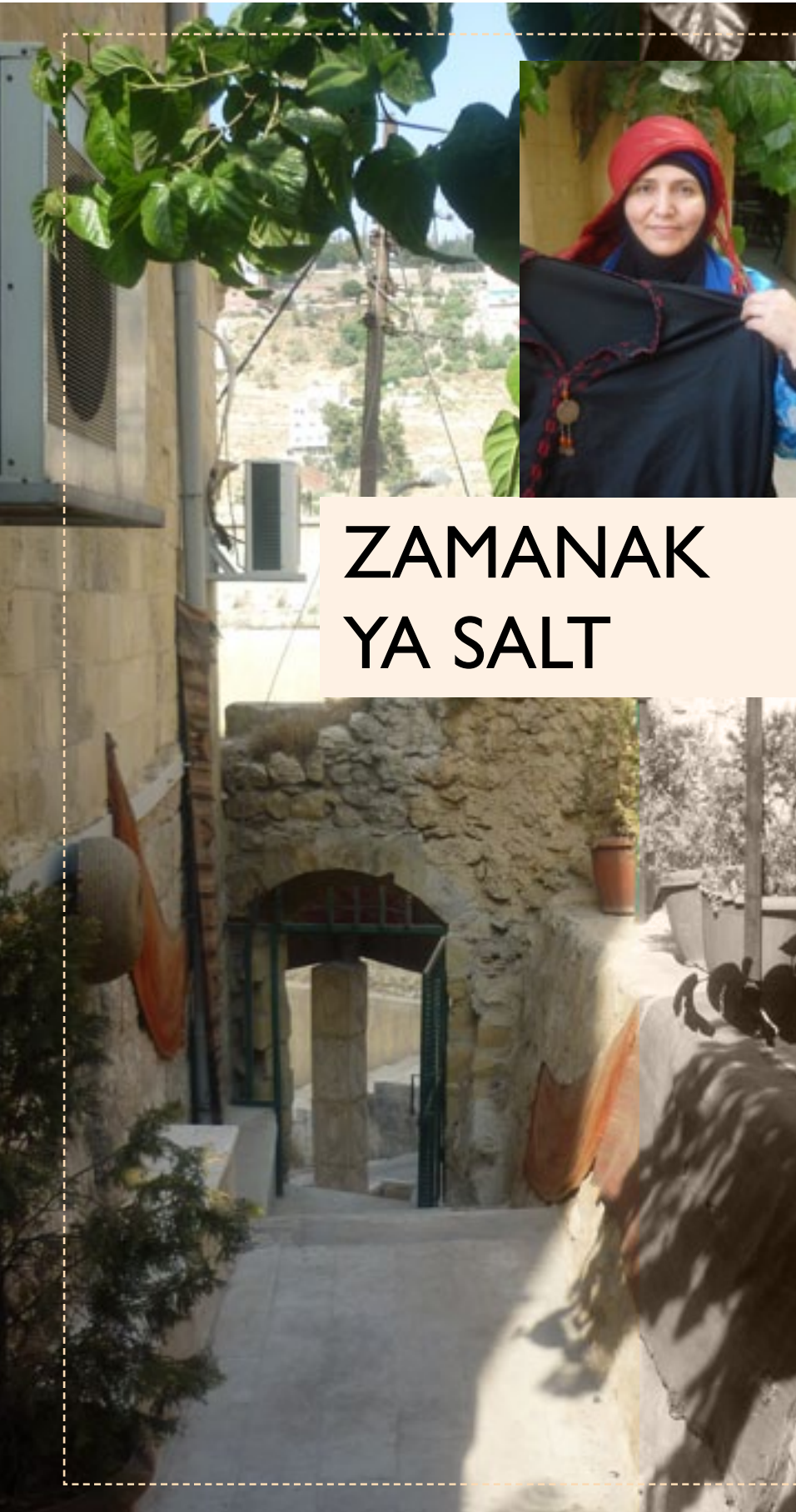
THE SALT CITY TRAIL

The development and launch of the Salt City Trail was among the first steps in placing the city and surrounding attractions on Jordan’s tourism map. The main Salt City Trail is 1.7km long and passes through key attractions in Salt including scenic viewpoints, Al Ain plaza, the Khatib, Sukkar, Saket and Mihyar heritage houses, a Latin Monastery, the Archaeological and Historical museums, Hammam Street and Al Khader Church. A series of secondary routes were also included, extending the trail to 6km for visitors who are interested in exploring more of the city. The USAID tourism project also offered grants to local business owners to encourage tourism related businesses along the trail. These grants supported 14 small and medium tourism enterprises run by the local community in Salt and created at least 20 new jobs. As well as the financial assistance, business owners received technical support through a training series that covered hospitality skills, handcraft development, events management and business administration.

DEVELOPING SALT HANDCRAFTS

Further efforts to tap into Salt’s tourism potential are also being implemented. The USAID tourism project has been working closely with Nashmiyat Al Balqa, a women’s cooperative that produces appliqué products inspired by the culture and history of Salt. The USAID tourism project helped the women improve designs, packaging and marketing in order to reach the tourist market. In addition, the USAID project helped upgrade the handcraft vocational training center (VTC) in Salt, making it a national center for handcraft design and production training with a new curriculum and facilities to train students in weaving, ceramics and embroidery.

SUCCESS STORY



ZAMANAK YA SALT

Nadia Abu Al-Samn's café-restaurant-bazaar, Zamanak Ya Salt is the first woman-owned food establishment in Salt. Nestled in a quiet corner of downtown Salt, the house embodies the eco-friendly elements typified by historical architecture in the region. Of all the cities in Jordan, Salt is most renowned for its historic architecture. When deciding on a location for Zamanak Ya Salt, owner Nadia Abu Al-Samn searched carefully, before settling on a 120 year-old sandstone house. Abu Al-Samn's choice of this house in particular was also a deliberate progressive statement; it was once co-habited by two Muslim and two Christian families.

In 2010, Nadia applied to the USAID Jordan Tourism Development Project for a grant to support 50% of the physical upgrade of the heritage building, including a one-room coffee shop and outdoor area in addition to furniture and kitchen equipment. An ambitious entrepreneur, Nadia then invested further and expanded her establishment by adding on another two rooms and

her coffee shop became the first one in Salt that welcomes women as well, rather than only men. *"Initially, it hadn't occurred to me to run a café, but USAID tourism project helped me to realize that offering this service would be a lot more profitable in both the short and long term. In addition to the physical upgrades, they offered several training workshops that have been very useful to me in opening my café, on how to handle food, hygiene and good customer service. I have a long term vision so even though it has been a lot of work to carry out all these improvements, I believe it is all worth it in the end"* said Nadia Abu Al Samn.

"We have a unique setting; the old building, antiques and traditional dress really draw in a steady stream of locals and tourists, so the café makes a lot of sense as customers stay longer and enjoy the atmosphere and services I offer and they go home and tell their friends about us," she added.

Zamanak Ya Salt serves traditional Jordanian cuisine as well as specialties from Salt. On the menu you can find savory dishes such as mansaf, stuffed zucchini and grape leaves and ouzi, as well as an authentic Jordanian breakfast made of a delicious local variety of zaatar (thyme) with olive oil.

Nadia now coordinates with tour operators to bring in tourists and provide them with these traditional meals which are made by local women. Not content just to feed them, Nadia put together a small show that presents the traditional dress of Salt accompanied by traditional songs, offering entertainment as well as knowledge about Salt's cultural heritage.

"My purpose in opening Zamanak was two-fold. I wanted to create a women-friendly café, but I also wanted to share my knowledge of our heritage and antiques with visitors. That's why Zamanak also houses a permanent collection of antiques as well as heritage items for sale."

Nadia is also an antique expert, and carefully renovated the house not only to serve as a café and restaurant, but also to showcase her impressive collection and share her knowledge. The permanent antique collection on display includes such household items as brass coffee pots, perfume pitchers, samovars and traditional ablution pitchers. Zamanak sells many of the traditional handicrafts on display, such as silver jewelry and precious stones as well as foodstuffs such as homemade sumac and khabeesa, a fruit roll made of grape juice.

Zamanak Ya Salt also has a special room dedicated to traditional clothing and accessories. The highlight of this room is Abu Al-Samn's collection of khalagas or traditional Salti dresses. The room also showcases traditional bridal chests inlaid with mother of pearl as well as an assortment of jewelry and precious stones. Abu Al-Samn's collection of khalagas is renowned in Salt and the young women have taken a special interest in them lately thanks to Zamanak Ya Salt. As proof of the impact of Abu Al Samn's hard work, one young woman even rented a khalaga from the collection to use as a wedding dress.

"Things have really changed in the past couple of years. The first year I opened Zamanak Ya Salt, the income didn't even cover my overhead costs. But since I got support from USAID, now the income covers the costs and there is some left over to invest in more improvements. It is really encouraging to see my business grow," said Nadia.

In order to draw more tourists to the city and transform it into an attractive tourist destination, the USAID tourism project, along with the World Bank and JICA, upgraded local infrastructure in the city of Salt. Zamanak Ya Salt is one of the businesses to benefit from these efforts to develop visitor services along the Salt Trail, which included renovating and restoring key heritage buildings as well as sponsoring a heritage museum.



3. TOURISM HANDCRAFT SECTOR DEVELOPMENT

Handcrafts are an important part of the tourism experience. They are a reflection of local culture, history and heritage, and offer great economic opportunity; particularly for rural and remote communities and for women. Shopping is a big attraction for many tourists, and good quality local handcrafts can make for a better shopping experience as well encouraging increased tourist spending.

While handcrafts and souvenirs are available in a plethora of shops around the Kingdom, not all of them are from authentic or deserving sources. In fact, many are outsourced and mass-produced in foreign countries. In addition, the quality of handcrafts is not always up to international standards, and individual artisans or small, remote cooperatives can find it difficult to reach their markets.

To address these challenges, the USAID Jordan Tourism Development Project worked closely with the Ministry of Tourism and Antiquities and other related entities to overhaul the handcraft sector in Jordan and support the development of a diverse range of high quality handcrafts that appeal to the local and international tourist markets.



NATIONAL HANDCRAFT STRATEGY DEVELOPED

The National Handcraft Strategy was developed in 2009 and its implementation began immediately. The strategy will help to improve the sector through encouraging new designs, improving access to markets for producers, training artisans, pricing products, and creating a national identity through handcrafts. The strategy is being implemented in close coordination with NGOs, community organizations, entrepreneurs, business owners and associations involved in handcraft development.

NATIONAL HANDCRAFT STEERING COMMITTEE FORMED

A handcraft steering committee was formed in May 2009 to guide development of Jordanian handcrafts throughout the Kingdom. The steering committee is made up of ten members, including artisans and representatives from:

- Jordan Handcraft Producers and Traders Association (JHPTA)
- Jordan Hashemite Fund for Human Development (JOHUD)
- Jordan Handcraft Trade Association (JHTA)
- Jordanian Association of Traditional Handcraft & Folk Arts
- Royal Society for the Conservation of Nature (RSCN)
- Jordan River Foundation (JRF)
- Ministry of Tourism and Antiquities
- USAID Jordan Tourism Development Project

The goal of the committee is to highlight the needs of the sector and offer recommendations that feed into a strategy for the handcraft sector. The committee then supported implementation of this strategy.



▲
A woman weaving at the Burda Cooperative in Wadi Rum.



TRAINING AND PRODUCT DEVELOPMENT

To help the Jordanian handcraft industry respond to market trends, the USAID Jordan Tourism Development Project introduced artisans to the basics of product design, development, packaging, pricing and costing and marketing. A handcraft training manual was developed to be used as a basic handcraft training program aimed at artisans, including cooperatives, associations and SME organizations.

Also, a series of activities were implemented throughout the country to improve designs, production, marketing and business skills for a wider range of good quality authentic Jordanian handcrafts. These activities included:

- **Marketing and sales:** Local and national events such as trade fairs or festivals, and product sheets and catalogs were sponsored and implemented.
- **Improve market linkages:** Horizontal and vertical links were created within the handcraft sector and the relationship between retailers and producers was strengthened.
- **Training:** Sessions assisting with design development, packaging, retailing, sales and marketing as well as quality assurance were held in Ajloun, Jarash, Salt, Amman, Wadi Mousa and Wadi Rum. The training focused on teaching participants about the size and scope of the tourism handcraft market and the trends that affect consumer purchases in order to better understand how to develop products to attract the tourist market. Sessions were extremely popular, and served over 100 artisans from across Jordan, resulting in 70 new product lines.
- **Branding:** Emphasis was placed on creating regional brands to reflect the culture, environment, history and heritage of local areas.



THE TAYBEH LADIES INTRODUCE A NEW NABATAEAN-INSPIRED STONEWARE LINE



As you wind up the chalky mountain heading out of Wadi Mousa, with the scenic sandstone mounds of the Petra reserve nestled below you, you will pass by the small town of Taybeh, where the women of the Taybeh Ladies' Cooperative are busy producing a new line of handmade stoneware items inspired by Nabataean culture and art. The new line was introduced following an intensive 25-day training program on stoneware that was delivered to the cooperative's members. The training was made available through USAID Jordan Tourism Development Project grant support.

"The new line emerged from requests we received from many hotels in Petra and Aqaba for heat-resistant bowls and plates that can be used for oven dishes," said Ali Al Khalaifeh, the Taybeh Ladies Cooperative Sales Representative. "The glaze we apply on our stoneware products is healthy and safe, and the color doesn't change with time," he added.

In addition to hotels, the stoneware line was geared towards visitors to Petra; the attractive styles, paintings and colors of the new line all represent the nature of Petra, from the sandy colors to the drawings of camels, gazelles and wheat.

May Al Khalaifeh, one of the ladies working on the new line, was initially a bit hesitant about producing stoneware items, explaining that, *"At first I thought it would be difficult to learn how to make this new type of ceramic and that it would be complicated, but now after I've learned the stoneware production techniques through the training it turned out to be simpler than I thought."*

The women of the Taybeh cooperative have been kept busy with orders from hotels, since the USAID tourism project helped them improve design, quality and marketing. The cooperative also produces mosaic ceramics that are selling very well in Petra, Aqaba and Amman. Opportunities are high for the cooperative to reach international markets. According to Ali, *"An American tourist was amazed by the products she saw at the showroom and picked some samples to check how much they are sellable in the US before she starts importing."*

USAID support for the cooperative began in 2008, and since then the tourism project has provided continual technical and financial help, including handcraft training given by international experts. As a result, the cooperative has upgraded the workshop and purchased equipment and raw materials, in addition to the product improvements as well as better promotion that have increased sales.

"We are currently working to open a new showroom at the Petra visitor center to promote our products, especially the Nabataean line of replicas of relics that have been found in Petra," said Ali. The Taybeh Ladies Cooperative is working hard every day with a vision to further develop their creative works. The cooperative is already looking to gain more international recognition and expand to new markets and they recently took part in a handcraft exhibition in Oman.

www.petra-pottery.com

BETTER MARKET ACCESS FOR ARTISANS

To increase sales of and promote Jordan-made handcrafts, the Jordan Handcraft Producers and Traders Association (JHPTA) established a showroom branded as 'Jordan Handcraft Showroom', with the help of the USAID tourism project, to grant larger market access, support and exposure to otherwise marginalized individual Jordanian artisans, local handicraft workshops and women's organizations from all over the country.

The new showroom is located in the heart of one of Amman's historic neighborhoods, Jabal Al-Weibdeh, also now an up-and-coming cultural district. The ideal intersection of art galleries, embassies, cultural centers and cafes is already bringing in a growing amount of foot traffic. The showroom displays and sells handmade products from its more than 250 individual, cooperative and NGO members from around Jordan.



“We are proud to see our students graduate each year from this world-class program with the highest standards of skills and capabilities, which will enable them to help preserve our national mosaic heritage. ”

Dr. Adnan Shiyyab

MIMAR Dean
December 2011



REVIVING MOSAIC ART AND CONSERVATION THROUGH MADABA INSTITUTE FOR MOSAIC ART AND RESTORATION (MIMAR)

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. Since planning began, the USAID tourism project has been supporting the institute to establish and develop its facilities and programs in accordance with international standards.

The institute's facilities were expanded and upgraded to include state-of-the-art lecture halls, training workshops, laboratories, theater auditoriums, an upgraded library, research studios, student facilities and an interpretative center. An estimated total of \$2.4 million was injected into this upgrade through funds facilitated by the USAID tourism project from the Italian and US governments. The institute is forecast to be the leading regional center for the study, conservation and production of mosaic art. MIMAR is also contributing to the tourist experience in Madaba as it offers tourists a glimpse of how mosaics are made, restored and conserved and the opportunity to try making their own mosaics through short workshops.

MIMAR offers four education and training streams for post-high school students, postgraduates, and professionals employed in archaeology in Jordan and throughout the region.

The USAID tourism project funded 38 scholarships to enable young Jordanians to study at MIMAR.

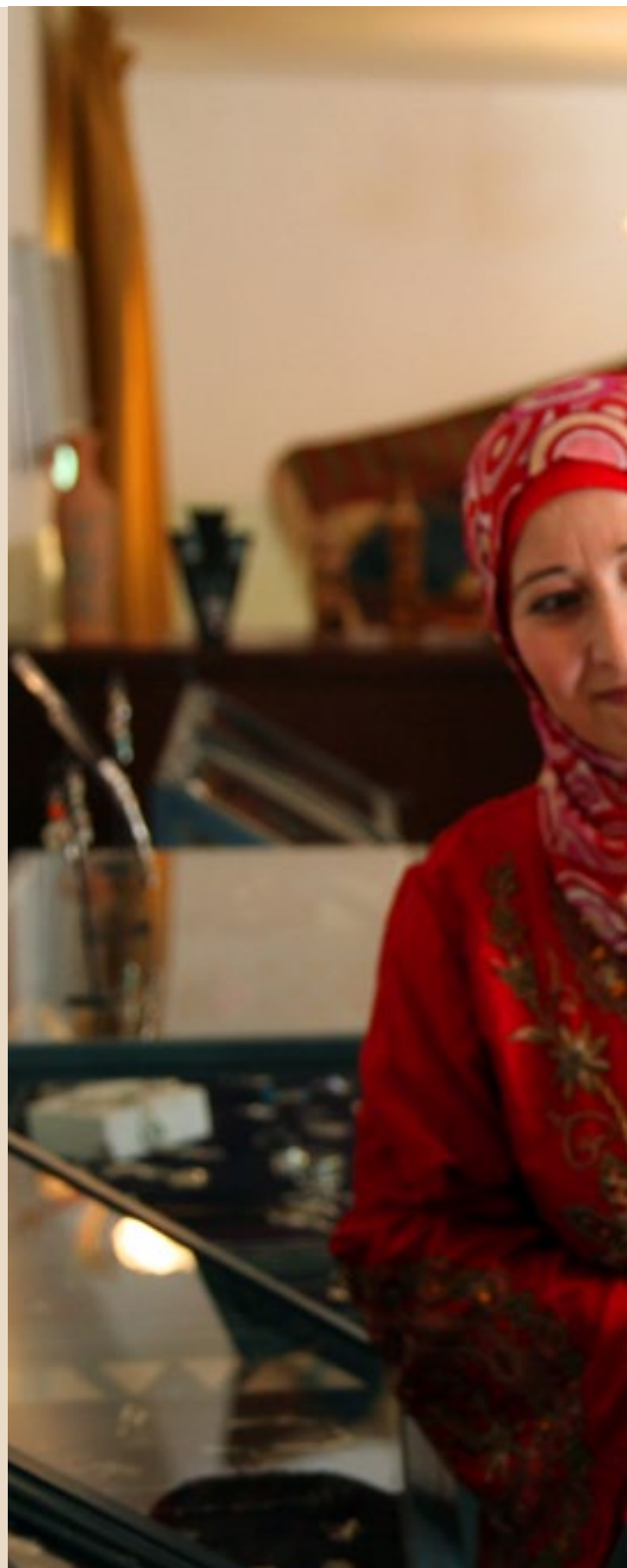
BUILD CAPACITY OF LOCAL COOPERATIVES

The project worked during 2012 to develop new designs, packaging and marketing for products by the Nabataean Ladies Cooperative in Wadi Mousa, Petra. H.M. Queen Noor visited the cooperative and stressed the importance of supporting such cooperatives and encouraging women from local communities to support themselves and their families through the making of handcrafts.

Additionally, to showcase Jordanian crafts to consumers around the world, a familiarization trip organized by the Jordan Tourism Board (JTB) for a group of media representatives from the US, Canada and Mexico, included a visit to the Taybeh Ladies Cooperative in Petra which produces pottery based on Nabataean designs under the brand name of 'Petra Pottery Association'. The JTB is including these cooperatives in foreign media visits more regularly.

The project also worked to develop content and brochures for the Burda Cooperative, along with a website that was translated into both English and Arabic.

Finally, the USAID tourism project helped the Cooperative for Development of Rural Women renovate a showroom just off the popular Rainbow Street in Jabal Amman neighborhood, where members can properly display their wonderful creations. This will dramatically increase market exposure for the more than 500 women members of the cooperative and ultimately increase sales. The USAID tourism project also worked with the society to develop its designs and products to gear them more towards the tourist market.



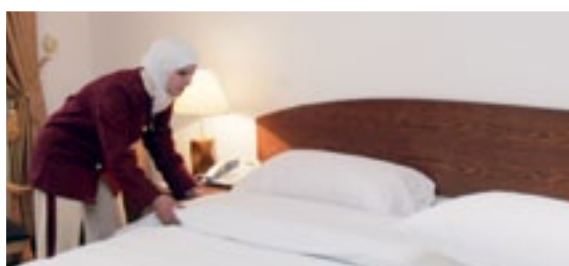
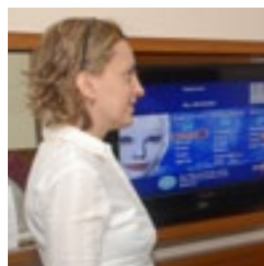


▲
Her Majesty Queen Noor visits the Nabataean Ladies Cooperative in Wadi Mousa, Petra.



4. TOURISM WORKFORCE DEVELOPMENT AND JOB CREATION

In an increasingly competitive and ever evolving sector like tourism, qualified and innovative human resources are the foundation of success. Although the tourism industry in Jordan is the second biggest source of employment, one of the major challenges to growth is a lack of skilled workers in the tourism sector. The industry is expected to experience a gap of over 25,000 workers needed for current and planned investments and growth rates in the coming years. The USAID tourism project has worked to ensure that Jordan's promise of a quality tourism experience meets and even exceeds visitor expectations. This work included reforming tourism and hospitality educational and training systems by modernizing schools, community colleges and university programs to meet the changing needs of the modern tourism industry through upgrading curricula, teaching resources and facilities, training teachers, developing school management, and supporting awareness campaigns for increased enrollment.



REVAMPED HOSPITALITY VOCATIONAL TRAINING SETS YOUNG JORDANIANS OFF ON PROMISING CAREER PATH

Tourism is one of Jordan's largest industry and is growing rapidly, increasing demand for skilled tourism labor. Despite this opportunity, a local culture that is averse to work in hospitality, coupled with conservative societal traditions, discourages work in the tourism sector, particularly for women. To address this challenge among youth, the USAID Jordan Tourism Development Project has been working in partnership with the Ministry of Labor (MoL) and the Vocational Training Corporation (VTC) to modernize hotel and tourism institutes and develop programs that attract students to the sector through intensive awareness and which help them gain the skills needed to work in hospitality.

There are 12 VTC Hotel and Tourism Institutes across Jordan. Up until 2005, applicants to the institutes were few, the drop-out rate was high and the number of female students was negligible. In 2005 an initiative to upgrade the Hotel and Tourism Institutes was spearheaded by the first USAID tourism project in coordination with MoL and VTC whereby the Foundation Level program taught at the institutes was updated. This worked was continued by the second USAID tourism project throughout its lifetime. Over the next few years, the new program was implemented at all 12 VTC institutes along with physical upgrades to the teaching facilities, including kitchens and mock bedrooms and restaurants.



2012 boasted 1,601 enrollments in VTC programs throughout Jordan, a significant and impressive number.

UPGRADE AND DEVELOP VOCATIONAL TRAINING CENTERS

The Madaba Vocational Training Institute for Hospitality and Tourism was upgraded in 2005 with USAID tourism project support and was the first center to offer the revamped hospitality and tourism program in early 2006. The institute underwent further extensive construction work in 2011 in preparation for introducing the advanced level program, with the addition of front office training facilities, new classrooms, a student cafeteria and changing rooms. The restaurant training facilities and kitchen store rooms were upgraded. In early 2012 the Madaba institute officially began offering the advanced level program.

New housekeeping training facilities at the Ajloun and Ein Al Basha institutes were added in 2012. Extensive construction work was completed, adding housekeeping training departments to offer a wider range of skill development to a larger number of students.

The project also provided support to successfully maintain and improve standards at the 12 tourism institutes across the kingdom.



▲
A student training in housekeeping at the Madaba Vocational Institute for Tourism and Hospitality.

▼ *A tourism and hospitality vocational training graduate working at Le Meridien hotel in Amman.*



REVAMPING THE FOUNDATION LEVEL TRAINING PROGRAM

The Foundation Level Certificate in Hospitality Skills was revised and condensed from a two-year program into a yearlong program that trains students to apply specified knowledge and skills in food production, food and beverage service, housekeeping and associated hospitality, communication and language skills for the tourism sector. It includes six months training at the VTC institutes and six months of practical training in industry. To implement the practical training, the VTC institutes partnered with four and five-star hotels and restaurants through the Jordan Hotel Association and Jordan Restaurant Association, which were enthusiastic about the internship program. USAID tourism project support for this initiative included building the capacity and enhancing the skills of teachers and trainers, and providing technical support throughout the process. In addition, teacher manuals, student textbooks, other teaching and learning resources were developed and produced regularly for all the institutes.

The new VTC hospitality and tourism program

Annual student intake at the institutes has multiplied as follows:

2005: approx 200

2013: 1,500

7,600 students graduated from the revamped Foundation Level programs, having completed six-month internships.

75% of graduates from the program find employment immediately.

CHANGING MINDSETS

To address negative attitudes towards careers in tourism, regular open days were introduced whereby potential students and their parents can talk to current students, along with teachers and trainers about the program. The open days also host representatives from industry who give visitors a better idea of careers in the hotel sector, and this is often combined with hotel visits for students and parents to learn about the industry.

Thus the new hotel program helped create awareness among young Jordanians, particularly for women, about opportunities in tourism. It also generated increased interest among Jordanian youth in hospitality training and doubled the number of enrolments in the first year alone. The number of young women studying at the 12 institutes has multiplied significantly, making up on average more than 20% of the total number of students attending VTC hospitality programs each year.

DEVELOPING AN ADVANCED LEVEL TRAINING PROGRAM

An Advanced Level Certificate in Hospitality Skills was then developed and launched to give graduates and other hospitality workers the opportunity to develop their skills at an advanced level. The three to six-month program covers food production, food and beverage services and common modules, such as IT, English and customer service. As well as facilitating its development and providing technical support, the USAID Jordan Tourism Development Project produced the curriculum, manuals and textbooks for the Advanced Level program, which was introduced in October 2011 at the Madaba institute. USAID supported the VTC to develop plans to deploy the advanced level program at hospitality and tourism institutes with relatively high enrollment numbers, including Ein Al Basha, Marka and Abu Nusseir.

NEW SPECIALIZED HOSPITALITY TRAINING IN TRADITIONAL ARABIC FOOD, BAKERY AND PASTRY INTRODUCED

The first vocational training programs to specialize in specific areas of hospitality were officially opened in May 2013 at the Marka Vocational Training Institute. The institute now offers training in bakery, pastry and confectionery with a second program on Arabic food production and service. Each year the new institute can train 120 students in the Bakery, Pastry and Confectionery Program and another 60 students in the Arabic Food Production and Service Program. The facility includes four training kitchens and a restaurant. More than 160 students were enrolled for the first intake, with 50 on a waitlist.

The programs target those looking to begin a career in restaurants and bakeries, and employees already working in the industry who wish to develop their skills and gain certification. The institute is run by the Vocational Training Corporation and funded by the E-TVET fund. The private sector, including the Syndicate of Bakery Owners, Syndicate of Restaurants and Confectionery Shop Owners, Jordan Restaurant Association and Jordan Hotel Association, offer practical training for students, provide training equipment, provide technical expertise and secure jobs for graduates. The USAID Jordan Tourism Development Project helped design the program, prepare the student textbooks and teachers resource manuals.

SALTOS TRAINING HOTEL AT SALT VTC INSTITUTE

Zara Investment Company partnered with USAID and the VTC to improve vocational training in hospitality in Salt. With a strong sense of corporate social responsibility, ZARA renovated and upgraded the training facilities at the Salt institute, including 23 hotel-style bedrooms. The resulting Saltos Training Hotel is now taking in visitors and offering students a valuable opportunity to hone their skills in a practical industry-like setting.



▲ Tourism and Hospitality vocational training students training in state-of-the-art kitchen training facilities.

“The hotel and tourism training program has been proven as one of the VTC’s successful programs, applying a new approach in providing demand-driven vocational training for one of Jordan’s fast growing industries. Not only have the 12 vocational training centers been restructured to become efficient training facilities, but at the same time training of trainers has been an ongoing effort.”

H.E Eng. Majed Al Habashneh

VTC Director
February 2011

DEVELOP VTC HANDCRAFT CENTER IN SALT

The USAID Tourism Project allocated financial support for producing training textbooks, teacher resource manuals, and student textbooks as well as promotional materials. Thousands of brochures and flyers have been designed and printed by the USAID tourism project for use by the VTC to enhance awareness of the institute and promote the handcraft skills provided through vocational training. The project also worked with the VTC to establish the role of a project manager for the institute.

PASSPORT TO SUCCESS

The USAID tourism project invited the USAID-funded Youth:Work Jordan Program to offer the ‘Passport to Success’ life skills program for hospitality students at five designated VTC institutes in Sahab, Marka and Salt, including for the handcraft program and the bakery, pastry and confectionery program.

The Sahab institute piloted the “Passport to Success” life skills project in January 2012 and graduated 175 hospitality students from the program and 47 students from an ‘English for hospitality’ program. The USAID tourism project supported the VTC in facilitating the program within the hospitality lesson plan.



MOHAMMAD BAKES
UP AN EXCITING
CAREER AT THE
FOUR SEASONS
HOTEL



The sweet smell of chocolate wafts through the air as 20-year-old Mohammad Al Sheikh happily bakes his way through the day at the kitchen of the Four Seasons Hotel in Amman. He's come a long way from when he decided to enter the hospitality field.

Mohammad was one of the first students to enroll in the Certificate in Tourism and Hospitality – Foundation Level program at the Marka Vocational Training Center, which was revamped, with USAID tourism project support, and began offering the updated program in 2008. He had decided he wanted a career in hospitality and heard the new center was a good place to start.

"I heard about the VTC program from many people, and my parents also encouraged me to join," recalls Mohammad.

As part of the tourism and hospitality program, students must spend six months gaining practical experience in addition to six months of theoretical training at the centers. Mohammad did his internship training at the Four Seasons Hotel in Amman, shifting from housekeeping to restaurant service and finally to the kitchen, where he found his passion.

During his internship Mohammad proved himself to be a fast learner and an enthusiastic team member. When he graduated, and after he turned 18, the hotel was quick to take him on as a short-termer and regularly renewed his contract until a fulltime spot opened up. In May 2011 Mohammad was officially recruited onto the Four Seasons Amman team as a Cook 3 – the starting point in a promising culinary career. He now works in his favorite section - pastry.

"With his strong skills and positive attitude Mohammad deserved to become part of the Four Seasons team. He was well-liked in all the departments where he was trained," said Mr. Nizar Ghaith, Human Resources Assistant Director at the Four Seasons Hotel, who anticipates a bright future for Mohammad if he keeps up the good work.

According to Mr. Ghaith, in general the VTC trainees who have interned at the hotel are excellent, explaining that, *"They are always ready, well-prepared and committed, which makes our job to train them easier and this stems from the good quality of the six-month theoretical training provided at the VTC."*

By 2013 Mohammad had been working at the Four Seasons Hotel for about three years, earning a good income. He is able to cover his own expenses and help support his family. The attraction of working in the tourism sector is spreading and more young people are interested in entering this field. Mohammad encourages others to join, and says, *"I can see that more youth in my community are becoming attracted to the VTC tourism and hospitality program."*

Since he entered the sector Mohammad has learned a lot and his outlook is bright. *"Although I don't hold a Tawjihi certificate, I now have a promising career and the hotel is helping me to develop many skills, for example I am taking English courses," said Mohammad. "I can now deal with guests and respond to their needs easier than when I began my career here."*

REFORM HOSPITALITY AND TOURISM PROGRAMS AT UNIVERSITIES AND COMMUNITY COLLEGES

LAUNCH NEW ACCREDITATION CRITERIA FOR TOURISM AND HOSPITALITY PROGRAMS

Based on feedback from private and public universities, USAID and the Higher Education Accreditation Commission developed accreditation standards and licensing procedures to govern tourism and hospitality education programs offered at college and university levels in Jordan. The new standards aim to enhance and develop education at Jordanian higher education institutions and contribute to the academic improvement of the hotel, tourism and event management programs, as well as reinforcing their ability to compete nationally, regionally and internationally.

USAID also developed a plan to improve and expand tourism and hospitality education in Jordan based on three areas: tourism and hospitality education policies, increasing access to quality programs, and curriculum development and teaching strategies. The Tourism Industry Academic Steering Committee (comprised of industry leaders, academics and policymakers) was established by the USAID tourism project to guide the process. In February 2012 the committee approved the plan, which was then implemented through the the Ministry of Higher Education and the Higher Education Accreditaion Commission. As a result, all universities and colleges in Jordan that offer tourism and hospitality programs are on their way to complying with these new national standards, thus raising the bar throughout the country.



▲ Capacity building for university deans, lecturers and others conducted by George Washington University.



COLLABORATION TO IMPROVE TOURISM AND HOSPITALITY HIGHER EDUCATION

Faced with an impending expansion of tourism and hotel activity throughout Jordan, the country is challenged to meet the demand for qualified and experienced human resources. The higher education sector must play its part in generating a supply of well-educated young people who genuinely want to join the industry and pursue meaningful career pathways, as academic institutions can give the youth of Jordan the skills they will need to get good jobs in the growing and competitive tourism and hospitality sector.

To address this issue, the USAID tourism project worked with the Ministry of Higher Education & Scientific Research and Ministry of Tourism & Antiquities to bring together public and private-sector representatives through a conference to discuss how tourism and hospitality education can respond to the urgent need for qualified personnel at all levels of Jordan's tourism industry. The National Conference on Innovation and Reform of Tourism and Hospitality Education in Jordan took place in February 2012.

A panel of international experts from recognized institutions such as George Washington University, United Nation World Tourism Organization, and the European Training Foundation were invited to share their experiences. A Strategy for Reforming Higher Education in Jordan's Hospitality and Tourism Sector was developed by the Tourism Industry Academic Steering Committee (TIASC) convened and chaired by the Minister of Higher Education and Scientific Research, and this was presented and distributed at the conference.

In follow up to the conference, tourism and hospitality faculty deans, lecturers and head of academic departments representing more than 18 universities and colleges from different parts of Jordan, in addition to representatives from the Higher Education Accreditation Commission and MoTA received training to build their capacities in the fields of academic quality assurance, academic standards, IT and research. The training was conducted by George Washington University and as a result, participants were equipped with the skills to improve programs and standards at their institutions and enhance research and IT utilization, in addition to achieving better quality assurance and planning.

SUPPORT CREATION OF UNIVERSITY OF JORDAN/AQABA DEPARTMENT OF TOURISM AND HOSPITALITY

To boost post-secondary school tourism and hospitality education in Jordan, an initiative was launched in May 2012 to upgrade the Faculty of Hospitality and Tourism at the University of Jordan in Aqaba into a model tourism-specialized faculty. This is designed to be replicated at other universities in Jordan. The USAID Jordan Tourism Development Project supported this initiative in various ways.

The curricula currently in use for the university's tourism and hospitality program was revised. University lecturers for the tourism and hospitality programs took part in capacity-building training organized by the USAID tourism project. Also, an annual conference on tourism and hospitality is being introduced to encourage exchange of knowledge in this area and maintain development and keeping up-to-date with new teaching methods, programs, training material, etc. The overall purpose is to nurture a research culture with a focus on tourism development in Jordan.

The USAID tourism project also supported the University of Jordan to establish an international link with George Washington University in the USA to exchange faculty and scholars, develop academic programs, exchange research and develop collaborative projects.



▲
Prof. Dr. Ekhleif Tarawneh, President of Jordan University, and Beth Paige, USAID Jordan Mission Director, following agreement to upgrade the Aqaba Department of Tourism and Hospitality.

REVAMPING THE HIGH SCHOOL HOSPITALITY (FUNDUKIA) PROGRAM

Jordan's highschool system includes a vocational education stream where students can select to study a range of vocations. One of these is hospitality, and this is called the 'Fundukia' program. The hospitality program offered at Jordanian schools did not live up to expectations and was in poor demand, which meant that most students on this program were from the lower academic ranks. Additionally, the curriculum and facilities were below par. To address this, the USAID tourism project worked with the Ministry of Education to reform the hospitality and tourism curriculum, as well as enhance teaching facilities and capacities for the high school Fundukia program.

The two-year Fundukia program is designed for students to enter after they have completed the tenth grade. However, before the USAID tourism project helped reboot the program, the Fundukia program was sadly behind the times and had a low completion rate. The USAID tourism project created a value chain approach to evaluate and assess the Fundukia program in about half the Jordanian Fundukia schools, 10 public and two private, in October 2009. The results clearly showed that the program was in need of comprehensive change, from updated facilities to enhanced curriculum reflecting international best practices and standards.



Students at the new Fundukia school for girls in Aqaba.



CREATING PARTNERSHIPS WITH INDUSTRY AND ACADEMIA

One of the outcomes of the value assessment was the creation of a High Level Steering Committee, teaming the USAID tourism project with the Ministry of Tourism and Antiquities (MoTA), the Ministry of Education (MoE), university and school representatives, the Jordan Hotel Association and other industry leaders to organize and coordinate the activities so that the updated curriculum clearly addresses infrastructure needs across the sector. The new curriculum is based on international best practices and standards and is adjusted to Jordan's culture. The curriculum was launched during the 2011 school year.

INITIATIVES AND PROGRAMS

The Steering Committee suggested changes to the entrance requirements for Fundukia, including: transferring to the academic stream from the vocational education stream, requiring a minimum acceptance grade of 70%, interviewing students prior to admission and specific improvements to schools.

FIRST FUNDUKIA PROGRAM FOR GIRLS ESTABLISHED IN AQABA

One of the most important changes was the founding of a Fundukia school for girls, the first in the Kingdom, which was built in Aqaba. It is a stand-alone school, emphasizing the importance of the program in Jordan. To effectively disseminate the updated curriculum and to highlight its seriousness, the USAID tourism project also trained teachers so that they could return to their schools and train other faculties. During the assessment it was discovered that although many teachers had completed academic hospitality programs, they had little or no substantive experience in the field. This led the USAID tourism project to offer internships for teachers, enabling them to develop their own professional capacity and teach more effectively. Additionally, it became clear that the Fundukia bureaucracy, both within the MoE and at individual schools, needed to be decentralized, with school administrators becoming more independent. By increasing the ability of administrators to make decisions specific to the needs of their own schools, and by enhancing the opportunities for industry mentoring, the current atmosphere of isolation that has plagued the program should be alleviated and opportunities for placement days and other exhibitions should be increased.

SUCCESS STORY

In partnership with



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ROYAL ACADEMY OF
CULINARY ARTS IS FIRST IN
JORDAN TO RECEIVE UNWTO
TOURISM EDUCATION
QUALITY CERTIFICATION



Tourism and hospitality programs were recently given the opportunity to obtain the Tourism Education Quality (TeqQual) certification, which is awarded by the United Nations World Tourism Organization (UNWTO) Themis Foundation.

The Royal Academy of Culinary Arts (RACA) has become the first institution in Jordan and indeed the first of its kind in the Middle East to obtain the UNWTO TedQual Certification. The USAID Jordan Tourism Development Project took the lead in introducing this certification program to Jordan, and with its support RACA made the impressive achievement of obtaining UNWTO TedQual Certification.

The Royal Academy for Culinary Arts has the distinction of being the first Jordanian educational institution recognized for providing high quality tourism education that is competitive on an international level.

RACA was delighted that their hard work paid off when UNWTO Themis Foundation announced the results of the rigorous in-situ audits, and they learned that they had obtained the certification.

"Having our culinary program accreditation from TedQual signifies that RACA is meeting and adhering to all policies and procedures required to provide quality education and a positive student experience." Anton Würsch Director of the Royal Academy of Culinary Arts said.

According to students at RACA, the whole institution participated in a process of critical self-evaluation against the highest international educational standards. What they valued most about the process was that all staff and students pulled together and put their best efforts into achieving the

certification, and that was more important they said than the actual paper or recognition received from TedQual.

During the process of applying for TedQual certification, USAID tourism project assisted and guided the Royal Academy for Culinary Arts (RACA) through the accreditation process, coordinated the administrative needs and funded the fees for accreditation.

Director of the RACA Mr. Anton Würsch noted, "To achieve and maintain accreditation the Royal Academy of Culinary Arts must be engaged in a process of continuous improvement. I am a firm believer that caring about quality education is a daily process and seeking accreditation validates that you are doing your job right."

This certification serves to boost tourism and hospitality education in the Kingdom, particularly at Jordan's colleges and universities, and consequently serves to strengthen the industry at large. The tourism industry plays a major role in injecting trillions of dollars into the world's economy, and Jordan's tourism industry is no exception with huge potential for local economic growth.

It is for that reason that USAID Jordan Tourism Development Project is committed to supporting universities and colleges around Jordan with full-time tourism or hospitality programs interested in the TedQual program, especially those institutions that focus on the needs of both of the student and the employer, and who demonstrate their determination to meeting the exacting standards of the UNWTO TedQual Certification.

INDUSTRY-BASED TRAINING

In order to better meet the needs of the Jordanian tourism sector, the USAID Jordan Tourism Development Project launched an effort to provide industry-based training initiatives to the sector. Four sets of courses were created as part of this initiative: first-aid training, safe food handling, English for tourists and hospitality skills development courses. The training sessions were designed based on responses from human resources experts and were targeted to fill industry gaps. The courses began in 2009 and have continued throughout the project.

17,116 tourism sector workers up-skilled through workforce development initiatives

FIRST AID TRAINING

In order to ensure safety standards at tourism facilities, the USAID Jordan Tourism Development Project organized first-aid training courses for hotel and restaurant staff. The USAID tourism project worked on curriculum development in cooperation with the Civil Defense Directorate (CDD), Jordan Hotel Association (JHA) and the Jordan Restaurant Association (JRA). The course equipped attendees with the basic skills needed to deal with various kinds of emergency situations that may arise at their places of work. Topics covered included CPR as well as appropriate responses to blocked airways, poisoning and animal or insect bites. The USAID tourism project sponsored the first set of courses in 2009, and in subsequent years JHA continued the project with continued USAID tourism project support for curriculum development.

NATIONAL PATHWAYS TO PROFESSIONALISM INITIATIVE

The Pathway to Professional initiative offers hotel employees on-the-job training and opens up opportunities for promotion and improved income. The initiative was launched by the Ministry of Tourism and Antiquities, Vocational Training Corporation, Higher Education Accreditation Commission and the USAID tourism project. The initiative was created by the USAID tourism project and features several courses and manuals in material development. Human resource and training managers from an initial group of participating hotels were trained to assess employees according to set profession standards within the Pathway to Professionalism program. The standards were developed in partnership between the USAID project, the VTC and the industry for ten hotel and restaurant occupational profiles. The program will be scaled up for replication by other companies.

“Raising awareness about food safety among food service providers is one of our priorities. The culinary experience is a big part of travel and it is very important that Jordan’s restaurants and food outlets meet international standards and provide a safe food experience for tourists and other restaurant guests. ”

H.E. Dr. Hayel Obeidat

*Jordan Food and Drug Association Director
April 2012*



SAFE FOOD HANDLING

Experiencing local food is a key part of any tourist's adventures. Accordingly, the USAID tourism project prioritized food safety and hygiene in the form of safe food training programs throughout Jordan. The one-day course introduced trainees to safe food regulation, food protection techniques, employee hygiene and facility sanitation. Participants included cooks, waiters, storekeepers, and food handlers from hotels and restaurants. The first set of courses was launched in 2009. To ensure project sustainability, the courses are now led by the Jordan Restaurant Association but the USAID tourism project will continue to provide support for the initiative under the new USAID Economic Growth Through Sustainable Tourism Project.

HOSPITALITY SKILLS

Hospitality skills are crucial to providing a welcoming atmosphere for guests at hotels and restaurants. As a result, the USAID tourism project developed hospitality skills courses to boost the quality of employee-guest interactions. The courses focused on guest courtesy skills, complaint handling procedures, up-selling and general interpersonal communication skills. Courses targeted a broad range of tourism professionals, including cooks, concierges, campsite supervisors and tour bus drivers.

ENGLISH FOR TOURISM

Another important facet of the industry-based training initiatives was English language training sessions. These courses were designed to develop essential English skills necessary for the tourism industry and for working with international customers. Participants underwent an intensive 24 instruction hours and course material focused on topics most pertinent to successful communication within the sector.

5. TOURISM AWARENESS



Throughout the project life, the USAID Jordan Tourism Development Project worked continuously to change Jordanians' misconceptions about the tourism sector through awareness campaigns. Once a job of last resort, positions in the tourism and hospitality industry are slowly starting to be considered as a career of choice, with more positive views on the local benefits of tourism. However, overall perception of the industry, even among policymakers, still faces several obstacles. In order to continue its successes, the USAID tourism project embarked on a National Tourism Awareness Plan to reach millions of Jordanians, both young and old.



◀ Minister of Tourism & Antiquities HE Zeid Gousous officiating national tourism awareness campaign





▲
Students attend announcement of the 2011 National Tourism Awareness Painting Competition.

NATIONWIDE CAMPAIGNS

In November 2009 the results of a National Tourism Awareness Survey, which polled thousands of Jordanians from students to policy makers that year, were revealed. The study showed a challenging environment for the growth of tourism-related employment and even policymaker support for the industry. To counter this, a National Tourism Awareness Plan, which aimed to reach three million Jordanians, was launched to representatives from academia, the vocational training sector, the media, investors, policymakers and others.

YOUTH AWARENESS

Nationwide tourism awareness painting competitions were held at the end of the year between 2009 and 2011 at schools across Jordan. Thousands of school children submitted drawings representing how tourism enriches their lives. A panel of judges comprising representatives from the ministries of education, tourism and antiquities, and culture, along with the USAID tourism project and the Artists Union selected the top paintings and winners were awarded.

A similar competition targeted university and college students, and sought to increase their interest in and awareness of tourism through photography. The tourism photography competition was held in cooperation with MoTA and the Ministry of Higher Education and Scientific Research. It was launched in October 2010 and ran for a month to enhance awareness among students of the importance of



◀ Acting Mission Director Dana Mansuri with Minister of Tourism & Antiquities HE Maha Khatib at 2009 students' tourism awareness painting competition awards ceremony.

tourism and the careers and opportunities that it offers. Private sector sponsorship was secured and a site was set up for the competition to allow students to upload their photos. The students who took the 20 winning photographs were awarded at a an official ceremony and the photographs were used to create a mobile exhibit to tour Jordan and reach out to more students and communities to boost tourism awareness. The first exhibit took place in Aqaba in December 2010, and others were held in Amman in 2011.

Tourism awareness activities conducted		Number reached
2009	Survey and awareness plan shared, training for teachers and students, national school painting competition	1,452,700
2010	Training for tourism workers around Jordan, school painting competition, university photo competition, tourism career days.	2,532,700
2011	Tourism awareness outreach events for women, policy makers and youth	706,090
2012	Radio campaign and awareness training for youth and others	81,590
Total number of Jordanians reached through tourism awareness activities between 2009 and 2012		4,773,080

OUTREACH THROUGH MEDIA

As part of USAID's role in implementing the National Tourism Awareness Campaign to enhance local perceptions of tourism sector the project facilitated a number of events. A series of interviews and discussions were aired on various media programs, both on radio and television. These were featured on both the Jordanian National Radio Station and the Jordan University Radio and discussed various topics, including the role of Jordanians in protecting Petra, and tourism development projects in Petra, Salt and the Amman Citadel.

In addition, the project worked with the University of Jordan to deepen awareness about tourism in Jordan by taking part in a series of 50-minute programs on the UoJ radio channel on a weekly basis. Three on-air interviews were given, which discussed the project in general and several areas of its work. These included reforming hospitality and tourism education in Jordan, job opportunities in the tourism sector and scholarships given to students, a success story of a female scholarship student, and the tourism trails in Ajloun and Salt.

The project also supported a tourism awareness effort for young Jordanians, whereby in May 2012 more than 300 disadvantaged children from Ein Al Basha visited the Children's Museum where they were introduced to tourism activities and taught road safety.

PRESERVING CULTURAL HERITAGE

In light of the growth in Jordan's tourism industry, the USAID Jordan Tourism Development Project advocated for communities to embrace tourism while preserving Jordan's unique cultural heritage and historical sites. As part of these efforts, the USAID project developed and launched an awareness campaign in coordination with PDTRA that highlighted the need to preserve Petra. A brochure with practical tips on how to protect Petra was developed and 100,000 copies were printed and distributed at the visitor center and the Petra gate.

Also, awareness workshops to promote the protection of Petra were held for rangers, guards, restaurants, hotels, horse guides, tour guides, tour operators, and visitor center staff in 2010. Around 300 people from Petra's local communities attended.



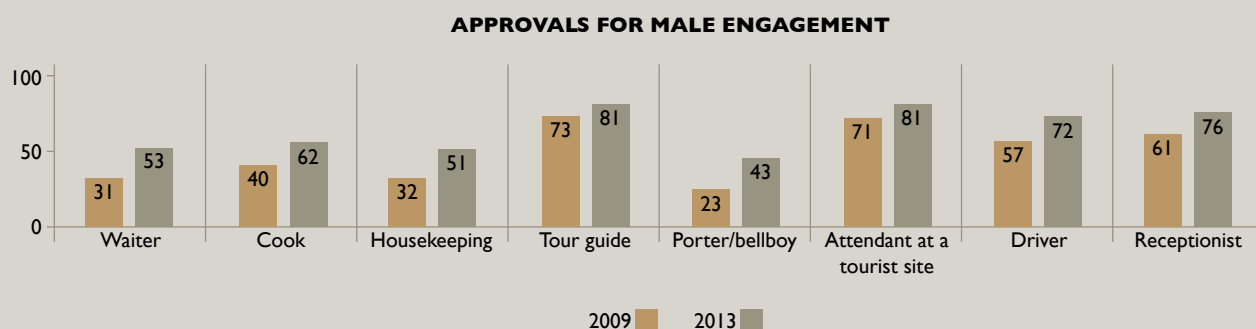


▲
Disadvantaged children from Ein Al Basha visit the Children's Museum Jordan.

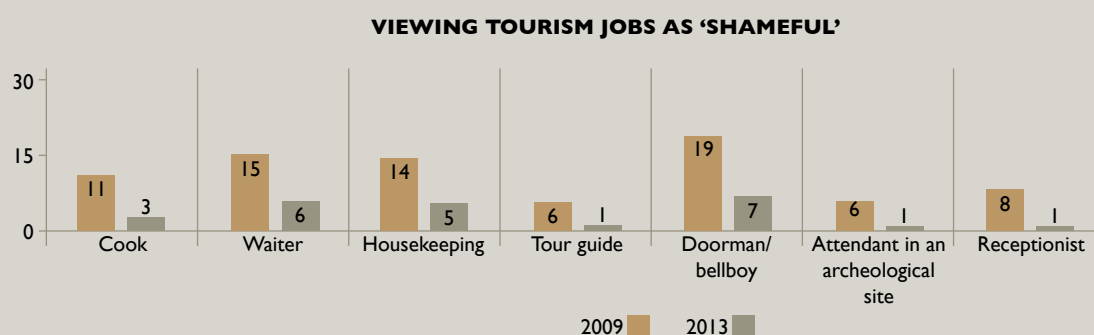
HIGHLIGHTS FROM NATIONAL TOURISM AWARENESS SURVEY 2013

In 2013 a further tourism awareness survey was commissioned to determine changes in perception, if any, with regards to tourism. Below are some of the results.

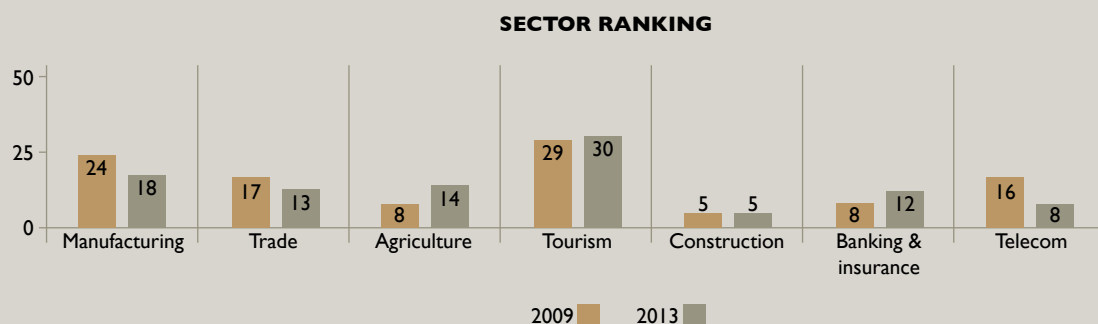
If asked for an advice, 67% of parents (65% in 2009) said they would encourage their son to study a tourism specialization. Also, approval of jobs in tourism for young men has increased considerably over the last few years as demonstrated below.



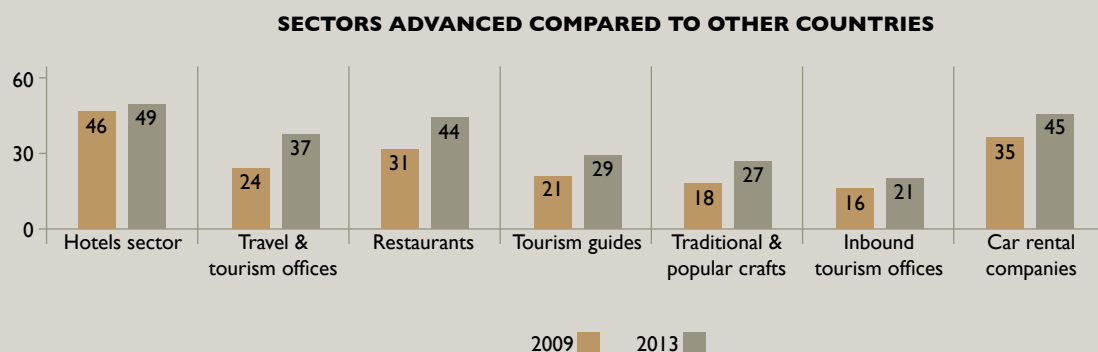
When parents were asked whether various jobs in tourism were considered 'shameful' there was a consensus that they were not. 2013 results clearly show a positive drop in such negative perceptions.



In assessing the importance of tourism to Jordan's economy compared with other sectors, teachers, trainers and instructors at hospitality and tourism educational and training institutions gave it the number one ranking.



Hospitality and tourism teachers and trainers believe certain sectors of the tourism industry are quite advanced in Jordan compared with other countries.





6. MARKETING JORDAN AND PRESENTING NEW EXPERIENCES

To help Jordan stand out in an increasingly competitive global marketplace, the USAID Jordan Tourism Development Project placed particular emphasis on international destination promotion. Activities supporting marketing Jordan internationally focused on elevating Jordan's global image to enhance its attraction as a tourism destination, strengthen the capability of national and trade players to reach international markets and introduce cutting-edge strategies and tools for deepening presence in existing markets and attracting visitors from new geographic markets and niches. The USAID tourism project supported Jordanian tour operators and service providers to effectively reach their target audiences, and convert business to bookings by distinguishing themselves against competing destinations and exploring emerging niche markets for continued growth. In coordination with local partners and the involvement of international experts, the USAID tourism project implemented comprehensive vanguard initiatives to help the industry advance Jordan's competitiveness internationally as a tourism destination of choice.

This project was implemented during a period of considerable turmoil in adjacent countries, which resulted in a drop in the number of visitors to Jordan due to misconceptions about its stability. Arrivals into Jordan had also been negatively impacted among the long-haul markets that traditionally seek multi-country itineraries. Since Jordan was traditionally promoted with Egypt or Syria by tour operators, turmoil in these countries caused a drop in this market segment. The USAID tourism project's marketing efforts aimed at allaying tourism source market fears and combating misconceptions to stem the decline and encourage visitors by demonstrating that Jordan is a safe, stable and attractive tourism destination. This was achieved through concerted marketing initiatives, such as tourism media familiarization trips, trade missions and road shows. As a result, new source markets were developed, a new air route established, significant positive media coverage in foreign markets was generated and sales relationships were established and expanded.



INCREASING JORDAN'S TOURISM TRADE INTERNATIONAL SALES CAPABILITY

"KNOW YOUR MARKET TO GROW YOUR MARKET" SEMINARS

The "Know Your Market" series launched in October 2010 to assist tourism service providers in developing marketing plans for specific countries. Over a two year period, sessions were held every few months and the local tourism sector was invited to learn about key tourist markets for Jordan. Twelve markets were covered, with international experts speaking on each source market at every event, along with information from Jordan Tourism Board market-based representatives. Sessions focused on the size and potential of each market as well as market segments, trends and insights, potential growth opportunities, media opportunities and how to boost growth from those markets. Speakers provided firsthand information to aid better penetration of target markets and the highest potential market segments, highlighting enhanced tour itineraries that will appeal specifically to these markets and segments and in turn increase sales and tourism arrivals.

The series covered the travel markets of the United Kingdom, Brazil, Australia, the United States, Russia, China, India, Italy, Spain, Turkey, the Netherlands and Germany. Sessions targeted both new and traditional source tourism markets and aimed to strengthen niche, segmented, and product marketing initiatives. For example, "Know Your Market" segments on Brazil have emphasized Jordan's potential as a major religious tourism site, while sessions on Turkey focused on linking it with Jordan in joint itineraries which will be marketed to the rest of the world.

The "Know Your Market" program was highly successful and was attended by over 1,000 representatives of Jordan's tourism sector.



MARKET GROW OUR MARKET

AUSTRIA
FRANCE
GERMANY
INDIA
ITALY
JAPAN
RUSSIA
SPAIN
UK
USA



“I see this seminar as a great opportunity to learn from the experts. The valuable information provided by them will give insight into market trends and traveler preferences. This will help us, the Jordan Tourism Board and the industry to adopt more effective marketing strategies that are based on the requirements of each market and its segments. This will put the sector collectively on the same track towards increasing tourist arrivals from such an important emerging markets (Brazil and Australia) which will lead into an increase tourism revenues.”

H.E Dr. Abed Al Razzaq Arabiyyat

JTB Managing Director
July 2012

▲
A speaker at the Know Your Market workshop on Russia.

'KNOW YOUR NICHE'

In December 2012 the USAID Jordan Tourism Development Project took further steps to help Jordan's tourism sector tap into new niche markets by launching a new workshop series "Know Your Niche to Grow your Niche." This series was held in cooperation with JTB and JTOA.

Experts of the various niche travel areas which Jordan has potential to develop came to Jordan over the course of a year to share insights into how to reach these markets. The niches covered were eco-tourism and adventure travel, incentive travel, faith-based travel, family holidays, food travel and meetings and conventions. The seminars helped Jordanian tourism firms learn how to capitalize on and develop these important niches by immersing staff in customer preferences and aiding them in designing attractive services, itineraries and packages that will sell. Over 500 tourism professionals attended the seminars, representing a wide range of tourism service providers.

Facilitated through USAID tourism project support and funding, Jordan's private sector also participated for the first time in AIBTM, the specialized "incentives, business travel and meetings expo" in the US, attending under the umbrella of Jordan Tourism Board. Thirteen Jordanian businesses participated in the Chicago event, holding business to business (B2B) meetings with US based buyers.

To reach consumers directly, and make them aware of JTBNA social media channels, another grant to JTB funded Jordan's presence at the prestigious Travel and Leisure American Express travel show targeting high-end consumers and travel media. The show was attended by almost 5,800 people including 600 travel trade and travel journalists.

TOURISM NICHEs PRESENTED

1. Faith-based
2. Ecotourism
3. Food
4. Adventure
5. Family
6. Meetings, conferences, events (MICE)
7. Motorcycles
8. Incentives

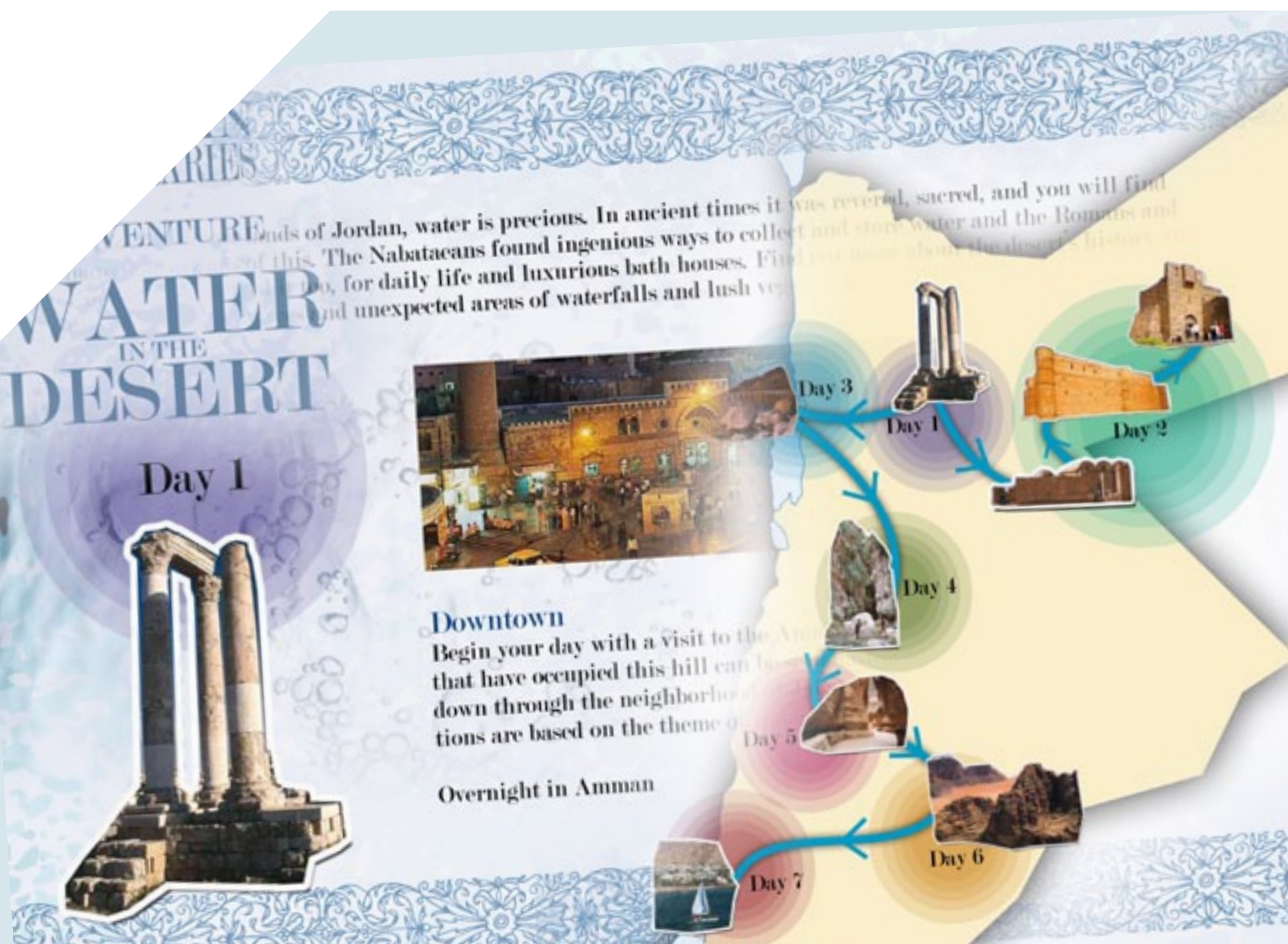


NEW NICHE TARGETING MOTORCYCLE ENTHUSIASTS

The Royal Motorcycle Club of Jordan's (RMCJ) new training center was established through support from the USAID Jordan Tourism Development Project in order to introduce a new niche tourism market to Jordan. The new niche market attracts visitors to enjoy motorcycle tours of the country. With USAID support, promotional activities and development of a website, the RMCJ attracted international club bike tours with a marked increase in motorcyclists touring Jordan in 2013, from Estonia to Saudi Arabia.



▲
At the new training center of the Royal Motorcycle Club of Jordan.



DEVELOPING NICHE ITINERARIES

To further assist the sector in reaching new niche tourism markets, themed itineraries were developed to demonstrate how the attractions and activities Jordan has to offer can be presented in different ways to interest different types of travelers.

The USAID tourism project also supported attempts to expand into niche tourism markets through an emphasis on off-the-beaten track experiences, adventure, religious and eco-

tourism. The project worked with JTB and JTOA to brainstorm experience themes and new itineraries to share with local and international tour operators.

During a tour operator road show to Brazil in summer 2012, emphasis was placed on Jordan as a religious tourism destination. Participants hoped to market Jordan as a great option for Anglican and Catholic pilgrims by offering special tours of Biblical Jordan, highlighting important sites such as Mt. Nebo.

CERTIFIED MEETINGS PROFESSIONAL (CMP) PROGRAM

The meeting, incentive, convention and exhibition (MICE) segment is gaining ground as a lucrative and promising niche for Jordan's tourism industry. To help Jordan tap into this emerging market, the USAID tourism project, JTB and JTOA launched the first Certified Meetings Professional (CMP) program in Jordan in September 2013. Over 30 Jordanian professionals representing event management companies, destination management companies and hotels active in the meetings and conventions industry were accepted to the program.

The MICE market is very lucrative with proven high economic returns for destination countries. One recent study on 'The Economic Significance of Meetings to the U.S. Economy' revealed that the U.S. meetings industry directly supports 1.7 million jobs, generated \$263 billion in spending and contributed \$106 billion to GDP.

Implemented by the US Professional Conventions Management Association, the CMP is an international accreditation program for professionals in the MICE industry. 34 Jordanian professionals representing event management companies, destination management companies and hotels active in the meetings and conventions industry enrolled in the CMP program. By implementing the highest standards of quality and professionalism, local CMPs will contribute to growth in the sector by enhancing Jordan's reputation as a prime destination for meetings and events in the region. The CMP credential enjoys worldwide recognition as the badge of excellence in the meeting, convention and exhibition industry.

The program in Jordan will run until February 2014, continuing under the USAID Economic Growth Through Tourism Project.

2,627 tourism industry professionals training to help market the sector, through digital and social media, targeting new, existing, and niche markets, and more.

GROWING THE CRUISE SHIPS MARKET

The USAID tourism project supported Jordan Tourism Board (JTB) by financing the JTB cruise marketing team member's participation in the Seatrade Cruise Master class, an intensive five-day course led by cruise industry experts in the United Kingdom in July 2013. The course offers a comprehensive introduction to all areas of the industry and prepares participants for the everyday challenges of their industry, fully furnishing them with up-to-the-minute knowledge from experts. The course included subjects such as "Marketing and distributing the cruise product" and "Niche cruising: the expedition cruise markets." The course aided JTB in developing and implementing its cruise market sector development plans in collaboration with ASEZA.



“The future of Jordan is in tourism. The industry is very sensitive, but absolutely resilient.”

H.E. Dr. Taleb Rifai

UNWTO Secretary General

In a speech during the June 2012 International Conference on Seizing Tourism Market Opportunities in Times of Rapid Change held at the Dead Sea in Jordan.

IMPROVING TRAVELERS' PERCEPTIONS OF JORDAN AS A DESIRABLE, STABLE DESTINATION IN MULTIPLE MARKETS

OPENING UP SOURCE MARKETS

In light of regional turmoil and as the number of tourist arrivals and expenditure in Jordan continues to grow, it has become increasingly important to expand into new tourism markets. The USAID tourism project implemented a program within the industry to help Jordan stand out in a competitive global marketplace and help open Jordan to new source markets. Familiarization (FAM) trips and road shows are two vehicles through which the USAID tourism project has sought to meet that goal.



IMPROVING JORDAN'S INTERNATIONAL IMAGE AS A TOURISM DESTINATION TO RETURN TO GROWTH

USAID tourism project funded 120 international economic and travel journalists to promote travel to Jordan through participation at the international conference on “Seizing Tourism Market Opportunities in Times of Rapid Change” jointly organized by the Jordan Tourism Board, the UN World Tourism Organization (UNWTO) and the World Travel and Tourism Council (WTTC) and held under the patronage of His Majesty King Abdullah II. This conference took place in June 2012 and the purpose was to underscore Jordan's image as a safe travel destination, to achieve positive foreign media coverage for Jordan, and strengthen ties between Jordanian tour operators and their international counterparts.

FAMILIARIZATION TRIPS

FAM trips are a tool used by the travel industry to familiarize potential partners with a destination and its services. In the case of Jordan, FAM trips were organized for media representatives from different source markets, as well as foreign tour operators and travel agents. The goal of these trips was to introduce participants to the wide range of products and experiences available in Jordan in order to attract more visitors. The USAID tourism project partnered with JTB and JTOA to organize these FAM trips, which took place every spring since 2010. The FAM trips included travel media, tour operators and other tourism representatives from the United States, Canada, Mexico, Turkey, Brazil and Australia. These countries are considered new source markets with high potential that require heightened media coverage and exposure.

The FAM trips so far have resulted in more than 300 travel articles and TV reports in a wide range of international media print and online publications and channels, reaching millions of readers around the world and introducing them to the wonders of Jordan.

A significant outcome of the FAM trips was the deal struck between CVC Brazil - the largest tour operator in South America - and a local ground handler that will see travelers sent to Jordan in greater numbers and for extended lengths of stay; the partners will coordinate directly with each other as opposed to through a third country tour operator, which has been the practice up till now.



Between 2009 and 2013

- USAID supported **212 travel journalists** to visit Jordan
- They wrote more than **300 articles** about Jordan as a travel destination
- Articles featured in publications that had a collective **circulation of more than 223 million**
- The total **media value** was almost **\$9 million**

TURKISH MARKET TO BOOST TRAVEL TO JORDAN

USAID tourism project initiated a partnership with Turkish Airlines aimed at increasing inbound traffic from Turkey that included hosting three press trips. A new route to Aqaba was started and the press trips resulted in the airing of a travel documentary on Jordan on Turkish TV stations, a six-page spread on Jordan in the in-flight magazine and a series of articles on Jordan in different travel media in Turkey. The plan aims to start attracting Turkish travelers to Jordan, who tend to be more aware of Jordan as a stable country – in spite of regional turmoil - as well as to package Jordan with Turkey for some of the European and long haul source markets. Efforts to develop the Turkish market included support to JTOA to co-host, along with RJ, a group of ten top producing Turkish tour operators and travel agents who toured the country and met with Jordanian counterparts to develop business opportunities.

JORDAN'S TOURISM HORIZONS CONTINUE TO EXPAND THROUGH ISTANBUL-AQABA ROUTE

A new route was launched in April 2013 that links Aqaba with Istanbul via three weekly flights. This is the outcome of an initiative between ASEZA and Turkish Airlines, facilitated by the USAID tourism project. In March, Jordan's tourism sector, including tour operators and hotel representatives, received first-hand information about the new regular route, how it will impact tourism in Jordan and how the sector can capitalize on it to grow business at an event organized by USAID Jordan Tourism Development Project. To date, both incoming and outgoing flights have been at 70% capacity, which indicates the interest in Jordan as a tourism destination as well as the positive impact on the tourism industry as Turkey - as a market source - continues to grow.





OPENING THE BRAZILIAN AND AUSTRALIAN MARKETS FOR TOUR OPERATORS

Road shows are another method used by the USAID tourism project to introduce Jordanian tour operators and other sector participants to new markets. These road shows take Jordanian tour operators abroad to potential new source markets. Road shows are a terrific opportunity for domestic tour operators to network with their international counterparts and to share what Jordan has to offer as a tourist destination. The USAID tourism development project has supported JTB road shows by subsidizing costs, allowing participants to develop ties with their foreign counterparts without detrimental costs in both Brazilian and Australian markets.

One-on-one trade missions for Jordanian tour operators were funded by a USAID grant, reaching over 500 Brazilian and Australian journalists and tour operators, enabling Jordanian companies to establish sales channels with their Brazilian and Australian counterparts in three major cities in each country. The number of Brazilian travelers increased by 10% between 2011 and 2012, and the number of overnight visitors showed an increase of 33% compared to the same period in 2012.

▲
Turkish media on a tour of Jordan stop at the sea level marker to film a report on the way to the Dead Sea.

Expanding Jordan's Travel Agent Network in the USA and Other Markets

An increasing number of travelers utilize online tools to research, plan, book and share their holidays. In 2012 online tourism bookings exceeded \$160 billion from the US and Europe alone, demonstrating the significance of this new medium. Therefore, it is crucial that Jordan's tourism industry expands its online presence in order to remain globally competitive. Toward this objective, the USAID Jordan Tourism Development Project implemented a robust initiative

entitled Taking Jordan's Tourism Into the Digital Age. This utilized a combination of online promotion and social media at the destination level to promote Jordan internationally. Locally, online marketing efforts included informing and training hoteliers, tour operators and small and medium enterprise owners on how to incorporate online and social media in their marketing and sales mix in order to achieve healthier results. Such activities included:

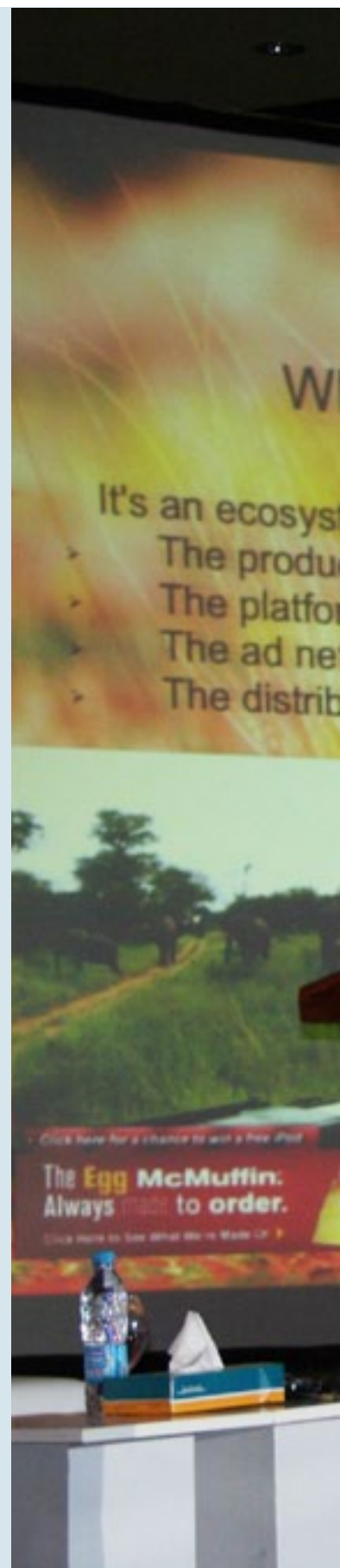
TAKING JORDAN INTO THE DIGITAL AGE INITIATIVE

Strengthening online tourism marketing capability

In order to make use of the abundant opportunities available through digital and social media, USAID tourism project initiated a series of conferences and workshops aimed at strengthening capacity within the sector to utilize these channels to improve awareness, marketing and sales of tourism experiences, services and facilities. Over 1000 tourism professionals attended the social media conferences and workshops that were delivered by over 15 international experts from around the world.

USAID began by organizing two conferences on E-marketing and E-business in 2011. A grant was then awarded to JTOA in 2012 to implement this initiative by delivering a conference on "Mastering Social Media to Boost Marketing and Increase Sales" that also included a two-day capacity building program for interested local digital and social media agencies. The capacity building program helped 35 social media marketing professionals who attended learn how to address and respond to the growing demand in the tourism sector via social media.

The USAID tourism project signed an MOU with STS, Jordan's largest IT company and systems integrator specializing in e-payment solutions to ensure that the tourism sector receives favorable rates when using their online payment gateways, which are essential for online bookings, payments and purchases.





▲
International digital media expert trains representatives of Jordan's tourism sector to use social media to market their products.

“Jordan’s unique selling point is ‘Jordanians’; the Arab hospitality that we are not used to in the US. It’s not just Petra, it’s your people.”

Peter Greenberg

US Broadcast travel editor, producer and author
November 2010

BOOSTING JORDAN’S ONLINE PRESENCE

Going Social

In October 2012, the project kicked off a new series of workshops on how businesses can reach and engage with their target audience by using specifically tailored social media. The workshops explained how to gain maximum exposure on social media channels that are relevant to their businesses and target audience. The workshops were delivered by experienced social media experts with huge international exposure and experience gained from working with countries and entities facing the same set of challenges and aspirations. The hands-on workshops targeted tourism service providers, tour operators, hotels, guides, destination management companies and organizations such as ASEZA and PDTRA. Around 200 people attended the workshops where they were trained to use social media to boost bookings.

Furthermore, through a grant and support to the Jordan Tourism Board (JTB), Jordan expanded its reach to wider segments and market niches in the United States and Canada by setting up and developing the social media presence of JTB North America office, which was the prelude for targeted and dedicated social media campaigns implemented by a professional American firm. Support also included hosting 12 bloggers from the United States and Canada whose articles were published through blogs and online sites generating over 29 million impressions, 65 articles and tweets and ad-value equivalent to over \$62,000 - all within six months after

their visit. Such media trips help to increase awareness and boost interest amongst North American and other international travelers in Jordan as their next potential travel destination.

CREATING WEBSITES TO SUPPORT SMALL BUSINESSES

The USAID tourism development project built 20 websites for small business grantees around the country; producing English language content, design and purchasing the website licenses and domains. The websites were launched in August 2013 and the grantees - including handicraft shops, restaurants, bed & breakfasts and tourism trails and attractions - were trained on how to manage and update their own websites. Websites can provide small businesses with tangible benefits such as helping to find and connect with new customers, making the business look professional and established, and sell products and services online.



72 HOURS IN JORDAN

International digital strategist and globetrotter Jesse Desjardins spent 72 hours touring and exploring Jordan in 2010 and shared his experiences online in a campaign to demonstrate how Jordan can be promoted through social media. The activity was organized by the USAID Jordan Tourism Development Project ahead of a conference on e-business for the tourism sector. Throughout the tour Jesse blogged, tweeted, updated, posted and uploaded as he went, sharing his travel experiences online.

From browsing around downtown and dining at some of the city's trendiest nightspots in Jordan's modern capital, to travelling along the ancient King's Highway and seeing the Nabataean wonder of Petra, he covered many of Jordan's highlights in his intensive three-day trip.

"Jordan is absolutely amazing and there's too much to do here in three days. There is so much history, and the hospitality – I've never seen hospitality like this before," commented Jesse.

Jesse set up a '72 Hours in Jordan' Facebook Page, which was liked by over 1000 fans in a short period of time, and he posted more than 200 photos and 26 videos which engaged hundreds of users.

"Breathtaking! I want to visit now," commented Kimberly Genevieve, one of the page fans, on a photo of the Dead Sea.

Jesse was accompanied on his trip by the Travelocity gnome, which travels all around the world and had never been to Jordan before. Jesse explained, "The gnome was given to me as a gift by Travelocity and it has brought me good luck as I travel. So I brought him to Jordan and photographed him in front of all the main sites I visited, and will be sending these to Travelocity."

Jesse's experience and the responses and interest generated by his social media content were presented and discussed at the USAID supported e-business conference to highlight how social media can be measured in business and conversion terms and how powerful it can be for driving actual sales.



EXPANDING VISITATION OPTIONS AND IMPROVING DESTINATION INFORMATION

GEO-LOCATION AND TAGGING JORDAN'S TREASURES

The project kicked off efforts to geo-locate and tag a number of key sites in Jordan including Petra, Wadi Rum, Jarash and Amman's key attractions: the Citadel, Roman Theater, Jabal Amman trail, Al-Balad trail, galleries and museums. Geo-location is a common tool used by many travelers when researching travel destinations before and during travel. It is used to discover more of what exists in close proximity to certain locations and sites, thereby increasing the menu of visitation options and extending stays in a given location. The project geo-tagged more than 350 sites and attractions around Jordan.

DISCOVERING MADABA ON FOOT

The USAID tourism project supported the development of the Madaba Magazine, Madaba Quick Guide and Madaba Walking Trail in cooperation with the Madaba Tourism Development Association. These informative publications, which have been widely distributed around Jordan, show visitors to Madaba that there are a wide range of activities, shops, restaurants and services that warrant longer stays and greater interaction with the city.



In June 2013, within three weeks of implementing the marketing plan, Dalili was the most installed application in the local (Jordan) App Store and the third most installed application in the Play Store's "Travel & Local" category (7,000 installs from Apple App Store and 6,000 from Android Play Store).



MOBILE GUIDE TO JORDAN

Through a grant from USAID, the project assisted in the creation of the mobile tourism application "Dalili." The application helps visitors identify places of interest and provides them with relevant information using their cell phones. The project's support included identifying more than 2,000 GIS coordinates as well as helping with marketing and training Dalili's staff on social media, leading to over 2,500 Facebook "likes" on its fan page in just one month. The application contains about 4,500 Point of Interest (POI) categorized in 45 categories which are connected to Google Maps.



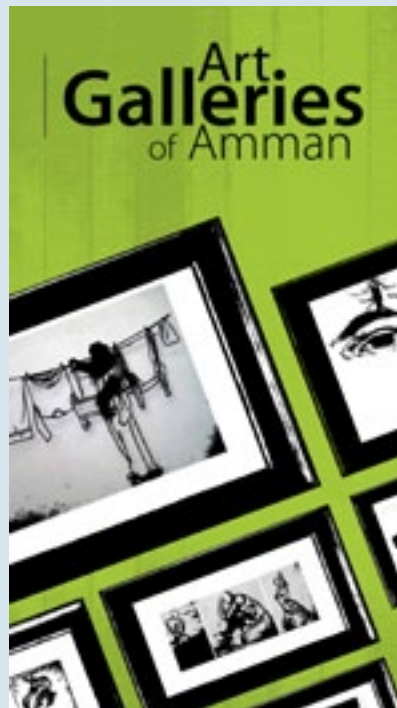
"Before when I used to visit Amman, I had to rely on people telling me where to go and how. Now I can finally enjoy Jordan's treasures as an independent traveler-and for free! "

Christopher Sanly
Apple Customer
June 2013



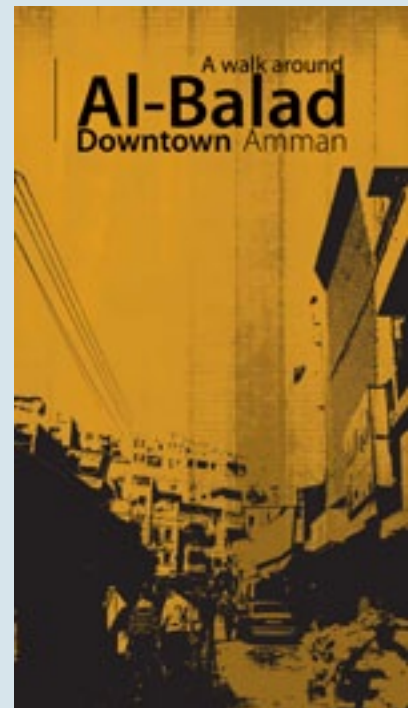
CONCIERGES PROMOTE VISITOR EXPERIENCES

A training program was held for hotel concierges in Jordan, boosting their knowledge of tourism products and experiences that exist in and around Amman. The training entailed information seminars along with site visits and took place at the end of May 2012. The 35 participants from 15 hotels and information centers were given an overview of tourism as a global industry, tourism types, segments, facts about Jordan tourism and the story of Amman. Positive interaction with well-informed front desk staff helps to enhance visitors' experiences and to encourage repeat visits and longer stays to discover more of the country.



HIGHLIGHTING AMMAN'S ATTRACTIONS

Visitors often bypass Amman on their travels through Jordan, yet the city has much to offer in terms of culture, cuisine and sites of interest. To highlight these attractions and guide visitors through the city, three themed brochures were developed by USAID Jordan Tourism Development Project and distributed throughout Jordan. The brochures suggest a number of attractions in Amman to visitors and will ultimately increase their length of stay in Amman, in addition to offering local businesses an opportunity to grow and expand their sales.





A NEW AMMAN VISITOR INFORMATION CENTER AND WALKING TRAIL CREATED

The throngs of people filling Jabal Amman's streets, cafés and shops testify to its increasing popularity as a hub for culture and entertainment in the capital. The Jabal Amman Residents Association (JARA), with financial and technical support from USAID, launched the Jabal Amman Visitor Information Center and Jabal Amman Walking trail mid-2012. The self-guided urban trail brochure guides visitors through the area on foot,

stopping at key historical and cultural attractions and can be picked up at the visitor information center, which also houses an interpretive exhibition on the history of Jabal Amman and how its inhabitants shaped Amman as we know it. This initiative attracts visitors and locals alike who are spending more time discovering the area's attractions, which is supporting its local businesses and economy.



ESTABLISHING NEW ATTRACTIONS

The Fuheis Christmas Festival was launched under the patronage of HM Queen Rania Al Abdullah in December 2008 to market Fuheis as a holiday destination during the Christmas season targeting local tourism as well as foreign expatriates in Jordan, the Gulf countries and Arab visitors from the region. The annual festival has succeeded in attracting thousands of visitors every year. It is organized by the Municipality of Fuheis and the Fuheis Heritage Preservation Society with grants and technical support from the USAID Jordan Tourism Development Project. The weekly program of daily activities leading up to Christmas include a bazaar, Christmas carols, live music, drama performances and children's entertainment. Handicraft stores and local restaurants experience a surge in business and sales and exposure during this period have exceeded expectations.



▲ The opening of the 2008 Fuheis Christmas Festival.



▲
The Amman Centennial Parade.

The Amman Centennial Parade, hailed as the biggest event of its kind in the region, was supported by the USAID Jordan Tourism Development Project, which is backing a Greater Amman Municipality (GAM) strategy to develop Amman into a tourism destination by focusing on events and festivals as a key tool to achieve this goal. As well as attracting tens of thousands of Jordanians, it was a great experience for visitors to Jordan who got a creative insight into the history and culture of the city.

“Al Urdon A7la” Domestic Tourism Campaign: USAID supported MoTA’s two year domestic tourism campaign named ‘Al Urdon A7la’ through technical support, campaign coordination and covering the cost of advertising. The initiative encourages Jordanians and Arabs to spend their holidays in Jordan, rather than travelling abroad. As well as giving locals the opportunity to discover their own country, it benefits the Kingdom by boosting tourism at a time when regional events have led to a significant downturn in foreign tourists. The ministry worked with its hotel, restaurant, travel agent and bus partners to craft specialized itineraries that are family-oriented and offered at affordable prices.

GRANTS AWARDED BY THE USAID JORDAN TOURISM DEVELOPMENT PROJECT II

TOURISM PLANNING AND GOVERNANCE

GRANTEE	PROJECT
Jordan Federation of Tourism Associations	Facilitated update of the National Tourism Strategy for 2011-2015 to guide the sector's development over the next five years. Supported MoTA to enhance client servicing through renovated premises for public services and queuing system.
Amman Institute for Urban Development	Provided strategic, technical and managerial project-level support to MoTA for implementation of World Bank-funded urban rehabilitation project in five cities.

TOURISM PRODUCTS & SERVICES

GRANTEE	PROJECT
Royal Society for Conservation of Nature (RSCN)	Developed the Ajloun Tourism Nature Trail in coordination with the local community to create a new tourism product, extend length of stay and spending in Jordan, establish the area as a unique destination and bring tourism benefits to the residents of the area. Extensive small tourism enterprise training was conducted resulting in the launch of 20 home-based tourism projects and a camp along on the Ajloun nature trail, thus creating new jobs.
Salt Development Corporation	Developed the Salt Heritage Trail as an urban tourism attraction to preserve and highlight the cultural heritage of Salt. Supported Salt Development Corporation to build capacity to manage the heritage trail and upgrade 13 business serving the trail, including coffee shops, restaurants and handcraft producers.
Aqaba Maritime Tourism Society	To improve the Aqaba glass boat experience as an attraction for tourists, 90 boats were renovated and equipped with first aid kits, fire extinguishers and life jackets. Marketing was supported by printing brochures and promoting the experiences at local hotels and restaurants. Aqaba glass boats support the livelihoods of at least 100 families.
JabalAmman Residents Association (JARA)	1. Supported implementation of new Citadel Nights Festival at the Amman Citadel in partnership with MoTA to create new evening entertainment options and to attract visitors in the summer season. 2. Another grant helped promote the summer weekly Friday Jabal Amman community market (JARA) to expand this landmark cultural event in the city and increase visitor numbers and sales of community exhibitors. 3. Established Jabal Amman's first visitor information center to offer tourists information about the area and the range of experiences and attractions available to them. 4. A new Jabal Amman Walking Trail was created that showcases the heritage of one of Amman's quaint older neighborhoods for an immersive community-based visitor experience.
Children's Museum Jordan	Funded equipping a restaurant and snack service outlets, improved operations of the museum and income generation by enhancing fundraising and capacity for exhibit design and interactive programs, and improving visitor services standards.
Jordan Museum	Participation in the Deaf Nation World Expo and development of an outsourced café concept that would generate revenues for the museum.

Fheis Orthodox Charitable Society	Supported organization of a Christmas festival and bazaar to help the town become a Christmas and holiday destination for locals, Arab visitors and foreign expatriates from regional countries. The overall aim is to add to Jordan's tourism offering, reach a new market and help reduce seasonality.
Amman Centennial Parade via I Jordan	Project: Supported the first and biggest parade to take place in Jordan on the occasion of the centennial celebrations of the Greater Amman Municipality, which was implemented by the municipality and private sector to promote Amman as a destination city for tourists.
The Arab Forum for Cultural Interaction (Bait Al Anbat - Petra)	1. Supported Wadi Musa (gateway to Petra Archaeological Park) local community to establish income generating handcraft projects. 2. Funded an awareness program to enhance protection of the Petra Archaeological Park.

TOURISM SERVICES & QUALITY

GRANTEE	PROJECT
Hotels and restaurants in Wadi Mousa	To enhance tourist dining options and increase business opportunities for small businesses, the project provided 14 grants to local hotels and restaurants in Wadi Musa that upgraded their facilities and services to meet national hotel and restaurant standards. Upgrades included renovated kitchens, improved bathroom facilities and better merchandising and marketing equipment. Grants also supported the establishment of three new restaurants. All grantees also received extensive training on hygiene, guest services, menu planning and food preparation.
Jordan Hotel Association	Supported the association's program of project management systems, including marketing initiatives and staff development.
Higher Council for Affairs of Persons with Disabilities via Jordan Restaurant Association	In partnership with the Higher Council for Affairs of Persons with Disabilities, supported making restaurants more accessible to guests with disabilities and spread awareness on accessibility standards in service and premises design. Funded the upgrade of six restaurants to meet accessibility standards.
Royal Society for the Conservation of Nature	1. Improved quality of services at RSCN eco-tourism facilities for a better tourist experience through capacity building of RSCN local community tourism staff in front desk, housekeeping, kitchen, duty management, lodge management, and guiding. Training was on hospitality skills, safe food handling, HACCP, and event management. 2. Supported procurement of mountain bikes, which created a new tourism biking experience at the Azraq reserve lodge.
Feynan Lodge via Eco Hotels	Supported development of three new tourism experiences at the Forbes top-rated Feynan Eco Lodge: mountaineering, flora and fauna, and star-gazing. Mountain bikes, bike safety kits, high-power telescopes, binoculars and cameras were procured for these activities. Also helped the hotel establish new standards in room cleaning, environmental protection, recycling waste and composting.

HANDCRAFTS

GRANTEE	PROJECT
Burda Women Cooperative in Wadi Rum	Trained eight ladies in methods of producing natural soaps, weaving and local jewelry making. Also, the cooperative workshop and production facilities were renovated and marketing and merchandizing materials were produced. Members of the cooperative can now earn an income through the sale of handcrafts and contribute to the education of their children.
Taybeh Ladies Cooperative- Petra Pottery	Upgraded the workshop of the Taybeh village (a Petra gateway community), women's cooperative and procured a new kiln to add a new stoneware line of oven-to-table ware. Also, diversified the product line through new designs stemming from ancient Nabataean art, created marketing materials and a website, and improved management and sales capability leading to increased income for cooperative families.

Nabataean Ladies Cooperative Society - Petra Silver	Supported the women's cooperative of Wadi Mousa (a Petra gateway community) develop and expand the range and quality of locally produced silver jewelry with Nabataean-inspired designs, which are offered to tourists who visit Petra. Through training new designs for necklaces, earrings and bracelets were developed. Marketing and packaging materials were produced to improve the sale of items. Upgrade of the silver workshop was designed and funded to provide a safe environment for the production ladies who work there, and helped create a children's crèche to enable mothers working there to bring their children to work.
Jordanian Women's Development Association of the Deaf	Enhanced skills of handcraft producers and developed a new product line for a better livelihood for members. The grant supported the purchase of needed equipment and training for a silk screening unit.
Society for Development and Rehabilitation of Rural Women	Developed a new handcrafts retail outlet for this 500+ member strong women's association. The outlet is near Rainbow Street in Jabal Amman, popular among tourists, and promotes products made in towns and villages across Jordan. The grant also upgraded the society's sewing workshop and improved marketing for increased sales that will benefit the women who produce the crafts.
Jordan Handcraft Showroom via Jordanian Handcraft Producers and Traders Association	To create a marketing channel for community-based artisans and cooperatives in various Jordanian towns and villages, created a new showroom that is centrally located in the charming Amman Weibdeh neighborhood. The grant created an attractive space for the display and sale of handcrafts that reflect geographic and cultural themes. Also, the financial system was improved resulting in cost and financial control. The new showroom increased income opportunities for handcraft producers.
Heritage Company for Embroidery	Supported a plan, developed by an international museum consulting firm, to create a traditional costume museum that will introduce a new experience that showcases the cultural heritage of Jordan.
Nashmiyat Al Balqa Ladies Cooperative in Salt	Project: Trained and developed the capability of members of this women's cooperative to create new handcrafts, the designs of which are inspired by Salt's unique architectural heritage. Support included new thematic designs and production, color selection, pricing, branding and costing of the products. Also procured sewing machines and equipment to help improve output and improve standards of finished handcrafts.

TOURISM EDUCATION

GRANTEE	PROJECT
Jordan Applied University (Ammon) and Jordan Hotel High School	Grant support was utilized to promote the hospitality industry in Jordan as a career option for students by marketing tourism education at both Jordan Applied University and Jordan Hotel High School through newspapers and radio advertisements. Provided 17 needs-based full scholarships for the high school and 50% of 10 scholarships to encourage female enrollment at the university.
Institute for Mosaic Art and Restoration in Madaba	Built institutional and technical capacity, supported the institute's outreach and communications program. Provided internships and funded needs-based and women-focused scholarships in mosaic art and restoration, thus preparing graduates for jobs in the field of mosaics.

Royal Academy of Culinary Arts	Improved RACA marketing of its degree program. Provided needs-based and women-focused scholarships to address the shortage of qualified local chefs. The grant also funded RACA engagement in enhancing the tourist food experience by auditing Jordan's campsite food and documenting local dishes around the country.
Jordan Restaurant Association	Trained more than 250 restaurant employees across Jordan on customer service, first aid and fire safety, safe food handling and menu design. Upgraded the association website for improved information dissemination to the sector. In partnership with the government, built capacity of Vocational Training Corporation trainers on food production. Trained restaurant managers, supervisors and human resource managers on competencies to enable effective training of additional staff. Skills of restaurant employees were improved for better service quality. The first Arabic restaurant operational guidelines manual was produced. Through the grant, all tourism-classified restaurants were assessed based on the new restaurant classification system.

TOURISM MARKETS & PROMOTION

GRANTEE	PROJECT
Jordan Tourism Board	Traveller perceptions of Jordan as a safe and attractive tourism destination was improved in several markets by hosting familiarization trips for media, that in turn covered tourism in Jordan through several travel and trade media channels in numerous international markets and languages. Supported JTB and the industry to increase demand for travel to Jordan by opening up new source markets, such as Turkey, Brazil and Australia, and expanding existing ones, such as US, UK, Germany, through road shows to source markets, specialized workshops in new source destinations, and hosting familiarization visits by source market tour operators. Qualitative and quantitative market-based research was funded through the grant, along with various tourism promotion workshops for the Jordanian industry.
Jordan Inbound Tour Operators Association (JITOA)	Boost JITOA and industry competitiveness to compete in the international marketplace by organizing conferences and workshops to inform and educate tourism professionals on the latest trends and techniques for marketing and selling their products and services via digital and social media channels. Also, generated awareness and interest about Jordan as a safe and desirable tourism destination in the Turkish market by hosting press and trade familiarization trips. Strengthen international marketing and business to business activities.
Jordan Tourism Board Travel Agent Academy	Expanded the travel agent network selling Jordan in the USA by establishing an online academy for American travel agents to become specialized in Jordan's travel experiences and itineraries. Around 1,000 new agents have graduated from the academy.
Jordan Motorcycle Association	Helped introduce motorcycling as new tourism niche to Jordan by supporting the association develop international standards of motorcycle riding safety in coordination with international organizations and to regulate, train, oversee motorcyclists on Jordanian roads and development of website that will act as a hub for visiting motorcyclists on the different experiences available in Jordan.
Deja-Vu Productions	Supported production of a short film called "Jordan Wonder" about the attractions of Jordan along with 3D images for locations in Jordan, to be used to support destination promotion.
EasyInfo	Supported the development of Dalili mobile application, a location-based guide to Jordan for tourists, which will help visitors navigate around the country and better enjoy their visit.

THE TEAM THAT MADE IT HAPPEN

Ibrahim K. Osta Chief of Party

SITE DEVELOPMENT AND PRESENTATION COMPONENT

Maysa Shahateet	Component Leader
Halla Khayyat	Projects Coordinator
Dania Jamal	Administrative Assistant
Abeer Al-Refai	Project Development Specialist
Suleiman Farajat	Petra Region Archaeological Advisor
Zaid Masannat	Creative Director / Senior Architect
Ihab Amarin	Tourism Development Advisor

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Badee Al-Yacoub	Environmental and Project Management Specialist
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Amal Namrouqa	Projects Coordinator
Farah Al-Asaad	Administrative Support
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Ahmad Zaidan	Accountant
Evon Warwar	Grants Manger
Rula Jaber	Grants Officer / M&E Coordinator

Reem Kattan	Communications Manager
Mona Abu Saleh	Media Officer
Ahmad Qaisieh	Graphic Designer
Maha Abdelrazeq	Training and Events Officer
Wisam Khalil	IT Manager
Ahmad Abu Sharifeh	IT Specialist
Fred Nustas	Property Manager
Lutfi Awayes	Driver
Nidal Jarrar	Driver
Mohammad Farajat	Driver

PETRA OFFICE

Rasha Farajat	Administrative and Grants Support
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Jonathan Lindsley	Home Office Manager

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Lori Anglin	Conservation Architect and Cultural Site Management
Anthony Lenehan	Quality Assurance & Human Resource Development

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JORDAN TOURISM DEVELOPMENT PROJECT II

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