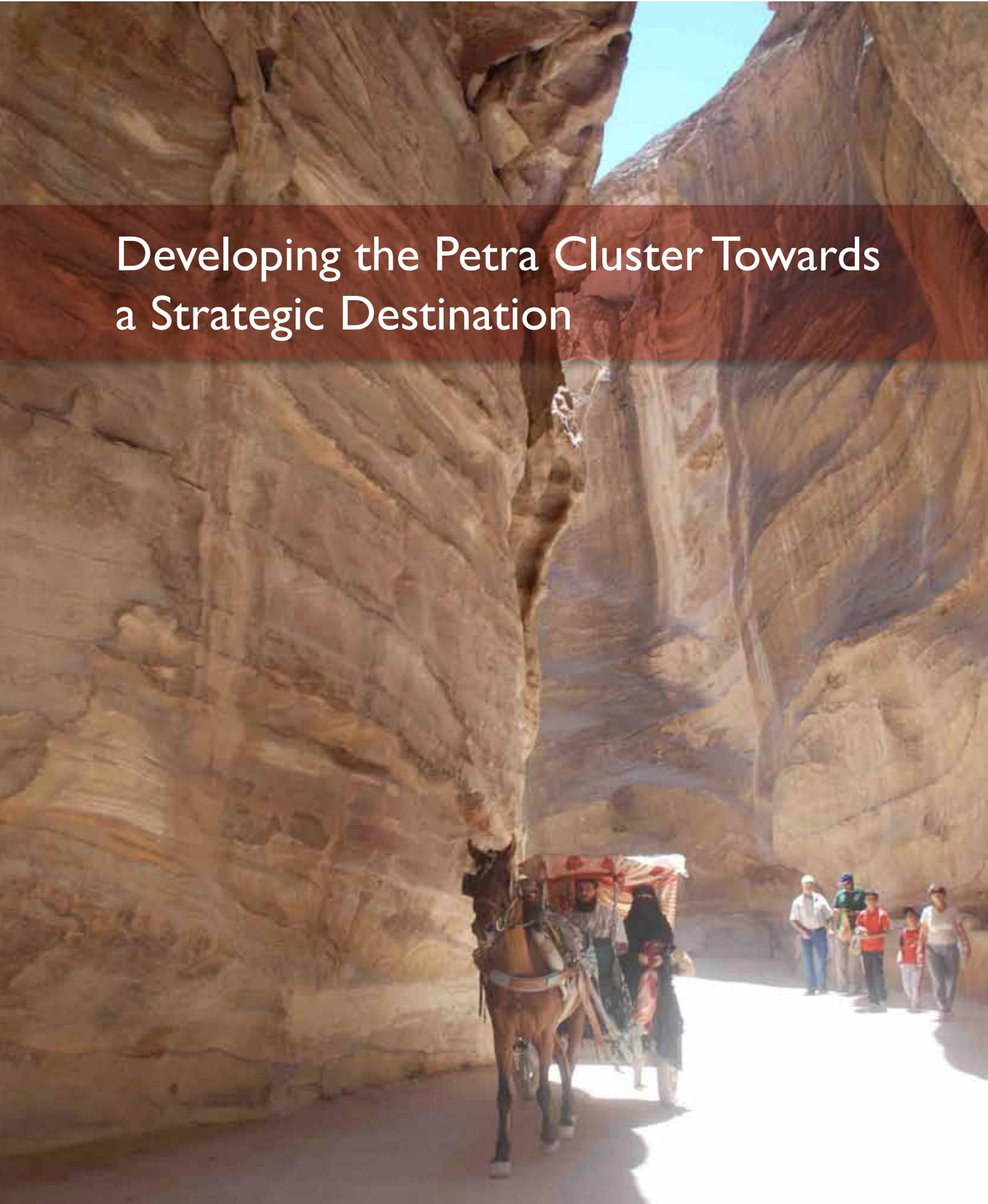




USAID
FROM THE AMERICAN PEOPLE

Jordan Tourism Development Project

Developing the Petra Cluster Towards a Strategic Destination



ACRONYMS

JITOA

Jordan Inbound Tour Operators Association

JTB

Jordan Tourism Board

NGO

Non-Governmental Organization

RSCN

Royal Society for the Conservation of Nature

SME

Small and Medium Enterprises

UNESCO

United Nations Educational, Scientific, and Cultural Organization

USAID

United States Agency for International Development

PDTRA

Petra Development and Tourism Region Association

JTD II

Jordan Tourism Development

APPA

Appreciative Participative Planning and Action

PPP

Public Private Partnership

FAQ

Frequently Asked Questions

TIC

Tourist Information Center

TABLE OF CONTENTS

1. EXECUTIVE SUMMARY DEVELOPING THE PETRA CLUSTER TOWARDS A STRATEGIC DESTINATION	5
2. MUSEUM OF PETRA AND NABATAEAN CIVILIZATION – A BEACON ANCHOR PROJECT FOR HERITAGE EXPANSION	7
2.1 STRATEGIC PROJECT RATIONALE	7
2.2 VISION	7
2.3 BRIEF SWOT ANALYSIS	8
2.4 POTENTIAL IMPACT	9
2.5 ACTIONS TO DELIVER	9
3. PUBLIC INVESTMENT PROJECTS LED BY PDTRA	10
3.1 CULTURAL VILLAGE	10
3.2 NEW PETRA EXIT	11
3.2.1 STRATEGIC PROJECT RATIONALE	11
3.3 PETRA WALKING TRAILS	11
3.3.1 STRATEGIC PROJECT RATIONALE	11
3.3.2 VISION	12
3.3.3 TRAILS WITHIN PAP	12
3.3.4 TRAILS IN THE WIDER PETRA REGION	13
3.3.5 BRIEF SWOT ANALYSIS	13
3.3.6 POTENTIAL IMPACT	14
3.3.7 ACTION PLAN TO DELIVER	14
3.4 PETRA–SHOBAK TOURING ROUTE	15
3.4.1 STRATEGIC PROJECT RATIONALE	15
3.4.2 VISION	15
3.4.3 BRIEF SWOT ANALYSIS	16
3.4.4 POTENTIAL IMPACT	16
3.4.5 ACTION PLAN TO DELIVER	16
3.5 WADI MUSA ENVIRONMENTAL ENHANCEMENT	17
3.6 BALLOONING	18
3.7 OLD MILLS IN WADI MUSA	18
3.8 PLASTICS RECYCLING PROJECT	18
3.9 CONFERENCE AND MEETING FACILITIES	19
3.10 EVENTS	19
4. PRIVATE SECTOR INVESTMENT OPPORTUNITIES	21
4.1 NEW HOTEL/TOURISM ZONE - STRATEGIC PROJECT RATIONALE	21
4.2 PETRA CARAVANSERAI HOTEL	22
4.2.1 STRATEGIC PROJECT RATIONALE	22
4.2.2 VISION	22
4.2.3 BRIEF SWOT ANALYSIS	22

4.2.4	POTENTIAL IMPACT	23
4.2.5	ACTIONS TO DELIVER	23
4.3	TENTED CAMPS AND ECO-LODGES	23
4.3.1	STRATEGIC PROJECT RATIONALE	23
4.3.2	VISION	23
4.3.3	BRIEF SWOT ANALYSIS	24
4.3.4	POTENTIAL IMPACT	24
4.3.5	ACTIONS TO DELIVER	24

5. FACILITATING SMALL AND MEDIUM SIZED ENTERPRISE 25

5.1	OVERVIEW	25
5.2	IMPORTANCE OF ENCOURAGING LOCAL TOUR OPERATIONS AND LOCAL TRANSPORT OPTIONS	26

6. EMPOWERMENT AND ENGAGEMENT OF LOCAL COMMUNITIES 27

6.1	COMMUNITY-BASED TOURISM	27
6.1.1	CO-OPERATIVE TOURS	27
6.1.2	VOLUNTOURISM	27
6.1.3	STAY ANOTHER DAY	27

7. ACTION PLAN FOR THE TOURISM AND INVESTMENT DIVISION 28

7.1	PRIORITIZING THE ACTIONS	28
7.2	TOURISM & INVESTMENT DIVISION ACTIVITIES	30
7.2.1	INVESTMENT ACTIONS	30
7.2.2	INVESTMENT INCENTIVES	30
7.2.3	INVESTMENT MARKETING	31
7.2.4	TOURISM ACTIONS	32
7.2.5	FACILITATING SME DEVELOPMENT OUTSIDE THE PAP	32
7.2.6	DETERMINING SERVICE STANDARDS	32
7.2.7	FACILITATING ONGOING TRAINING	32
7.2.8	VISITOR SERVICING OUTSIDE THE PAP	32
7.2.9	TOURISM MARKETING	33

I. EXECUTIVE SUMMARY – DEVELOPING THE PETRA CLUSTER TOWARDS A STRATEGIC DESTINATION

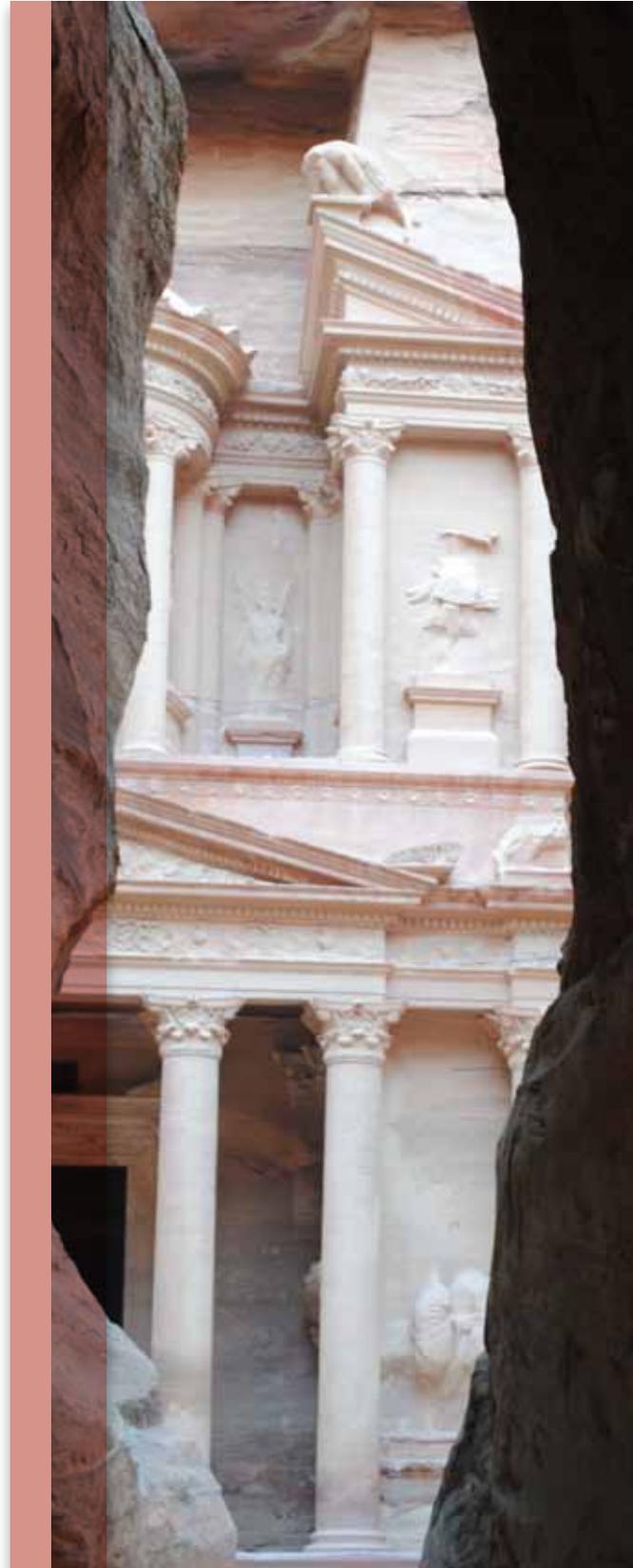
The vision that underpins this report is one that plans for the transition of Petra to a primary destination for extended length of stay. This can be achieved through leveraging the global appeal of the World Heritage site and by expanding the tourism offering and value proposition through themed diversification that is based on heritage and authentic experiences. The development stages will first seek to increase dwell time related to heritage and then lengthen duration of stay by promoting Petra as a base for travel to other sites. The final stage entails implementing an extensive planned investment programme designed to achieve the master plan objective of Petra as a well-defined “international destination”.

Achieving the strategic vision of developing Petra into a properly functioning international destination will require sustained investment over a period of time in order to meet the demands of and retain international visitors for at least three days. The direction and path to achievement are clear; effective actions must be taken in the following four areas:

- The product offering must be diversified, relevant, engaging, themed and deepened.
- Petra must have a strong, competitive and quality-oriented position in each of the six critical essentials for tourism.
- The marketing and communication capability, networks and systems necessary to drive promotion and sales on a global basis must be in place and fully operational.
- There must be a compelling investment proposition with local and international appeal that will attract world-class investment, management and operational capability into the region.

Strong strategic, planning and investment leadership from PDTRA is required to achieve this. Investment must come from the public sector to create the context and platform that is necessary to support an accelerated approach to investment of scale from the private sector and for community, local and Jordanian investors in SME development. Some of the proposed outcomes can and should be achieved through partnerships between the public, private, NGO and community spheres.

Petra’s strategic ambition to develop as a compelling destination of international significance will require a well planned and executed approach that incorporates the elements outlined in the following section of the report. This must be realistically planned and effectively implemented, with special attention paid to the distinctive roles that can be played by each of the following eight priority themes. The integration of all cross-cutting themes plays a critical role in implementation, and this will drive and secure sustainable success. Progress must be attained within each theme to collectively build a balanced result.





DEVELOPING THE PETRA CLUSTER TOWARDS A STRATEGIC DESTINATION

1. **The Master Plan** - put in place infrastructure to support development and zoning to ensure effective management, protection, conservation and sustainable use of the World Heritage site, which is the core attraction and contributor to the local economy and the tourism economy of Jordan.
2. **Improve current ground operations management** - to reduce growing pressure on the monument, improve the visitor experience and anticipate future growth and alignment with the overall plan.
3. **Earn more from the visitor, extend dwell time and length of stay** –to add value to the tourism economy and facilitate the transition process to a destination.
4. **Secure beacon projects** – that will establish the platform for Petra’s development as a significant destination.
5. **Diversify and deepen the heritage product offering** – to secure short term and strategic growth and establish heritage as a centre of excellence for Petra.
6. **Develop SME businesses including crafts, tourism services and new niche products** - these small and medium size localized businesses are the sustainable drivers of the local tourism economy and help enhance the visitor experience.
7. **Develop Petra as a base for outreach visits** – to achieve the destination strategy, increase length of stay and distribute benefits to a wider regional area.
8. **Create the marketing, promotional and sales capability and networks that will create demand and maximize conversion to bookings and investment for Petra as a destination to global markets** – to underpin the development of the destination strategy, and maximize growth and financial return to the national and local economy.

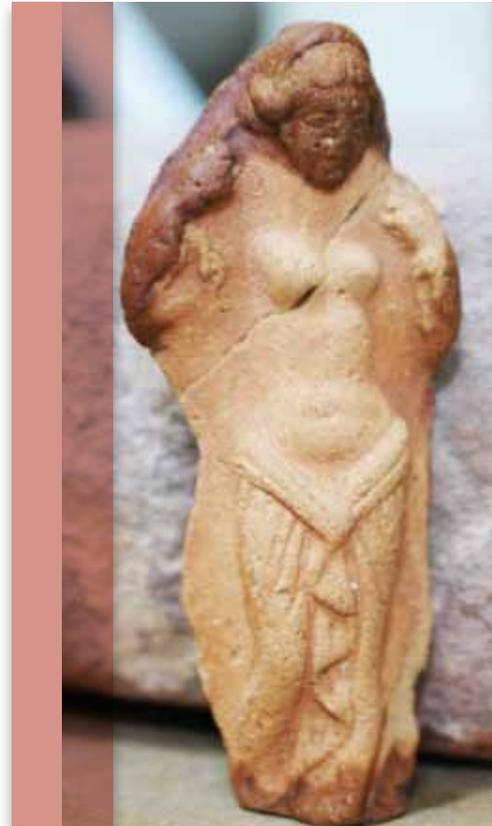


2. MUSEUM OF PETRA AND NABATAEAN CIVILIZATION – A BEACON ANCHOR PROJECT FOR HERITAGE EXPANSION – IMPACTING THEMES C, D, E, F & G IN PARTICULAR

2.1 STRATEGIC PROJECT RATIONALE

The creation of a unique, anthropological-based museum at Petra would provide a further beacon and potential twin hub for heritage tourism, which will continue to be the primary driver of tourism to the Petra region and a high priority driver for Jordan. Petra is the prime national attraction and is expected to retain and protect that ranking through responsive development that will build its destination status.

The present heritage-based product offering is primarily focused on the site visit and very shallow in its interpretive approach. At the moment there is very little that visitors can do, other than guided tours of the site, if they wish to learn or experience more of Petra, which is currently considered a “see it” rather than a “do it” destination. A “do-it” destination offers the opportunity to learn more, interact and experience the ancient and living history of the destination; this makes it a more compelling destination of choice and encourages longer stays. Engagement, personal development and learning are now established as important motivations for travel, while the visitor experience has become the dominant travel motivator. While Jordan and Petra have extensive archaeological and cultural treasures, there is currently no museum dedicated to the great history, culture and achievements of the unique Nabataean people. There is a temporary international touring exhibition relating to Petra, which is now in storage.



The main vision for a museum is that in addition to showcasing and interpreting the magnificent collection of stored artifacts relating to Petra, this museum could focus on the anthropology rather than archaeology of Petra. The emphasis should be on the Nabataean civilization, their lifestyle and culture, how they lived and what they believed; artifacts would thus be presented in this context. The exhibit would be designed to be interactive and truly engage visitors in a rich heritage experience. The exhibits could include interactive presentations along with a series of lectures, workshops and conferences on subjects related to Petra, conservation of exposed monuments and the Nabataean people. There are many external roles that such a specialized museum could play, like understanding and promoting Nabataean design, crafts, skills and culture and examining the Nabataean systems for collecting, storing and conserving water; their ingenious hydraulic engineering feats enabled the Nabataeans to thrive in the desert and this history is likely to be of great interest internationally.

A flagship museum of this type will undoubtedly attract global interest and provide a real, substantial and compelling reason for more visitors to come to Petra and to stay longer, as was the case with the Guggenheim in Bilbao or the Tate in London. To successfully achieve this, it is imperative that the project be delivered to the highest international and modern museum standards.

2.2 VISION

It is conceived that the Petra Museum will be built on a scale at least similar to that of the new National Museum in Amman. However, it will be fundamentally different in its focus, placing items in context, and providing experiences that actively engage visitors.



It must be a state-of-the-art modern museum with superb architecture in keeping with the environment, multi-sensory interpretation, multi-level entry with presentations and demonstrations presenting the evolution of the various periods of Petra, from Neolithic times to the present day. Most importantly, it must engage the visitor. The main galleries will be devoted to interpreting the Nabataean civilization, cultural achievements and lifestyle, its main centers and trade routes, how Petra developed and was sustained, why it declined and its eventual re-discovery. The museum will have planned visitor-orientated educational, technical training and tourism roles. It will implement a program of daily presentations, lectures, films and workshops with demonstrations and links to the craft and cultural heritage of music, dance, design and food as well as the engineering and architectural achievements of the Nabataean people.

The museum also has the potential for international conferencing on technical, learned and research subjects and would become a centre of excellence in that regard. It will have a conservation role and be used by the Department of Antiquities, with lab facilities available to various international archaeological teams in the wider region.

The museum should provide extensive visitor facilities, such as a restaurant, shops, car and coach parking, event facilities, etc. It may also benefit from these if located near the entrance/exit complex.



Angkor National Museum (an example of a PPP initiative near a major heritage site)

To achieve its full potential and competitive advantage the museum must be developed as a striking Jordanian architectural masterpiece, worthy of its setting and inspired by its purpose. The museum could have a one or three day entrance ticket, along with other revenue-generating services, the scale and scope of which will be determined through a feasibility study and business plan. The corporate ownership of the museum will be determined based on the feasibility study; however it would be beneficial to position it under the patronage of the Royal Court and backed by international funders as well as PDTRA and the Jordanian Government.

2.3 BRIEF SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Ready market – extensive international and national interest in Petra as World Heritage and World Wonder site. • Clear 'gap' in the market as currently there is no museum of scale relating to Petra or the Nabataeans. • Provides a unique experience only available in Petra • Would complement and partner with the new National Museum, scheduled to open in 2010. • Would demonstrate many examples of international best practice. • Potential for international donor interest and support • Strong potential to raise revenue and increase length of stay. • Contributes to the formation of Petra as a destination. 	<ul style="list-style-type: none"> • High project cost to do it right. • Dependent on agreement and support of Department of Antiquities. • Limited museum and attraction management skills in Jordan.
Opportunities	Threats
<ul style="list-style-type: none"> • Opportunity to attract international investor (if developed as BOT project). • Opportunity to attract Arab and international sponsors. • Opportunity to attract major international attention. 	<ul style="list-style-type: none"> • Critical that project is delivered to the highest standard and that commitment from all parties is secured in advance





2.4 POTENTIAL IMPACT

A feasibility study and business plan, including a market research component, will be required to determine the precise potential impact. With over 800,000 current visitors to Petra, it can be speculated based on experience that as a minimum between 10% and 20% of visitors could be immediately encouraged to consider extending their stay when the museum is in place. An admission charge of only JD5 returns half a million JD through ticket sales. The objective of the business plan should be, as a minimum, to double this income through retail sales of quality and authentic products, catering, franchising of reproductions of key artifacts, events and touring exhibitions. Also, more than 50 permanent jobs would be created directly.

2.5 ACTIONS TO DELIVER

- Establish a high level project steering committee to include the Department of Antiquities, PDTRA and if possible the Royal Court, to progress the project.
- Commission a feasibility study and business plan.
- Select the best location and undertake environmental and other impact assessments.
- Commission an international architectural competition based on modern museum approach with terms of reference focused on gaining global attention.
- Determine funding needs and secure funding commitments, possibly including BOT arrangement.
- Appoint experienced project manager and recruit an experienced museum curator to implement the project.

Timescale envisaged: 5 years



3. PUBLIC INVESTMENT PROJECTS LED BY PDTRA

The leadership of PDTRA in all matters relating to strategy, planning, investment and marketing, is critical to the success achieved by the Petra region. The expectation is that the appointment of an authority such as PDTRA will accelerate progress towards achieving the overall economic and social objectives for Petra.

As previously stated in this report, the Petra World Heritage Monument is the core anchor to this project, which must be fully and sustainably protected while its global leverage potential is used to attract tourism to Jordan and the Petra region and to improve the lives and livelihoods of the local community.

It is proposed that the potential for public leadership and investment should be designed to impact all eight themes identified, with a particular relevance to themes A, B, D & H, which will rely totally or very substantially on PDTRA taking the lead.

3.1 CULTURAL VILLAGE

Petra's living history, past and present, can be showcased in an authentic way through a cultural village that brings to life the great history of Petra. This would engage and entertain visitors by immersing them in a recreation of the life of the major civilizations that inhabited Petra and ultimately give visitors a better understanding of the rich cultural background of Petra.

The current cultural product offering in Petra is focused on monuments and artifacts. Therefore developing a well planned and presented cultural village that allows visitors to experience the past through the eyes of both the famous and everyday people of each era that populated Petra would bring history to life. It will also provide a highly interactive and informative experience and put in context the existing product and experience.

The cultural village should be highly interactive and enable visitors to engage with the "characters", see where they lived, worked and socialized and experience various elements of their life. Subjects could include traditions, trading, clothing, food, music, art and architecture.

In addition to targeting individual visitors, the cultural village could cater for conference and incentive business and fulfill on demand from Jordanian operators by providing a new destination for tour groups.

While authentic recreation of a relatively large-scale development is necessary, it is imperative that this be planned, built and maintained in a way that is keeping with the Petra environment

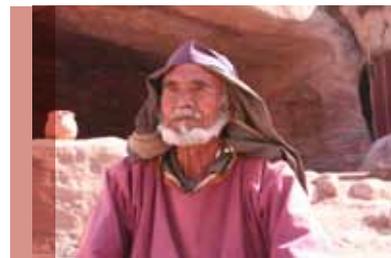
A large scale development of this type is likely to attract international interest. This will only happen if the project is delivered to the highest international standards in all respects.



Colonial Williamsburg



Colonial Williamsburg



3.2 NEW PETRA EXIT

3.2.1 STRATEGIC PROJECT RATIONALE

PDTRA is committed to implementing the proposed 'one way' visitor flow system, which brings with it the dual benefit of reducing pressure on the Siq and key areas of the site while also providing for future growth and improved management. In the short term, the visitor flow will change so that all tourists will view the site based on a one way system, with transport provided for the return trip from the Basin area of the site via the Wadi Turkmeniya exit to Um-Sayhoun, and back to the entrance car park. This transforms the tour into a loop, which links to and underpins future plans.

Many studies, such as those undertaken by the US National Parks administration, the UK Museums Association and the Visitor Attractions Association, have shown that most expenditure takes place at the end of a visit, when tourists are more informed and more open to making purchases. In many cases visitor entrance receipts can be more than doubled by average expenditure per visitor on purchases. This of course depends on many things, including the quality of merchandise (based on market research into what customers want), availability, competitive pricing, attractive presentation and display, and an efficient sales, packaging and mailing process.

The new Petra loop tour thus presents a significant opportunity to create a major new entrance/exit complex that can:

- Earn additional income from the site visitor
- Increase length of stay in a controlled, pleasant and interesting environment
- Create local jobs directly and indirectly
- Boost the local craft sector
- Improve the quality of merchandise on sale in the region (which is at present is generally unimpressive – with some exceptions).

Based on past experience, the flow of traffic within the park must be managed to finalize the park visit and depart through the exit complex.

3.3 PETRA WALKING TRAILS – IMPACTING THEMES C, E, F & G

3.3.1 STRATEGIC PROJECT RATIONALE

Hiking and walking is a rapidly growing component of international experiential tourism. It is seen as a green and healthy holiday option that provides the best opportunity to enjoy the nature and superb landscapes of the Petra region as well as interact with local communities. The Royal Society for the Conservation of Nature (RSCN) has pioneered this type of tourism in Jordan, but the product has yet to achieve its full potential, which can be attained through specific marketing and expert organization. Hiking and walking trails also prime opportunities to leverage SME development and local community empowerment through guiding, food and rest stations, local transport, visits, entertainment, equipment rentals, etc.





RSCN have already laid the basis for rapid development in this area; they have surveyed walking routes in the Petra region and have identified potential future links with Jabal Masu'ada to the south and Dana to the north.



Hiking tourists, a rapid growth market segment, stay longer (three to five days on average), use local facilities and visit during the winter months. They are potentially the first group with the characteristics required by Petra to develop as a destination

3.3.2 VISION

Two distinct trail products can be initially developed:

- Hiking within PAP.
- Longer hiking routes in the Petra region.

3.3.3 TRAILS WITHIN PAP

As a first step, collaboration with RSCN or others is required to map and way-mark selected hiking routes as well as putting in place needed safety measures. Next steps include:

- Identify and equip rest stations, meal stops etc.
- Identify and train hiking guides to accompany tours and groups with appropriate attention given to implications relating to the particular nature of the terrain and climate.
- Provide the information and support necessary for visitors who wish to undertake trails independently. Potential support must include provisions for the safety of independent visitors, such as a register and alert system for visitors who may find themselves in trouble.

A strong guiding skill base already exists within the Jordan Tour Guide Association (JTGA), however skill must be developed further to include additional areas of expertise such as nature, landscape and culture as well as first aid and Health and Safety techniques. Locals can be involved in the selection and training processes. Some routes (e.g. to Jabal Haroun) are already well established, but there are major maintenance, safety and erosion issues, which will occur regularly and require planned management. USAID/Siyaha is already assisting the identification of potential routes and new opportunities including Neolithic and Nabataean sites, caravan, nature and environment trails, troglodyte lifestyles and so on. Further assistance in several other areas is imperative. These include classifying trails in terms of difficulty levels, time needed to complete, and training need. Assistance is also needed to conduct market research,



Build a web site, provide information, print materials and develop maps, as well as marketing and promoting the trails to potential users and specialist tour operator networks.

The initial plan should be to develop a network of trails with a range of options in terms of difficulty level, length of trail and duration to complete, e.g. from 23- days to 710- days.

3.3.4 TRAILS IN THE WIDER PETRA REGION

PDTRA can best achieve its development objective for trails by establishing a working partnership with RSCN. This partnership can utilize on the knowledge, experience and skills of RSCN to identify, map, make safe, develop and maintain the trails as well as marketing and promotion. RSCN can also supporting linking Petra with Dana and Jabal Masu'ada.

A branded marketing campaign should be considered for the group of trails that will fall under 'The Petra Trail' concept. Once trails are developed, the final step will be to link the trails with accommodation options, including existing and new accommodation in local communities. While RSCN can contribute much to developing this theme and to training trail guides, the Egyptian Desert Keepers (EDK) program is also recommended as a useful model to study activities development and community engagement.



Once underway there is a definite potential for holding an annual Petra Region Hiking Festival during low season months in order to address the seasonality challenge and increase visitation to the region.

Hiking tourism is a proven means of bringing tourism to villages and rural areas that do not currently benefit from the tourism economy. It can create opportunities for communities to implement small scale tourism enterprises in areas such as crafts, food service, equipment hire and accommodation along walking routes. One-day and multi-day walking and hiking routes developed in the Sapa region of Vietnam are an example of a successful project that provides a unique visitor experience and contributes directly to the local tribes within a remote region.

3.3.5 BRIEF SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Ready market if attractive product and price put in place. • High recognition of Petra • Superb un-spoilt landscapes • Potential routes already mapped • RSCN expertise and reputation • Possible international donor interest • Strong potential to spread tourism and increase length of stay. 	<ul style="list-style-type: none"> • Requires detailed management and maintenance plan • Requires significant long-term commitment from PDTRA • Safety and security issues • While increasing visitor numbers, length of stay and local community opportunities, little direct revenue to PDTRA (other than taxation) • High prices in Jordan for hiking holidays at present impact its potential as a competitive hiking destination • Low number of specialist hiking tour operators in Jordan • Restriction on guides and small tour operators wishing to start business





Opportunities	Threats
<ul style="list-style-type: none"> • Opportunity to extend length of stay and develop another reason to visit Petra • Opportunity to target a substantial and growing market segment internationally • Opportunity for high profile annual festival event • Opportunity to use JTB network to promote 	<ul style="list-style-type: none"> • Critical that project is delivered to the highest standard and that commitment from all parties is secured • Threats from local communities if awareness and cultural sensitivity programs are not put in place

3.3.6 POTENTIAL IMPACT

Initially there is the potential to attract 2,000 overnight hikers who stay for an average of three days. Based on historic data, between 5% to 10% of current visitors to Petra could be encouraged to purchase an additional hiking option, if properly packaged and promoted at a competitive price.

The impact will be mainly concentrated within the local area, along the routes selected..

3.3.7 ACTION PLAN TO DELIVER

The easiest route to developing this project quickly and professionally will be through a working partnership with the RSCN. They have the level of experience and access to development, research and marketing expertise that is immediately required. As part of the process of moving forward the following could be examined:

- Review international best practice in developing and maintaining routes.
- Identification of potential routes within and outside PAP.
- Identification of training needs for guides and establishment of training delivery and qualification.
- Market research to determine which themes and routes will attract the greatest market and customer interest.
- Surveying of selected routes to determine upgrade requirements and maintenance needs.
- Identification of information and support necessary for visitors who wish to undertake trails independently and provide emergency back-up for tour guides. Potential support to include provisions for a register and alert system for visitors who may find themselves in trouble.
- Budgets for the various development elements, i.e. route management plan, guide training, marketing.
- Feasibility study on the potential of home stay accommodation along existing and potential routes
- Community awareness and engagement plan.
- Potential SME development opportunities.
-

RSCN might lead the team partnership actions and implementation, which will include PDTRA technical services and JTB marketing and promotion.

Timescale envisaged: less than 1 year for initial product development and launch, 5 years for achieving a comprehensive strategy and operation.



3.4 PETRA–SHOBAK TOURING ROUTE– IMPACTING THEMES C,E,F&G

3.4.1 STRATEGIC PROJECT RATIONALE

Making up a major and growing percentage of global tourism travelers, FIT tourism has been identified as an important segment for future success of tourism to Jordan and the Petra region. Therefore Jordan must focus its promotion and marketing on attracting more visitors who tour by car, both self-drive and driver-guided. This tourism segment has the flexibility for exploring and customizing itineraries that are not feasible for groups and coach tours. The King's Highway is Jordan's first designated touring route, and an opportunity now exists to develop loop tour routes from Petra as part of its destination development.

It is recommended that one such route be piloted from Wadi Musa (one route is suggested at present as traffic volumes by FIT's are likely to be relatively modest in the short term). In the longer term a second touring route could be developed taking in Al-Ashari Mountain Islamic site, Adhruh Roman Fortress and Basta Neolithic site. It must be considered that at present these sites do not provide visitor facilities or interpretation, therefore a detailed development plan will be required in consultation with the Department of Antiquities.

Shobak does provide an operational visitor centre, however at present information and interpretation are not provided. Each route will also require community engagement and an awareness program, in addition to identifying and supporting local entrepreneurs in developing SME businesses.

3.4.2 VISION

A pilot scenic route within the Petra region will be developed and branded, for example the Petra-Shobak Route (market research should determine the most appealing name). The route will pass through superb protected landscapes travelling northwards as follows:

- Wadi Musa and Um Sayhoun
- Beidha
- Al-Hesheh Oak Woods
- Al-Khazan Viewpoint
- Shobak Visitor Centre and Castle
- Shobak town
- Wadi Musa

In towns and villages along this route local enterprise will be encouraged by public investment in facilities and environmental enhancement, and through grant aid to local entrepreneurs. Flagship inward investment will also be encouraged (for example in more hotels in Shobak, or larger tourist retail outlets).



3.4.3 BRIEF SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Relatively easy to set up. • Superb dramatic landscapes and magnificent unspoilt views at present. • Roads are generally good. • Good distribution of sites of interest for a one-day tour • Shobak Castle has a fascinating history and is visually impressive, but with limited management at present • Limited tourism enterprise already in existence at Shobak. • An attractive visitor centre at Shobak (interpretation and information required) • Strong potential to spread tourism and increase length of stay. • Provides additional potential for independent travelers. 	<ul style="list-style-type: none"> • Significant environmental degradation around Shobak Castle due to drop in water table. • Littering and poor management of scenic landscapes in some locations (e.g. Al-Hesheh Oak Woods – management plan required here). • Limited FIT tourism to the area at present (most visitors arrive by coach) • General lack of enterprise culture in some rural areas. • Possible resistance to tourism by conservative communities (research required).
Opportunities	Threats
<ul style="list-style-type: none"> • Opportunity to extend length of stay and develop new reason to visit Petra region. • Target driver-guides and taxi operators to encourage their clients to explore the route. • Develop best practice (non-intrusive) scenic route signage, which can be relatively quickly implemented. • Opportunities for many small-scale enterprises at selected sites (to be determined) along the route. 	<ul style="list-style-type: none"> • Uncontrolled or inappropriate development spoiling scenic views.

3.4.4 POTENTIAL IMPACT

Possibly 30 small businesses could be created along the route in the short term. However, market research is required to determine possible traffic volumes on which enterprises will rely.

3.4.5 ACTION PLAN TO DELIVER

To develop this product professionally and comprehensively the way forward will require:

- Mapping the route and study precise sites of visitor interest and current extent of tourism enterprises
- Identification of specific potential development sites for small businesses and local vendors
- Identification of local entrepreneurs who might establish such businesses
- Identification of environmental issues to be addressed including litter management and implementation of plan to address
- Community awareness program
- Development of enterprise support program
- Signage along the route
- Marketing the route (mini-marketing plan required)

Timescale: 6 months for study and agreement, 6 months for initial product development and training, 5 years for marketing and support timescale.





3.5 WADI MUSA ENVIRONMENTAL ENHANCEMENT – IMPACTING ON THEME A) AND OTHERS

At present Wadi Musa is dominated by bus and car traffic sweeping towards the Petra entrance where there is very limited parking for an attraction of this size. All traffic travelling to and returning from the site leads to a polluted and noisy (and dangerous) urban environment, which discourages tourists from walking around the town and makes it very unpleasant for locals. In short, it is an example of bad urban planning and priority given to cars rather than pedestrians. There is a need to learn from best practice in current urban development by introducing traffic calming, pedestrian crossings, road markings, speed bumps and (in particular) pedestrianization of main shopping areas. The need for out of town car parking must be addressed as a priority. More night time parks and landscaped public areas are required.

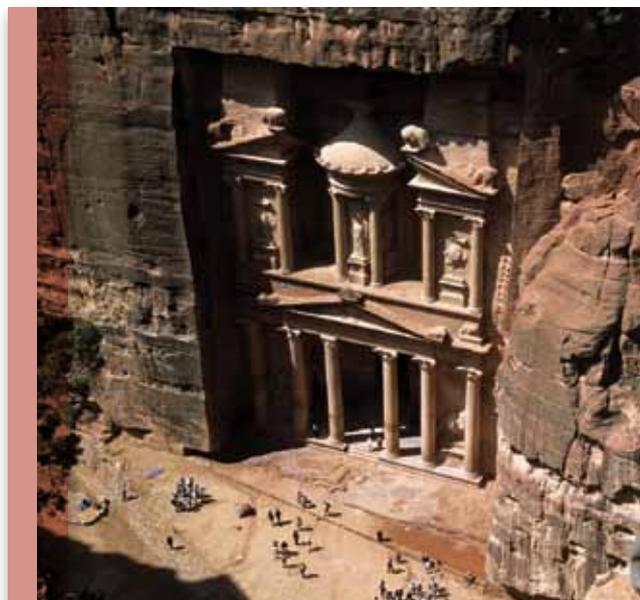
- ‘**Walking streets**’ are very popular in tourism destinations and encourage greater expenditure and engagement. To address the growing demand for shopping as a component of all holiday options, walking streets can also be developed as themed, pedestrian souks. The Elgee Village development should assist in this process, but should be considered as the pilot for further retail and craft development and more tourist-friendly opening hours. The Master Plan should address these issues in detail.
- A free nighttime shuttle bus service and a daytime paid ‘city tour’ should be introduced. The tour could visit Musa Spring, the Braqa archaeological site (if interpreted), Little Petra and other places of interest. An evening tour could also be introduced to include star-gazing with an astronomer at locations such as Beidha. Depending on parking/ stopping zones, there is potential for this tour to commence/end at Elgee Village.
- Another initiative which might be introduced in a central area not presently used at night (such as the Petra gate park) is a **Night Market**. This would allow craft workers and other carefully selected retailers and food sellers to set up stalls in the evening for tourists to browse and purchase local crafts. The successful Friday street market in Jabal Amman (Souk Jara) is an example of a great success story that continues to go from strength to strength.



- There is scope to introduce a **training restaurant** aimed at youngsters who currently beg or illegally sell items in the World Heritage Site. Jamie Oliver's Restaurant 15 chain, or the well known KOTO restaurant in Hanoi supported by the Clinton Foundation are examples of successful initiatives designed to provide alternative livelihoods in tourism for disadvantaged children.

3.6 BALLOONING

Ballooning continues to be a very popular tourism activity around the world. For numerous reasons hot-air ballooning is not a consideration for Petra however, there is an attractive alternative that offers visitors the opportunity to experience Petra from a spectacular vantage point, while ensuring protection of the site. A tethered helium balloon, designed to carry up to 30 adult passengers (depending on weather) on 10 to 15 minute flights that ascend to around 150 meters, would give visitors a soundless, unobstructed 360 degree view of Petra, offer an exciting activity option and provide much needed early morning and evening experience options. With an aging population globally and in consideration of the age demographic visiting Jordan, this option would also provide an attractive option for visitors with varying physical capabilities.



3.7 OLD MILLS IN WADI MUSA

There are a number of old mills in Wadi Musa that are no longer in use. JTDII have been advised that owners of the mills are keen to gain investment to restore and interpret a tourism attraction. The original tools and implements are available and could provide an interesting tourism attraction to communicate the story of harvesting, milling and food in both the recent and distant past. To support the interpretation and make the project more compelling the traditions and songs that are associated with harvesting, Um AlGhraith, could be included in the presentation. Demonstrations, either live or video, could tell the story of the making of traditional dishes prepared for particular feasts such as Jareesh prepared by the older ladies of the family while singing the traditional Jareesh making song on the first day of a wedding celebration and Fatheerah prepared on the morning of the first day of Eid following Ramadan.

3.8 PLASTICS RECYCLING PROJECT

The disposal of rubbish and plastic bottles remains a challenge in Petra. Handcrafts and art developed using recycled materials has a growing market internationally and awareness of it is developing. There is a great opportunity in Petra to set up a re-cycling project that involves both visitors and local communities in cleaning up Petra, providing an income-generating opportunity for the local community and increasing awareness on protection of the environment. Nestle and corporations from the Gulf region in particular have contacted JTOA in regards to their willingness to support environmental projects in Jordan and Petra in particular. A local operator has also expressed interest in developing a recycling project to create handcrafts and art using recycled materials with local communities. While some recycled plastics can be used for the handcraft project, the remaining plastics can be recycled for use in other ways.

3.9 CONFERENCE AND MEETING FACILITIES

New conference facilities are being planned in the region, and the proposed museum would greatly enhance the facilities and demand. While the private sector will lead marketing to attract conferences, PDTRA has an important role to play in supporting these activities and conducting research to help track national, regional and international conferences that can potentially be attracted to Petra. As Petra does not have excess capacity at present during high season, this initiative would target shoulder and low seasons.



3.10 EVENTS

Events have traditionally played an important part in addressing low season occupancy challenges around the world. The recommended hiking festival, for example should take place in the winter months. Other festivals that are gaining growing international interest and which PDTRA might initiate, include:

- Food festivals.
- Arts festivals.
- Music festivals.
- Arab cultural festivals.
- Historic pageants, re-enactments, etc.
- Film.

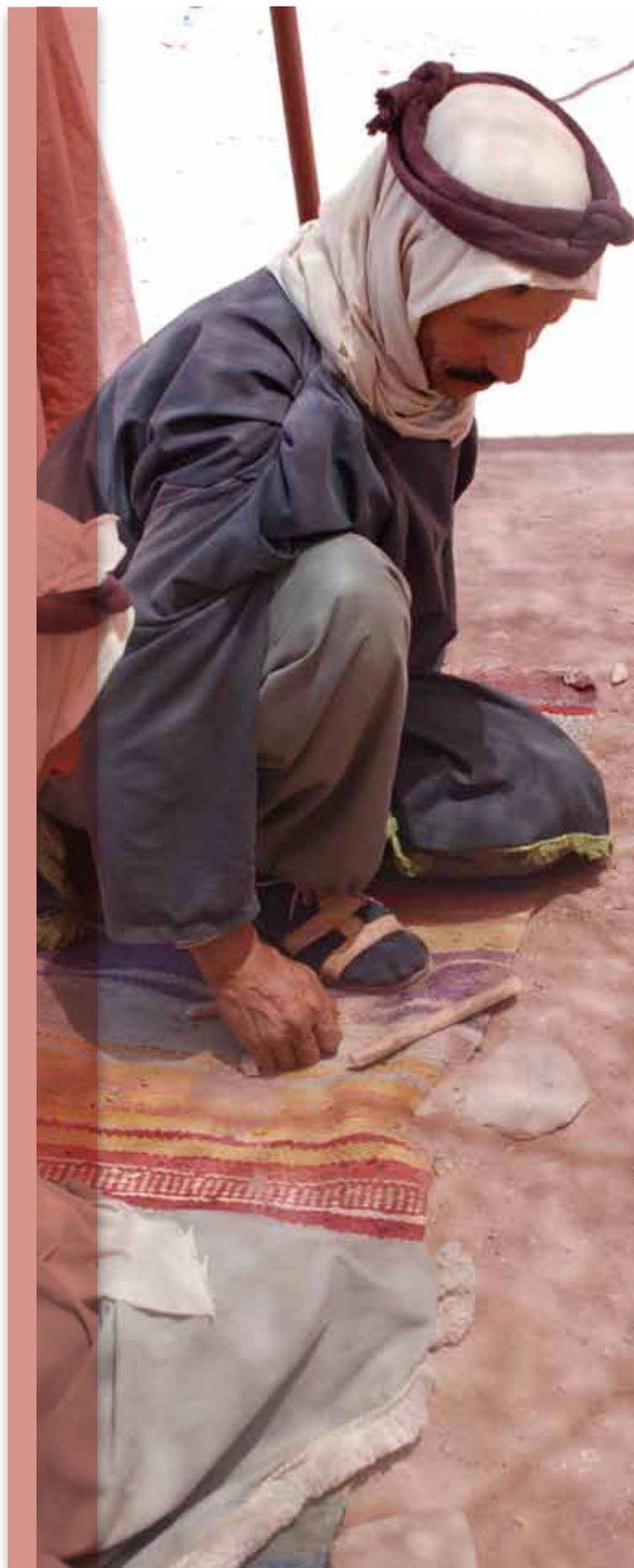
An **Events Strategy** (similar to that produced for Aqaba) could be developed if PDTRA designates an events budget and marketing support aimed at building the off season.

The 2012 anniversary of Burckhardt's "rediscovery" of Petra provides an ideal opportunity to create a number of themed events and celebrations in Petra and in target countries around the world. The UK for example holds the entire library of journals, notes and letters written by Burckhardt during his time in Petra.

Burckhardt was born in Switzerland and studied in Germany; the poet John William Burgon, inspired by Burckhardt's discovery, wrote a poem about Petra, which won the Newdigate Prize in 1845. Celebrations could include themed trails, an engaging exhibition featuring Burckhardt's writings, re-enactments, a lecture series in Jordan and around the world and a traveling Petra exhibition (currently in storage).

A **Petra Show based on son et lumier** (sound & light), multi visuals and technology might be developed to tell the story of Petra and the sagas of its rulers and civilizations. PDTRA would be required to lead this process by implementing the initiative and funding professional producers, choreography and stage design as an incentive to hotels to run this kind of initiative. Such a show could be piloted over a one year period. It is important that any show developed has acceptable overheads and is run continuously and frequently.

An evening entitled **Dining with the Kings** is another example of a unique, authentic, themed experience that can be developed in Petra. Based on the Nabataean King tradition of hosting dinners for groups of guests, whom the King would serve and wait on personally, the evening would provide an educational, entertaining experience that brings to life the rich history of the area. Other possibilities include the re-enactment of a Nabataean camel merchandise convoy, a Nabataean market, and story-telling segments, which could all be included to offer a seamless program of fun, education and entertainment.





Opportunities also exist for one-off or occasional events, such as Petra Rocks, Opera, Symphony and other musical and cultural events.

Hotels should be strongly encouraged to put on **night-time entertainment** (shows) and to compete for business. This may require the training of a theatrical troupe in Wadi Musa so that shows can be run continuously throughout the season. Having this type of product on offer encourages overnight tourism. The Waterford Show run in south east Ireland to encourage overnight tourism is an example. The show presents Irish music, story, song and dance in an attractive setting. Wearing period costume, a cast of nine tells the story of Waterford, the heritage, the culture and the sense of humor of the city. This show does not include dinner (to avoid competing with hotels), but other nighttime shows often do.



4. PRIVATE SECTOR INVESTMENT OPPORTUNITIES

Tourism has undergone significant change and a 21st century transformation in regards to trends in travel demand. These new trends can often be responded to productively within a cluster; therefore the master plan should evaluate the concept of a hotel or tourism zone where new development would be clustered and where the guiding principles of the new tourism trends could be fully invoked.

Petra's growth will require a diversified portfolio of quality accommodation of classifications, including boutique hotels, unique developments and home-stay, self catering and non-hotel accommodation. This will enhance the attractiveness of Petra and the offering it can provide as a destination.

4.1 NEW HOTEL/TOURISM ZONE - STRATEGIC PROJECT RATIONALE

Although undeveloped sites remain in the existing hotel development zone, in the medium and long term more space will be needed for hotel and collateral development. At present there is significant pressure on central Wadi Musa as the preferred location, while other locations are being speculatively considered in areas of scenic landscape. It is therefore essential that PDTRA develops a clear and responsible policy and identifies where hotel/tourism development can take place. Key issues to be considered are as follows:

- Avoiding a ribbon or disaggregated approach
- Protecting scenic landscapes
- Reducing environmental impact
- Encouraging sustainable development and green approach
- Ability to cluster and give local development benefit
- Efficient availability of services (water, electricity, sewage treatment)
- Enhancing security

These are issues which the PDTRA Master Plan will be required to consider and evaluate in detail in the context of the overall SEA, however in the short term PDTRA may wish to allow development on urban fringes where services exist or can be cost effectively supplied, such as east of Wadi Musa (Musa Springs area), Shobak and Taybeh



4.2 PETRA CARAVANSERAI HOTEL

4.2.1 STRATEGIC PROJECT RATIONALE

There is a shortage of up-market hotel accommodation in Petra during peak periods, while there is evidence of investor interest. Ample space seems to exist for further expansion along the hotel boulevard between Petra and Taybeh (and with in-fill development in Wadi Musa). However, only four of twenty designated hotel sites have been taken up. Development of hotels in other sites of sensitive landscape should not be permitted, but development near existing villages may be justified.

The concept of a caravanserai hotel developed through restorations in Morocco, Turkey and in India could be applied to Petra given its historic context. Such a hotel should include night-time entertainment based on the caravan theme. A site away from the hotel boulevard might be justified for a superb concept and investor bid.



4.2.2 VISION

The Petra Caravanserai Hotel will be developed in a style based on international best practice. In addition to offering a unique experience that can be an attraction in itself, and offering superb accommodation, it will offer both guests and non-guests nighttime entertainment that is based on a caravan theme. It will be environmentally sustainable and incorporate best practice in sustainable green and eco design.

4.2.3 BRIEF SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Requirement for more up-market hotel rooms • Strong thematic link with history of Petra • Investor interest in hotel development in Petra • Shortage of nighttime things to do (market opportunity) • A unique experience in itself as opposed to just somewhere to stay 	<ul style="list-style-type: none"> • Site not yet determined (will require environmental impact assessment)
Opportunities	Threats
<ul style="list-style-type: none"> • Opportunity for high profile development attracting international publicity • Opportunity for model of sustainable design 	<ul style="list-style-type: none"> • Critical that project is delivered to the highest standard • Threats from local communities if awareness and cultural sensitivity programs are not put in place



4.2.4 POTENTIAL IMPACT

A 120-room 5 star hotel operating successfully will provide substantial job creation potential with up to 150 permanent project jobs as well as indirect and implied employment.

4.2.5 ACTIONS TO DELIVER

Master Plan should determine site with least environmental impact, outside the PAP and (preferably) its buffer zone. PDTRA approves the (or supplies) site and develops prospectus. The private sector develops and owns (BOO). Planning conditions include provision of nighttime caravan experiences and strong responsible tourism criteria, including environmental and community support undertakings.

4.3 TENTED CAMPS AND ECO-LODGES

4.3.1 STRATEGIC PROJECT RATIONALE

Growing numbers of visitors wish to stay in non-hotel accommodation. Increasingly they seek authentic experiences and responsible tourism developments. With 800,000 visitors per annum there is likely to be considerable unsatisfied demand for alternative and responsible tourist accommodation, including accommodation that more clearly benefits local people, and which also offers better value for money and a different experience.

The opportunity should also be taken to improve and upgrade the standard of tented accommodation currently offered.

The concept of tented camps with high to mid range star ratings has been well delivered and received a high level of success in various countries, such as those in Africa and in Australia. Longitude 131 at Uluru (Ayers Rock) in Central Australia is a great example of an environmentally friendly, luxury, tented desert camp situated in close proximity to a national icon; it attracts high numbers of international guests while providing a unique experience. Other tented camps that have been equally successful include Paper bark Camp, which is a less expensive option but an equally attractive holiday option.



Longitude



Longitude

4.3.2 VISION

Away from the PAP and its buffer zone, and hidden from protected scenic routes, PDTRA will encourage the development of high-quality tented camps and eco-lodges based on international best practice. The camps will have controlled access to parts of the park buffer zone. The Master Plan should determine the optimum locations where these facilities can be developed with least environmental impact, and the services which PAP should deliver.

Petra region tented camps and eco-lodges will be recognized by the travel trade, the press and visitors as being of very high standards, and will offer responsible tourism products and authentic experiences.



4.3.3 BRIEF SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Need for more varied accommodation • Authentic experience • Offers nighttime activity • Some investor interest • Fulfills on the international demand for eco-friendly accommodation options 	<ul style="list-style-type: none"> • Extensive support required to ensure quality product • Private sector may underestimate financial commitment for quality product • Seasonality problem evident in Wadi Rum
Opportunities	Threats
<ul style="list-style-type: none"> • Opportunity to link with Petra trails and Wadi Rum • Develop strong and transparent code of standards for camps and eco-lodges. 	<ul style="list-style-type: none"> • Critical that project is delivered to the highest standard • Threats from local communities if awareness and cultural sensitivity programs are not put in place.

4.3.4 POTENTIAL IMPACT

This type of product and experience will encourage visitors to stay overnight in the region and also provide nighttime activities. Further study is required to determine the optimum product configuration, development cost, likely turnover and the potential for retention of local benefit. Given the dominance of group tourism to Petra, it is likely that some camps will need to be designed to cater for larger numbers. A new market for smaller, exclusive groups also exists, but camps should be in more secluded locations.

It is noted that RSCN is planning to build a 5 star eco-lodge at Jebel Masu'ada, building on the success of the Wadi Feynan Eco Lodge, but of a higher standard and eco-specification. This development is likely to set the benchmark for quality eco-lodge development in Jordan and capture the top end of the market.

4.3.5 ACTIONS TO DELIVER

An ecotourism development plan for the Petra region should be commissioned to inform the master planning process. This should explore market characteristics and international best practice in design of tented camps and eco-lodges. As a result of this process and the zoning of land, PDTRA should invite development of ecotourism products on a phased basis.

Timescale: Initial developments one year following on from feasibility analysis and zoning. PDTRA to facilitate through BOO processes. Phased development as market grows.



5. FACILITATING SMALL AND MEDIUM SIZED ENTERPRISE

5.1 OVERVIEW

The modern economy of nations and destinations is based substantially on SME development. Facilitating SME emergence is essential to improving visitor experience and adding value to the visitor experience in the Petra region. At present tourism development impacts are mostly limited to Wadi Musa. This limits the impact of the tourism economy on local communities. PDTRA must facilitate SME development as well as guiding and supporting it in practical ways within a framework plan.

In tourism a “grey” economy generally provides many jobs, in particular for poorer people. Government support should be harnessed to support programs aimed at converting these “grey” activities into formal, legally compliant activities using best practice techniques while providing opportunity for these business to develop and become sustainable. It is therefore necessary to modernize and reform legal and regulatory barriers to enterprise by companies, communities and sole traders. Many such barriers that have been removed elsewhere still exist in Jordan. For example, it is not legal to operate a small business from one’s home and this practice is both prohibitive for the community and limiting for potential tourists.

Guidelines and regulations for tourism need to be clear and applicable in all circumstances. They must also encourage and facilitate rather than discourage new initiatives and innovation. It will be important for PDTRA to avoid reliance on ‘case by case’ decisions.

Clustering of accommodation and other physical tourism developments close to settlements is a key way of encouraging spin-off SME development. Tourism enterprise zones centered on settlements wishing to engage in tourism need to be planned for. A relaxation of regulations that restrict the operation of home-based SME businesses is an essential step.

There is a latent potential to assist the expansion of existing and established craft enterprises (such as the Taybeh pottery workshop) through external investment and expertise. Other craft industries should be encouraged to establish. Craft workshops where manufacturing and direct sales can take place (such as is proposed for Elgee Village) should be encouraged.

Given PDTRA’s legal mandate, there is an opportunity for the new authority to take a lead in Jordan in de-regulation and creating a model to encourage and grow enterprise.



5.2 IMPORTANCE OF ENCOURAGING LOCAL TOUR OPERATIONS AND LOCAL TRANSPORT OPTIONS

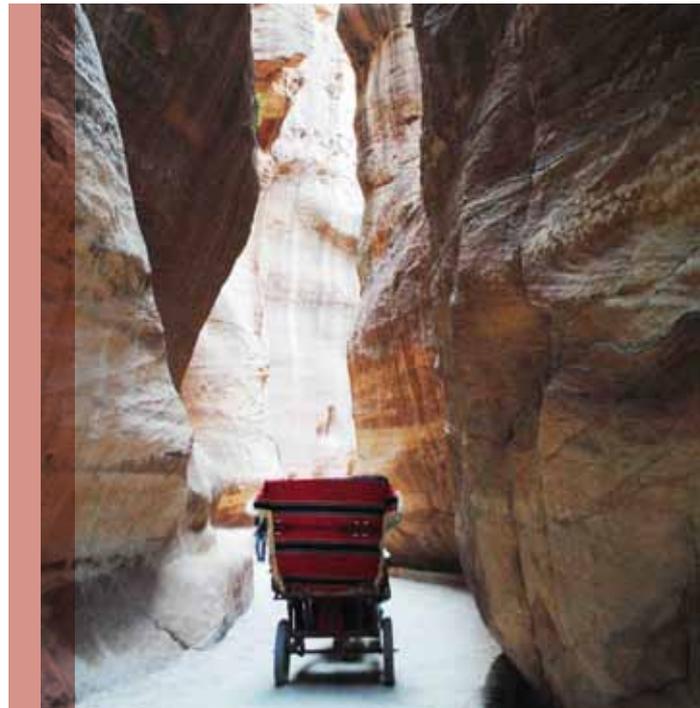
A specific area where de-regulation can be immediately applied is to encourage the development of more locally-based tour operators. More local operators and competition between operators is needed if innovative packages linking Petra as a base destination within the wider region are to emerge. At present inbound tourism is heavily dominated by Amman-based companies that sell pre-booked itineraries with limited time in the Petra region. It will take time as well as specific initiatives to change this situation, Petra needs to encourage more innovators to sell products from a Petra as a base. Day hikes, one day mini-bus trips to nearby attractions (such as Shobak), cycle tours and visits to local cooperatives can all be offered, however de-regulation is essential for this to be delivered quickly and competitively.

PDTRA can also accelerate this potential by suggesting new itineraries to existing operators and encouraging them to offer mini-bus day tours and half day tours from Petra to locations such as:

- Al-Khazan Viewpoint and Shobak
- Al-Ashari Mountain
- Roman fort of Adhruh
- Basta Neolithic site

PDTRA will be required to establish guide training and encourage local enterprise and site protection in these communities, which are not yet touched by tourism despite their proximity to Jordan's premier attraction.

To stimulate enterprise by increasing footfall, PDTRA should also encourage regular and higher standard public transport links with other accommodation hubs in Jordan. It will be important that these links do not simply service the Petra World Heritage site entrance gate. Other attractions such as Shobak should also be served thus increasing the product offering of Petra as a destination.



6. EMPOWERMENT AND ENGAGEMENT OF LOCAL COMMUNITIES

6.1 COMMUNITY-BASED TOURISM

6.1.1 CO-OPERATIVE TOURS

There is a very substantial and growing demand for interaction and engagement with local communities. Community co-operatives in the Petra region are currently producing some good quality goods and hand-crafts (pottery, jewellery, embroidery) and are being supported in their development by USAID. A number of these have the potential to be up-scaled and offer 'co-operative/workshop tours'. Facilities for visitors, including display areas, larger shops, toilets, convenient parking and signage will need to be planned for. PDTRA's Investment Division can assist by seeking investors in these enterprises, potentially offering transport option and promoting those which wish to welcome tourists on a daily scheduled basis.

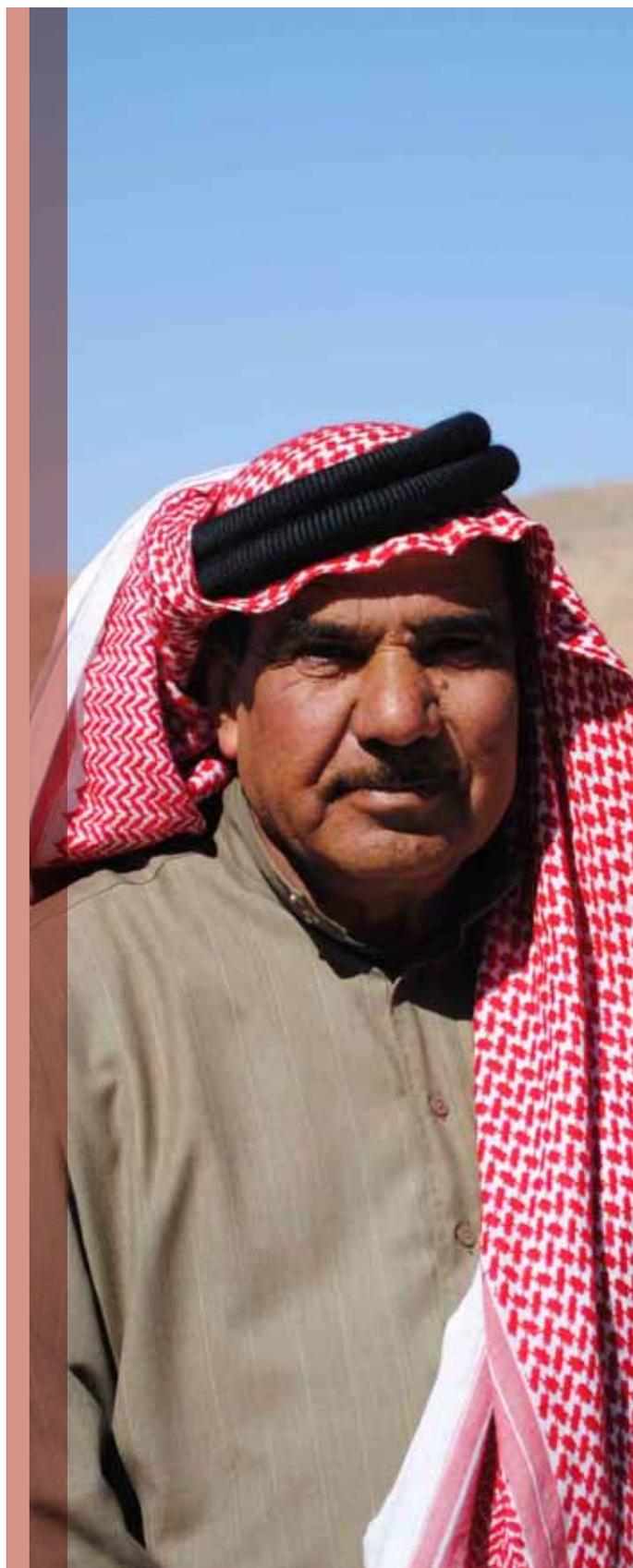
6.1.2 VOLUNTOURISM

Voluntourism as a segment globally is growing at an exponential rate; an increasing number of people are dedicating their time for little or no cost beyond transport and accommodation, and others are dedicating a portion of their holiday to volunteer their time and work on community-based projects for free. Opportunities for voluntourism exist with NGOs, the potential Petra Museum and possibly archaeological digs and specialist guiding among others. This fast growing market segment can bring significant benefit to local communities over an extended period while also accessing highly skilled experts at a minimum cost. The United States Parks for example run an extremely successful voluntourism project with the support of up to 500,000 experts across the country who volunteers their time on a part-time and full-time basis.

There are many organisations such as SAVE (Scientific, Academic, Volunteer and Educational Travel) that offer programs to increase SAVE travel in order to offer income generating opportunities for local businesses in the early stages of developing their tourism potential. While it is important to develop programs with international organisations and implement strategic marketing, product development and a well-planned program to host volunteers is imperative.

6.1.3 STAY ANOTHER DAY

'Stay another day' is an innovative tourism concept developed in many tourism destinations, such as for example the Mekong Region. The objective is to link tourists with projects that help local communities through visitation and expenditure. There are many such projects in the Petra region including the Brooke Hospital, Beit Al Anbat, Taybeh Ladies Cooperative, the UNESCO Living Culture project, etc. PDTRA could facilitate local tour operators to offer a 'stay another day' initiative, which would encourage longer stays in the region by FIT tourists and promote Petra (and Jordan) as a more responsible tourism destination. See www.stayanotherday.org for examples.



7. ACTION PLAN FOR THE TOURISM AND INVESTMENT DIVISION

7.1 PRIORITIZING THE ACTIONS

7.1 PRIORITIZING THE ACTIONS

With so many possible initiatives and limited resources, human as well as financial, PDTRA needs to first create priorities and then focus. To assist this prioritization we have developed a scoring matrix based on the ability of actions to:

- Assist the preservation and better management of the world heritage site
- Extend length of stay
- Provide nighttime activity
- Attract private sector investment
- Attract investment from donors or NGOs
- Attract new markets
- Address poverty alleviation
- Create jobs and opportunities

Each of these criteria is scored 3 for high ability, 2 for modest ability or 1 for little or limited ability. The resulting scores are outlined in table 1.

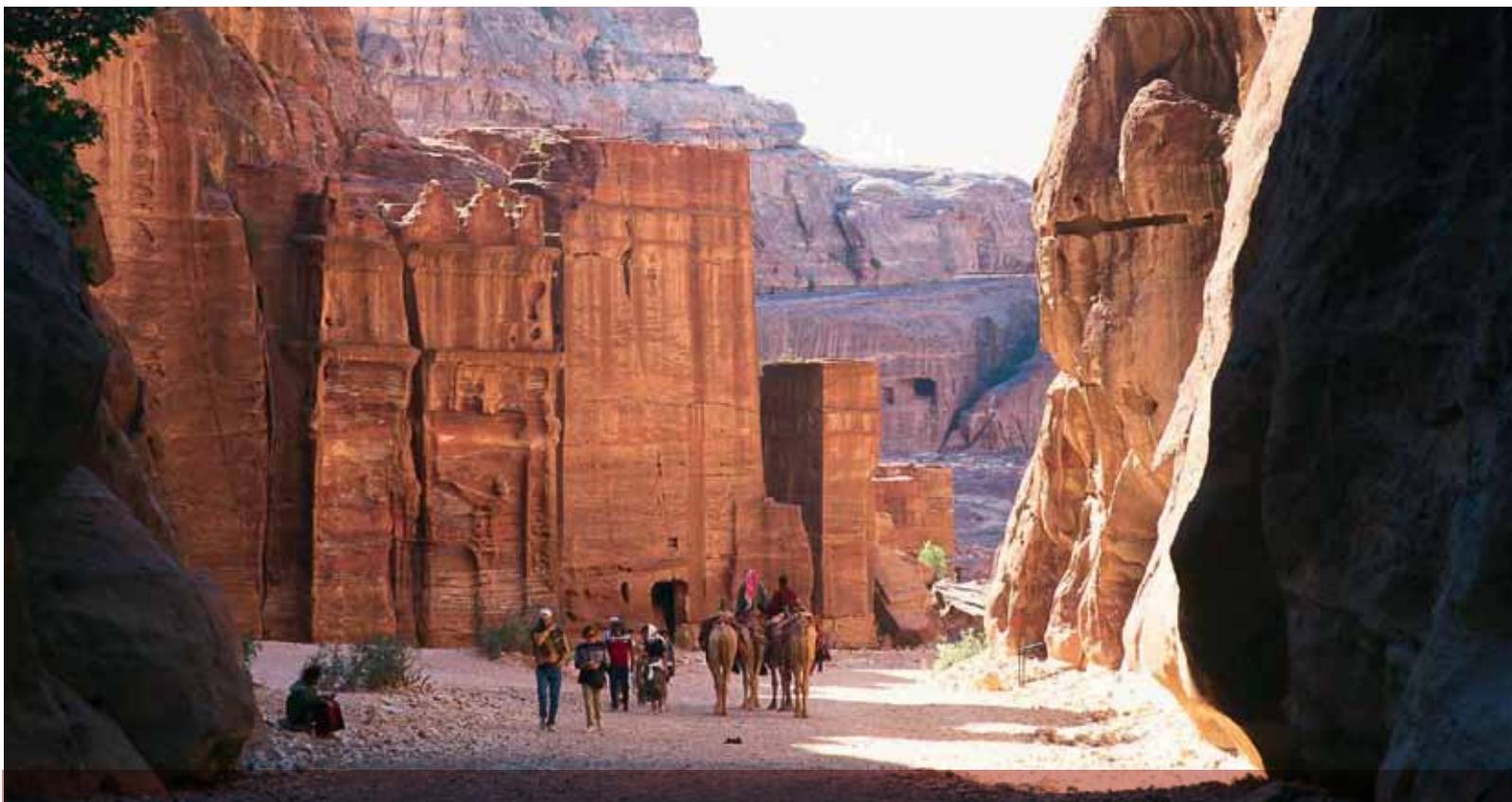


TABLE 1: Potential development project scoring

Project	Contribute to better Management of WHS	Extend Length of Stay	Provide Night Time Activity	Attract Private Sector Investment	Attract Donor Support	Attract New Markets	Impact Poverty	Create Jobs	Total
Museum of Petra	0	3	1	3	3	2	1	3	16
Cultural Village	0	3	3	3	2	2	1	3	17
"New Petra Exit	3	1	0	0	3	1	0	0	8
Petra Trails within PAP	2	2	0	0	2	2	1	1	10
Trails in the wider Petra region	0	3	0	2	1	2	2	2	12
Petra-Shobak Touring Route	0	2	0	1	1	1	2	1	8
Walking Streets	0	1	2	0	1	1	1	1	7
Night Bus Service/Day "City Tour"	0	2	0	2	3	1	2	1	11
Night Market	0	1	3	1	2	1	1	1	10
Ballooning	0	2	1	2	1	1	0	1	8
Old Mills in Wadi Musa	0	2	1	2	2	1	1	1	10
Plastic Recycling Project	3	1	0	3	3	2	1	2	15
Conference and Meeting Facilities	0	2	0	2	1	2	2	2	11
Events Strategy	0	3	3	3	2	2	1	1	15
2012 Anniversary Burckhardt's Rediscovery of Petra	0	2	2	2	2	2	1	1	12
Petra Sound and Light	0	2	3	2	1	1	1	1	11
Dining with the Kings	0	2	3	2	2	1	1	1	12
Petra Caravanseral Hotel	0	1	1	2	1	1	2	2	10
Tented Camps and Eco-Lodges	0	2	1	2	2	2	2	2	13
Co-operative Tours	0	1	0	1	2	1	1	1	7
Voluntourism	1	2	0	1	2	2	2	0	10
Stay Another Day	0	3	0	0	1	3	1	1	9

This table is designed to help PDTRA prioritize based on what its most important objectives are. The table implies that the initiatives with the greatest effect on the objectives listed above are likely to be:

- Um Sayhoun Responsible Tourism Initiative
- New Gateway Arrival/Exit Complex
- Petra-Shobak touring route
- A Museum of Petra
- Urban improvements and other initiatives in Wadi Musa

Each of these initiatives will be challenging and complex to deliver and will require careful planning and implementation. It is likely that PDTRA will need to set up a multi-disciplinary steering group for each large project or project group.

7.2 TOURISM & INVESTMENT DIVISION ACTIVITIES

7.2.1 INVESTMENT ACTIONS

Actions to attract investment will commence in earnest following the completion of the Master Plan, which will determine optimal locations for development projects. Assuming that the recommendations of this scoping study are accepted, in addition to USAID advisory support, investment will need to be targeted as follows:

- New Gateway Arrival/Exit Complex - international and national investors with PDTRA involvement.
- Museum of Petra and cultural village - Royal Court and Hashemite Foundation involvement with funding potentials from, Japan International Cooperation Agency (JICA) and museums funding foundations.
- Urban improvements and other initiatives in Wadi Musa - the private sector and possibly the World Bank investment.
- Attracting more hotel development to designated development locations – private sector with marketing of the investment opportunity by PDTRA
- Planning and encouraging development at selected sites along the Petra-Shobak touring route – new public and private sector investment
- Um Sayhoun Responsible Tourism Initiative - international donor and NGO support (including the Hashemite Foundation) will be needed.

For each of these project areas, 'actions to deliver' have been outlined on page xx. Existing initiatives such as Elgee Village will also require considerable time input. Detailed consideration of the resources (human and financial) available to PDTRA will need to be considered in the context of the authority's annual business plan.

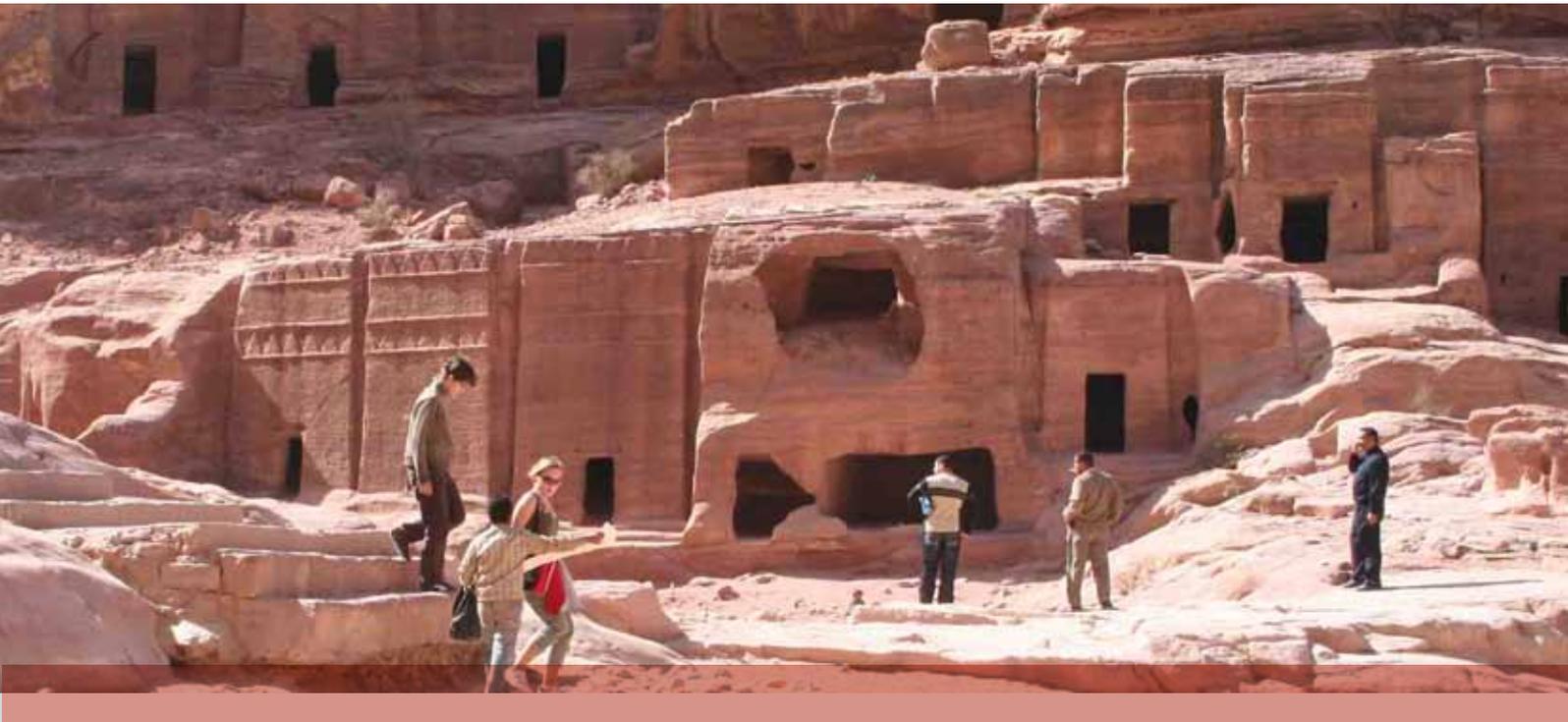
PDTRA should also initiate the recommended Hiking Tourism Development Strategy, ideally in partnership with RSCN and JTB. The Events Strategy and Training Needs Analysis to precede a Tourism Training Strategy can also be commenced. However, the comprehensive Master Plan must be the key guiding development document.

7.2.2 INVESTMENT INCENTIVES

PDTRA needs to be able to provide clear answers to potential investors on at least the following key questions:

- Any restrictions imposed or otherwise required from investors, for example, a requirement to have a local partner or locally registered company.
- Any restrictions on the free movement of capital and profits.
- Details of any incentives for investors in tourism in PDTRA (in specific locations or for specific projects or purposes).
- Details of all licenses and permits that are required in the PDTRA region.
- Details of the planning process and its duration.
- Information on the available pool of skilled labor.
- Information on employee's rights and entitlements in the region/Jordan.
- Whether work permits are required for foreign investors/labor and what is their cost and the process involved.





- Any employment-related tax discounts or other rewards.
- What types of zoned commercial land or sites are available, where is it and what is the cost and conditions applying to each.
- Details on any privileges for investors on moveable property and equipment, or for specific types of enterprise - for example, establishing a tour company or transport company, equipment for hotels.
- Any investment allowances in specific locations.
- Details of local and national taxation rates applying to businesses and staff.
- Any research available for potential investors on selected opportunities including tourism.
- Infrastructure availability in tourism and development zones and the timescale for any new planned provisions.
- Is there a genuinely fast track One-Stop-Shop investment service in operation?

It is understood that PDTRA is not a special economic zone and so has limited powers to offer specific fiscal incentives to the private sector at present. In these circumstances it must concentrate its activity on attracting investors and providing accurate information and market research so as to create opportunities and facilitate development in pre-selected locations to be determined by the Master Plan.

7.2.3 INVESTMENT MARKETING

A specific investment marketing strategy is beyond the scope of this study. However, international best practice in attracting tourism investment indicates that PDTRA will need to establish:

- Clear, specific and publicly available information on development regulations, the regulatory environment and other questions listed above.
- Accurate and publicly available market research into visitors to the region, their needs, spend and characteristics.
- Demonstration of PDTRA commitments to facilitate and drive sustainable growth including marketing plans.

An initial step could be the development of an "Invest in Petra Region" booklet and website detailing:

- Key reasons to invest in the Petra region
- Frequently asked questions (FAQs)
- Investment incentives available
- Key tourism facts



- Testimonials from existing investors
- Current state of development and future infrastructure development plan
- Specific investment opportunities for which investors are sought (from this report, for example)
- PDTRA One Stop Shop and services provided

7.2.4 TOURISM ACTIONS

Depending on the resources available to the new Tourism Division, it should prioritize the following actions which are essential to good destination management. (PAP tourism activities are excluded as we understand these are the responsibility of PAP management).

7.2.5 FACILITATING SME DEVELOPMENT OUTSIDE THE PAP

The Tourism Division needs to lead the drive towards de-regulation and enterprise creation in the Petra region. A review of current barriers to growth and PDTRA's response is an important first step.

7.2.6 DETERMINING SERVICE STANDARDS

National standards (such as for hotel classification) should be applied and nothing should fall below national standards. An important tool in reviewing standards will be a complaints log, which the Tourism Division should maintain to 'regulate by exception' rather than attempting to license and control all tourism activity. This complaints log will be an important market research tool for indicating priority areas for improving visitor experiences and product satisfaction.

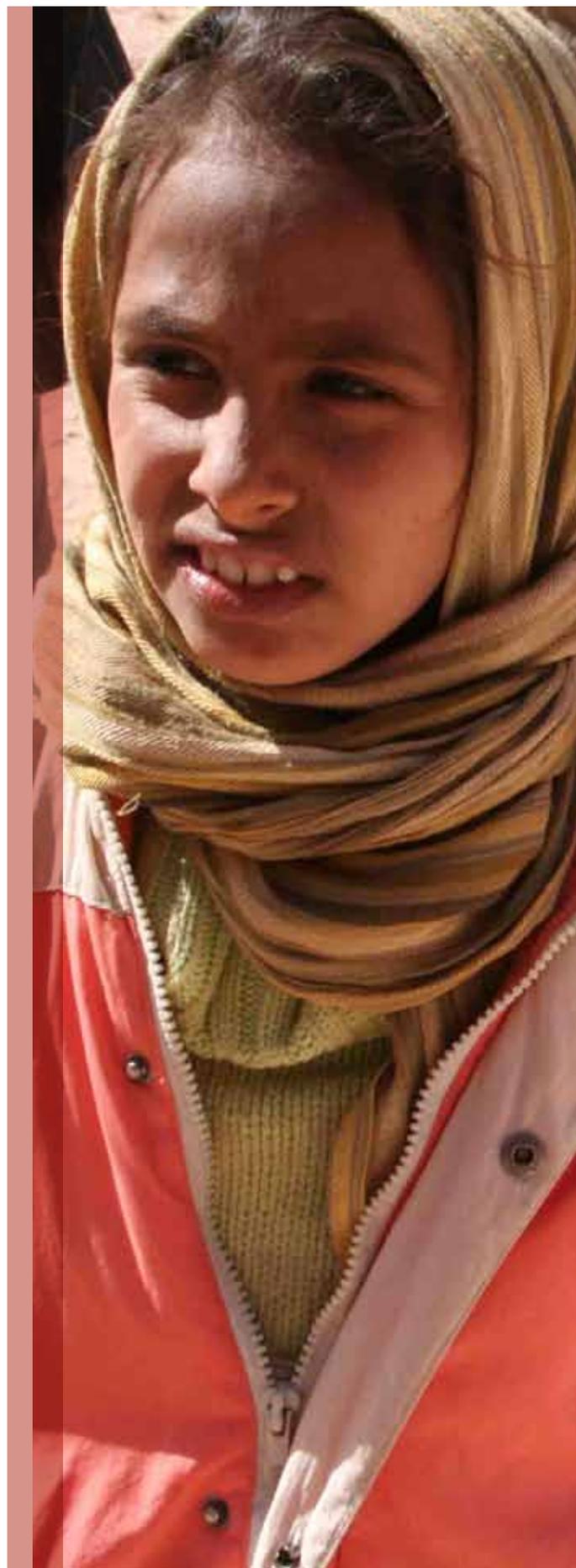
7.2.7 FACILITATING ONGOING TRAINING

The provision of a trained pool of labor is essential for facilitating tourism development which employs local people. A tourism training strategy for the region will be required, which integrates and builds on national and PDTRA initiatives.

7.2.8 VISITOR SERVICING OUTSIDE THE PAP

A tourist information center (TIC) is proposed for Elgee Village at present, and a flagship TIC will be needed in the proposed new Gateway Complex. TIC development will require extensive planning and training of staff. Visitor service literature will also be needed as virtually none exists at present on the PDTRA region.

Aqaba has developed well-regarded TIC services and the Greater Amman Municipality is also considering their introduction. There is an opportunity for PDTRA to cooperate with these organizations to avoid 're-inventing the wheel'.



7.2.9 TOURISM MARKETING

A full Tourism Marketing Strategy is required to ensure the ongoing increase in visitor numbers, increase awareness of the range of experiences using Petra as a base, extend length of stay in the Petra region, shift seasonality and maximize financial return to the local and national economy.

PDTRA's tourism marketing strategy should concentrate on the following activities:

- Developing and maintaining the PDTRA brand and destination corporate style and standards for visitor servicing and marketing literature and other communication.
- Increasing awareness of Petra as a destination with potential visitors, travel industry and media.
- Shifting perception of Petra as a “see it” destination to a destination offering a broad range of compelling experiences.
- Developing a communications plan targeting travel trade, news, travel and niche media in addition to targeting consumers directly through online medium.
- Developing and managing a plan to increase journalist visits that deliver on key messages for the region.
- Issuing regular press releases and communications directly relevant to tourism through stakeholders and through developed networks such as JTB and JTB MBRs.
- Creating and maintaining an accurate PDTRA and Destination Petra tourism website and e-marketing campaign.
- Producing visitor servicing information to be distributed electronically and in print publications.
- Supporting private sector marketing and promotional initiatives (e.g. securing conferences).
- Developing and supporting an off-season events and festivals program (to be based on an events strategy, if budget allows).
- Working in partnership with JTB offices to maximize overseas promotion.
- Stimulating new packages, product development, events and off-season promotions.

DEPENDING ON THE BUDGET AND STAFF AVAILABLE, A TOURISM MARKETING PLAN (IN ADDITION TO THE INVESTMENT MARKETING PLAN) WILL BE NEEDED TO DETERMINE ACTIVITIES AND TARGETS IN MORE DETAIL



