

JORDAN TOURISM DEVELOPMENT PROJECT (SIYAHA)

**5570 YEAR 2 PLANNING AND DOCUMENTATION
ANNUAL REPORT
SEPTEMBER 2006 — AUGUST 2007**

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GBTI Contract No. PCE-I-00-98-00015-00

Task Order No. PCE-I-21-98-00015-00

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ACRONYMS

ADC	Aqaba Development Corporation
ASEZA	Aqaba Special Economic Zone Authority
CBO	Community-Based Organization
DOA	Department of Antiquities
GAM	Greater Amman Municipality
HRDC	Human Resource Development Corporation
IBLAW	International Business Legal Advisors
ILO	International Labor Organization
IMAR	Institute for Mosaic Art and Restoration
IR	Intermediate Result
IT	Information Technology
JHTEC	Jordan Hospitality and Tourism Education Company
JITOA	Jordan Inbound Tour Operators Association
JOHUD	Jordan Hashemite Fund for Human Development
JRA	Jordan Restaurant Association
JRF	Jordan River Foundation
JTB	Jordan Tourism Board
MEDP	Madaba Enterprise Development Program
MFI	Micro-Finance Institution
MOL	Ministry of Labor
MOU	Memorandum of Understanding
MoTA	Ministry of Tourism and Antiquities
MTA	Madaba Tourism Association
NGO	Non-Governmental Organization
NTS	National Tourism Strategy
NTVS	National Tourism Visitors Survey
PDG	Program Development Grant
PAP	Petra Archaeological Park
PPT	Partnership for Practical Training in Industry
PSP	Private Sector Participation
RSCN	Royal Society for the Conservation of Nature
SME	Small and Medium Enterprises
SSC	Strategy Steering Committee
TDC	Tourism Development Corporation
TOR	Terms of Reference
UNDP	United Nations Development Program
UNESCO	United Nations Educational, Scientific, and Cultural Organization
USAID	United States Agency for International Development
VTC	Vocational Training Center

EXECUTIVE SUMMARY

With a firm belief in the importance of tourism to Jordan and the significant contribution it can have on the country's economic growth, the Jordan Tourism Development Project (Siyaha) continued its diligent efforts to support the development of this vital sector. In its second project year, Siyaha built on the strong foundation laid in Year 1 to realize a number of key successes within the realm of tourism development. Working closely with the government, the private sector, and local communities surrounding tourism areas, several initiatives were brought to completion while others were introduced. As a result, certain aspects of Jordan's tourism sector have made significant leaps in efficiency, quality, strategy, and operations. This has and will ultimately lead to the country's increased attraction as an international destination of choice, with a tourism industry that capitalizes on Jordan's culture and tradition of hospitality while preserving its historic and natural treasures.

IR1: EXPANDED INVESTMENT IN TOURISM PRODUCTS AND SERVICES

The Madaba tourism strategy is having a dynamic effect on the city, as activities begin to encourage new developments and attract more visitors. Following on from the launch of the Madaba Tourism Development Strategy in Year 1, the Madaba Enterprise Development Program kicked in and grants were awarded to 25 businesses, along with training and technical consultations, to help enhance or introduce tourism products and services in Madaba. During the holiday season at the end of 2006, MTA's first holiday-themed program activities for Ramadan and Christmas were implemented. These festivals brought thousands of visitors to the city and helped to increase sales of local tourism businesses. Central Madaba, and particularly Artisan Street, witnessed important changes and activity as Siyaha grantees opened up new shops and businesses and renovated existing ones. Storefront guidelines were developed to enhance and harmonize the appearance of Artisan Street. Also, work to improve interpretation at the Madaba visitor center began and concession opportunities for sites in Madaba were launched.

The Wadi Rum Tourism Development Project, launched at the start of the year, aimed to build on and enhance existing products and services and add new ones. Five community-based organizations (CBOs) were awarded grants for this purpose. Siyaha also attracted several partners to support the area's tourism development and provide grants and loans to local entrepreneurs and businesses. Successes were reflected through increased productivity, new sales, and better quality of tourism products.

Four IT centers were established as part of the Wadi Rum IT Network Project, which began in January 2007. Twenty interns were trained to develop IT skills within the community and to develop new business ideas and communication materials for the CBOs. Over the course of the year, Siyaha provided several training courses and workshops to CBO members on subjects ranging from project management and strategic planning to e-marketing.

Work on camp classification generated eagerness among local owners to upgrade their camps; the minimum standards for campsites were approved, CBO camps were inspected and owners were preparing for by the end of Year 2.

Other product and site development activities during the year included the development and approval of a business plan for the Tourism Development Corporation. In Amman, Siyaha supported the municipality in activating its role in tourism development by setting up a tourism division within the Greater Amman Municipality (GAM) and a GAM–Ministry of Tourism and Antiquities (MoTA) and creating a task force for tourism.

Several other important measures were taken to support specific tourism projects. A memorandum of understanding was signed by Siyaha, MoTA, the Department of Antiquities (DoA) and GAM to develop the Amman Citadel; and Siyaha began work with MoTA to provide support in implementation of the Third Tourism Development Project. This will entail replicating the Madaba development model in four other tourism cities in Jordan.

IR2: ENHANCED TOURISM SECTOR CAPACITY

A grant was awarded to Jordan Hospitality and Tourism Education Company (JHTEC) to build capacity and provide technical support for a wide range of student training and staff development activities in the Century Park Training Hotel and Jordan Hotel.

Significant achievements were made during the project in upgrading the Vocational Training Corporation (VTC) Hotel and Tourism Unit. A VTC Program Development Working Group was established and an MOU was signed between MoL, MoTA, and Siyaha to improve and develop a stronger workforce for the upcoming years by supporting the VTC in various areas. A teacher's manual was developed and printed, along with student textbooks to support the adopted national curriculum.

A model VTC center for tourism and hospitality training in Madaba was launched in January 2007 in a high-profile event attended by H.M. Queen Rania Al-Abdullah. Three other centers were upgraded during Year 2. Other VTC accomplishments include various training courses given to teachers, open days held at VTC centers around the country, and facilitation of the six-month industry internship program for VTC students. Progress was also made in launching a specialized training program for restaurants.

Working according to the strategy developed for the Madaba Institute of Mosaic Art and Restoration (MIMAR) in Year 1, staff secured funding for the upgrade of the Madaba Mosaic School into an institute, with almost JD1.8 million contributed by USAID and the Italian government. Work on licensing the institute continued. Decisions were made on the subjects to be taught in stream one, the governance structure to be adopted, and the staff to be recruited. Siyaha also followed up on the legal framework of MIMAR and the bylaws approved by the end of the year, at which point preparations were being made to launch the institute at the start of Year 3.

The strategy to establish the University of Aqaba with a college of hotels and tourism as its first school was completed in Year 2. The strategy was launched at an official event held in early July, along with the signing of an MOU between the Aqaba Special Economic Zone Authority (ASEZA), the Aqaba Development Corporation (ADC), and Siyaha to cooperate in setting up the facility. A business plan was developed for the university and a competition to develop a university logo was launched.

Other significant achievements in attaining IR2 included setting up a Council for Human Resource Development and the establishment of its institutional framework. Management of the National Tourism Visitors Survey continued and all deliverables were received by end of year, with plans to announce the results to the public being made for Year 3. With regards to classification of accommodation facilities, staff reviewed current standards and proposed revised standards and a classification system. These were approved and pilot-tested at five hotels in Amman.

Siyaha awarded a grant to MoTA to support the development of a management information system, and a Tourism Satellite Account unit was established. Also, the project supported the development of four tourism industry associations: the Jordan Inbound Tour Operators Association, Jordan Specialized Tour Guide Association, Jordan Handicraft Producers Associations, and Jordan Restaurants Associations. The Tourism Business Association Executive Management Certificate program continued throughout the year and came to a close in August 2007, with over 40 graduates having completed the course.

IR3: IMPROVED LEGAL, INSTITUTIONAL, AND ENABLING ENVIRONMENT TO SUPPORT TOURISM

In the area of institutional and sector reform, Siyaha worked closely MoTA to develop its executive plan and with DoA to develop the Strategy for the Management of Archaeological Heritage in Jordan. These were both finalized and then launched to the tourism sector in July 2007, marking a considerable step towards a shift in the role of these key government organizations within the tourism sector.

On the legislation front, Siyaha worked diligently to support MoTA in updating the tourism law. A major milestone reached this year was the submission of the final tourism law to MoTA, which in turn submitted it to the Cabinet. Work on other bylaws moved along steadily, with agreement reached on major policy issues of a number of the bylaws.

A workshop titled “Managing Tourism Growth” was held for high-ranking tourism officials and sector representatives, resulting in several recommendations.

Regarding creating greater awareness of tourism in Jordan and its importance, the National Tourism Awareness Strategy was launched in May 2007, along with the start of an awareness campaign. Much had been achieved by the campaign by the end of Year 2: Meetings with policy makers in half of the nine targeted clusters took place, and preparations for a national school-level poster competition were made. Siyaha also

arranged to work with the Greater Amman Municipality for campaign implementation in Amman, and with ASEZA for activities in Aqaba.

Conserving and developing Petra

One of Siyaha's most significant developments this year was its move into Petra to support MoTA in developing the site in anticipation of an increase in visitor numbers. A rapid appraisal was conducted to determine the situation and planning for work in Petra began. Also, Siyaha is supporting work to develop a Petra zoning management plan.

IR1: EXPANDED INVESTMENT IN TOURISM PRODUCTS AND SERVICES

PRIVATE SECTOR AND COMMUNITY PARTICIPATION IN TOURISM INCREASED

Developing Madaba into a Cultural and Religious Tourism Hub

MADABA ENTERPRISE DEVELOPMENT PROGRAM (MEDP)

Siyaha continued to provide enterprises with access to grants, training, business development services, mentorship, and access to finance throughout Year 2. To boost the utilization and effectiveness of this program, Samira Majali, an experienced business development specialist, was recruited.

To date, the IRADA program funded by the Ministry of Planning and International Cooperation has not been effective in producing business plans at the required rate. Siyaha took corrective measures to further customize the “Start and Improve Your Business” (SIYB) training and follow-up sessions to provide maximum hands-on support to entrepreneurs.

Over the course of the year, Siyaha awarded grants to 25 businesses in Madaba to start up or improve various tourism-related businesses. By year’s end, two of these businesses had dropped out of the program, leaving a total of 23 grantees. A sum of \$325,660 was given out in grants, and over \$2 million was injected into Madaba through private sector investment. To date, the program is supporting:

Handicraft shops (9) — four of which are start-ups along the Madaba Walking Route
Tourist restaurants (4) — one of which is a start-up along the Madaba Walking Route
Hotels (3) — with 39 new hotel rooms being added
Coffee shops (1)
Tourism services (5)

Siyaha also supported a number of community-based organizations (CBOs) in Madaba to qualify for funding to develop the organizations through loans and various MOPIC and Government of Jordan-financed development programs. These included the Women's Business Association and the YWCA. Siyaha provided direct technical assistance in handicraft product development to applicants, introducing new designs in silver, mosaics, henna, and embroidery.

Assistance was also provided for developing corporate identities, marketing material, interior decoration and physical upgrades of projects.



TOURISM INVESTMENT IN MADABA ON THE RISE

Locals see increased potential in the city's tourism sector

Tourism has become the new buzzword in Madaba, and the locals are putting their money where the buzz is. Since the USAID/ Jordan Tourism Development Project's (Siyaha) work began in Madaba in late 2005, and with the launch of the Madaba Tourism Development Strategy in May 2006, there has been a proliferation of small and medium-sized tourism enterprises, and the entrepreneurial momentum continues to pick up speed. Conditions are ripe for investment in tourism and locals are well aware of this.

"Locals should make it a priority to invest in tourism here and take advantage of the great opportunities that have emerged," says Faris Al Sunna', a local entrepreneur who is restoring a 1950s house in Madaba and converting it into a restaurant. He wants to create a local eatery that serves up hearty traditional fare, and is also planning to invest in opening a small bed-and-breakfast later on.

Mr. Al Sunna' is not the only one who sees great opportunities in Madaba. To date, over 20 new shops have opened along Artisan Street since the Madaba strategy was launched. The street witnesses 150,000 tourists walking from the Visitor Center to the Church of St. George (which houses the famous 6th century mosaic map of the Holy Land) each year, and falls within the planned Madaba Walking Route.

In addition to developments along Artisan Street, seven other businesses outside the walking route have garnered local investment, including three hotels that are being opened, expanded or renovated to add 37 new hotel rooms to the city's existing 200. Also, several tourist restaurants are planning upgrades in order to cater to an expected increase in visitors to Madaba. The new and developing businesses are encouraged by the prospects of the Artisan Street becoming pedestrian and the impact of the World Bank and MoTA-funded Third Tourism Development Project, as well as receiving support from USAID/Siyaha.

To date, the new shops, restaurant upgrades and planned hotel rooms that have been implemented or proposed add up to an injection of over \$2 million of private capital into tourism-related businesses in Madaba, all by locals of the city.

These new developments support 35 fulltime jobs. USAID/Siyaha provided technical assistance, training, meetings, one-on-one counseling sessions and grant support to existing and start-up local businesses. Investment is also influenced by future investments in the infrastructure of the historical district planned by the Ministry of Tourism and Antiquities (MoTA) and the World Bank.

From a tranquil little city with inconspicuous attractions to a hub of culture, history and enticing investment opportunities, Madaba's transformation over the past two years has been tremendous. For the locals this has translated into a drive to improve products and services, and contribute to creating a memorable visitor experience. The prospects are encouraging, the outlook is bright, and locals are eager to tap into what bodes to be the rewarding business of tourism.

ARTIST IMPRESSIONS, STORE FRONT GUIDELINES AND ARCHITECTURAL DESIGN SUPPORT

Artist impressions were developed for the Madaba Walking Route and the façades and interiors of Siyaha grantee shops along the route, providing a visual image of the future shape and look of the street. This will be used to motivate private sector investment and support the Third Tourism Project, which is implemented by MoTA and financed by the World Bank.

Storefront design guidelines were developed with the objective of becoming a regulation to enable control over the overall look and shape of the historical district and the walking route under development. The guidelines were approved by MoTA and the Madaba Municipality, and the mayor gave instructions for the guidelines to apply to new stores opening in Madaba. However, their full adoption requires legislation, which is being studied as part of the Third Tourism Project.

Siyaha is also continuing to provide architectural design support to MEDP applicants and assisting businesses in their physical upgrade projects.

MoTA allocated JD40,000 for a facade upgrade program that will be piloted, with co-funding from Siyaha, and management support from the Madaba Tourism Development Association (MTA), the local municipality, and the Chamber of Commerce. Siyaha developed the design for this program, which is pending approval, and received support for the concept from MTA, Directorate of Tourism and the municipality.

VISITOR CENTER, ARCHAEOLOGICAL PARK / ST. GEORGE'S CHURCH SITE MANAGEMENT PLAN

Siyaha concluded several major activities that aim to improve the management of, and investment in, the heritage sites in Madaba.



Interpretation at the Madaba Visitor Center was developed by Friends of Archaeology through a

USAID/Siyaha grant. This entailed producing and installing an orientation film and panels. By year's end, the project was almost ready, and a ceremony will be held to orient the travel trade on the new development and encourage tour guides to use the center's interpretation capacity once it is launched.

A concession plan for the visitor center was developed and submitted to MoTA for approval. A site management plan was developed and efforts were taken to finalize and present it to the steering committee in Arabic, and to push forward recommendations for capacity building, new visitor routes, and investment in the archaeological park.

Agreement was reached between MoTA, MOPIC, Siyaha, and the Greek foreign ministry to fund sheltering of Martyr's Church and an interpretation unit at the Church of St. George. Funding has been allocated and the agreement is to be finalized in Year 3.

MADABA TOURISM ASSOCIATION CAPACITY BUILDING

Having supported the establishment of the Madaba Tourism Association (MTA) in Year 1, Siyaha continued to support the association in Year 2 through training, technical support, and capacity-building activities. Focus was placed on the implementation of the Holiday Theme Program, and the development of the MTA's three-year business plan. The Holiday Theme Program aims to brand Madaba and create thematic products and experiences that can be developed into attractive tourism products in the future. Two major grant funded activities took place: "Layali Madaba," held towards the end of Ramadan in October 2006; and "Christmas in Madaba" in December 2006.



Both events were the first of their kind in Madaba. They successfully attracted thousands of visitors (mainly local) and created greater market opportunity for local businesses, many of which benefited financially through increased sales during the events and by networking with buyers. In addition, the MTA gained greater credibility among members of the Madaba business community and built good relationships with major sponsors.

The Ramadan event was attended by over 8000 domestic and foreign tourists, while the Christmas event attracted more than 3000. During the Christmas event, more than 40 vendors participated in the bazaar, which earned over JD3000. The local community was very positive, and encouraging for future events.

Support to MTA was also provided for planning and implementing the Madaba Jazz Festival, which took place on March 16, 2007. The event attracted hundreds of visitors to the city for an afternoon of jazz, featuring two local bands and one from the United States. Madaba grantees benefited from the event by setting up stalls at the festival.

Siyaha provided technical assistance for the development the MTA business plan, which was completed this year. It focuses on five strategic components: membership development, tourism product development, capacity building and human resources development, advocacy, and marketing and communication.

Siyaha also supported MTA in overcoming challenges, including reaching the level of performance anticipated, marketing, staffing, and other areas. The CEO of the association resigned during the year, and a replacement is being sought.

Support was extended to MTA for implementing HACCP training, organizing a forum discussion with the prime minister, and supporting the launch of the horse-racing season.

MTA's main activity focused on the JTB co-funded summer program of events that USAID/Siyaha co-funded. A tender was released to develop a website for MTA, and the niche brochures were approved for printing by the MTA. Sponsorship was obtained for MTA's website (currently being reviewed) as well as approximately JD5,000 sponsorship for the four niche brochures.

The MTA began production of a monthly newsletter for distribution to the local market, and the first issue was launched in July 2007.

MARKETING MADABA

A tour itinerary competition, "Best Madaba Itinerary," was launched in June 2007, with support from MoTA and the Jordan Inbound Tour Operators Association (JITOA). The competition sought entries in three categories: cultural, religious, and adventure tours. First place was unofficially awarded to a tour guide and the announcement of this is pending. Due to weak religious and adventure itinerary entries, winners haven't yet been identified for these categories. Staff plans to announce the itineraries during the launch of the visitor center interpretation program, which will target tour operators and guides.

Also, three niche brochures for Madaba (religious, adventure, shopping) were developed with MTA to market the mosaic city. These are due to be printed early in Year 3. During Year 2, a one-page "shopping guide" was produced, listing handicraft shops and workshops along Artisan Street. This will be distributed at the Madaba Visitor Center until the comprehensive handicraft flyer is ready.

Developing Ecotourism in Wadi Rum

CBO CAPACITY BUILDING AND TOURISM PROJECTS

The Wadi Rum Tourism Development Program was officially launched on October 4, 2007, during a grant-signing ceremony with five CBOs in Wadi Rum. The event took place under the patronage of His Excellency Mr. Nader Al-Dahabi, chief commissioner of ASEZA, and was attended by high-profile personalities from the tourism sector and the Aqaba development community, senior ASEZA officials, and the USAID/Jordan mission director. In addition, over 200 leaders and community members of the local Bedouin tribes were represented.

The table on the following page is a summary of the Siyaha grants to the five CBOs in Wadi Rum.

CBO	AREA OF SUPPORT	PROJECT AMOUNT (JD)	SIYAHA SHARE
Burda	Handicrafts <ul style="list-style-type: none"> woven products (135 saddles) soap and women's accessories 	112,541	59,261
Wadi Al Qamar	<ul style="list-style-type: none"> Upgrading 24 camps Publication 	157,420	65,996
Productive Village	<ul style="list-style-type: none"> Adventure tour and camping Handicrafts – leather, herbs, silver, henna 	146,450	63,941
Diesseh	<ul style="list-style-type: none"> Upgrading 11 camps Bedouin experiences Handicrafts – 135 saddles 	150,473	70,341
Wadi Rum	<ul style="list-style-type: none"> New camp Authentic Bedouin experience 	175,712	62,842

MOUs were signed with the Development and Employment Fund (DEF) and the Ministry of Planning-funded Qudorat program, and the UNDP Small Global Environmental Fund (GEF) gave a \$46,000 grant to Productive Village, in addition to a \$3000 workshop implemented by the International Union for the Conservation of Nature. Schools in Wadi Rum received IT equipment valued at JD7000, which was donated by the Arab Bank. The total funds leveraged by Siyaha to support the five tourism CBOs in Wadi Rum was \$376,330.

The development program entailed capacity building for CBOs and included training on project management, strategic planning, time management, managing meetings, action planning, support for marketing and e-marketing, and financial training. Financial accounting software was installed, and the CBOs were trained in using the software. Siyaha also supported CBOs in beginning to plan their tourism development projects.

The one-year small grants for CBOs in the Wadi Rum Tourism Development Program concluded towards the end of Year 2. The table on the following page summarizes the results.

CBO	GRANT STATUS	POSSIBLE AREAS OF FUTURE SUPPORT AND INTEREST
Productive Village	100% completed for product of adventure experience, handicrafts projects, and management staff. UNDP and Ministry of Water funding was fully leveraged for de-desertification project.	Astrological observation project; agricultural project support; marketing and enhancement of adventure experience. <i>Projected Budget: \$50k</i>
Wadi Rum Cooperative	25% of grant for developing model camp and implementing Bedouin experiences spent - grossly underperforming due to difficulties in licensing camps and lack of initiative. UNDP funding leverage pending.	4x4 jeeps upgrade and Bedouin experience at the fort and Seven Pillars of Wisdom. <i>Projected Budget: \$99,000k</i>
Diesseh Cooperative	70% of grant completed on handicraft product, camps upgrades, camel saddles. UNDP funding leverage pending.	Camps and 4x4 jeeps, and the showroom at Diesseh. Packaging and marketing support. <i>Projected Budget: \$99,000k</i>
Burda Cooperative	90% of grant spent on handicrafts projects. Leveraged UNDP funds for soap factory.	New retail outlet, improved handicraft product and soap production and packaging. <i>Projected Budget: \$60,000k</i>
Wadi Al Qamar	95% of grant spent on camps upgrade, cafeteria, and marketing collateral. UNDP funds have not been leveraged.	Additional camp upgrade support, model camp, cafeteria, possible cooperation with Qudorat II. <i>Projected Budget: \$99,000k</i>

WADI RUM IT NETWORK

The Wadi Rum IT Network project, implemented by NetCorps/Jordan through a Siyaha grant, commenced in Wadi Rum in the first quarter of 2007. The year-long IT and community tourism development project aims to increase economic opportunities from tourism for local communities in Wadi Rum. The project is achieving this by increasing the business capacities of entrepreneurs and cooperatives through the provision of professional and business skills; providing and promoting quality products and services; and providing information and communication technology (ICT) tools to enhance performance.

In Year 2, four IT centers, managed by NetCorps/Jordan, were established in the villages of Wadi Rum, Diesseh and Salhiyeh, and the project recruited and trained 20 young men and women from the local community to support IT and tourism development activities. The interns collected 50 business ideas from the local communities, which are in an incubation phase. They also began work on a newsletter and website for each of the five CBOs; these will be launched in Year 3.



A new necklace design made at the Productive Village workshop.

BUSINESS DEVELOPMENT

Nour Al-Hussein Foundation initiated a Siyaha-funded training program for CBOs and entrepreneurs in business related skills that will result in production of business plans for projects in the tourism and service sectors.

HANDICRAFTS

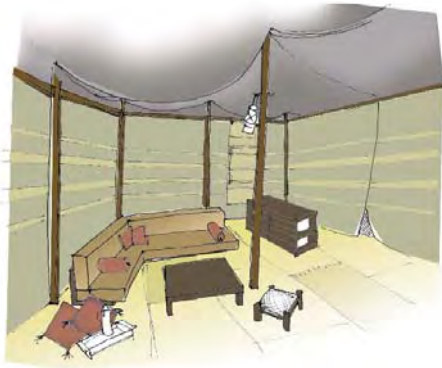
Siyaha provided technical assistance to CBOs in handicraft production to improve and diversify designs and ensure the availability of needed equipment. As a result, there were significant strides and improvements in handicraft design at Diesseh, Productive Village and Burda cooperatives. Handicrafts produced include leather items, woven goods, ceramics, jewelry, soaps, and other traditional items.

At the Wadi Rum Visitor Center, the Wadi Rum Protected Area (WRPA) management and ASEZA had allocated a space to each CBO, however they did not have the quantity of diversity of products needed to display in these rooms. Siyaha supported the CBOs to specialize in different handicraft products and provided training on handicraft pricing to members. By the end of Year 2 four CBOs had utilized the spaces allocated to them at the Visitor Center; three to display handicraft products from their workshops and one to sell traditional spices and herbs. The Burda Women's Cooperative has one of the outlets at the center, as well as Productive Village and Wadi Rum cooperative. As a result of the shops, sales of handicrafts have multiplied leading to a significant jump in income for the local communities from handicrafts. Before the project, only the Burda Women's Cooperative produced handicrafts, generating an average income of JD40 to JD60 each month. Today there are three CBOs producing handicrafts, and the total monthly income from handicrafts is in the thousands.

The Burda Women's Cooperative also began producing traditional camel gear. Over the course of the year they produced ten full sets of camel gear, each of which takes one woman three months to make. The woven gear and items are based on traditional Bedouin weaving designs.

VISITOR CENTER SIGNAGE AND USAGE AND BADIA FORT

A plan was submitted to ASEZA/WRPA for a new signage and interpretation program for the visitor center. ASEZA allocated funding to develop this program, as well as funding for the Badia Police Fort. Siyaha is supporting the design and implementation of the program, and work on this continues into Year 3. Also, Siyaha's work in developing handicrafts has led to improved utilization of the visitor center; as discussed above, four new shops opened in Year 2 to sell local products. The new shops have filled previously vacant shopping areas, helped to enhance the visitor center, extended the amount of time that tourists spend there, and increased the amount of money tourists spend. To cater to Bedouin experiences and camel treks, staff solicited an engineering firm to design the fort complex and camel holding areas. Construction will be done by ASEZA.



CAMP UPGRADES

In Year 2, Siyaha worked with WRPA management to develop more comprehensive minimum standards for campsites, with input from WRPA staff. The minimum standards focused on nine pilot camps and were submitted for approval by ASEZA. In addition, Siyaha initiated the design for a model camp to be developed, and the CBOs conducted assessments of existing camps.

During the year, the minimum standards for campsites were approved by the Wadi Rum Protected Area. All 37 camps located in the reserve were inspected, and applications for upgrades were received from numerous camps in the villages of Wadi Rum and Diesseh. The model camp design was completed and applying the design at camps began and will continue into Year 3. Training on hospitality skills and food safety and hygiene was conducted, as well as first aid training, during which first aid kits were distributed to owners of all camps in the reserve.

OTHER ACTIVITIES

Ongoing support was provided for the enhancement of existing products and development of new products, including upgrading the desert tour Jeeps and camel treks, and developing Bedouin experiences. Siyaha also built links with organizations already

Design for model campsite in Wadi Rum.	working in Wadi Rum and attracted new groups to support the development of the area's tourism industry.
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Replicate cluster development activities

WORLD BANK THIRD TOURISM PROJECT

Siyaha signed a high-profile agreement with MoTA to provide support in implementation of the Third Tourism Development Project. The Third Tourism Development Project is a \$70 million project financed by the Government of Jordan and the World Bank to upgrade five historical (tourism) districts around the country, in partnership with the local municipalities in Madaba, Salt, Jerash, Ajloun, and Karak. Siyaha will assist the Third Tourism project in the design of its \$1 million local economic development component, which will target CBOs, NGOs, and enterprises in the five cities, as well as provide assistance for the project's public awareness aspects.

Enhanced site management & private sector participation in public tourism assets

TOURISM DEVELOPMENT CORPORATION (TDC)

Work progressed towards establishing the Tourism Development Corporation (TDC) as a public-private body that will drive the product development pillar by focusing on improved site management and development of government tourism assets while leveraging private sector support. A business plan for the TDC was developed and

submitted to the Council of Ministers; its status is pending. The composition of the board of directors of the proposed TDC was agreed with Siyaha, making sure that it matches good governance practice.

AMMAN CLUSTER/GAM TOURISM DEVELOPMENT SUPPORT

Siyaha supported development of the GAM tourism strategy and action plan, which was presented to industry stakeholders to solicit their feedback in March 2007. Recognizing the importance of tourism to the capital, GAM is establishing a new organizational structure to fully integrate tourism into its responsibilities, structures, and priorities. Already the municipality has set up the Amman Commission and a tourism committee to represent GAM in a joint MoTA-GAM task force council. In May 2007, an MOU was signed between MoTA, GAM, DOA, and Siyaha to cooperate in developing the Amman



Citadel. The agreement entails implementing a site management plan that will support the development of sustainable tourism and heritage management in partnership with the private sector. A preliminary tourism development plan was prepared, along with a work plan for the three-stage site management planning process, which is scheduled for completion in February 2008.

Other developments in Amman's tourism industry that Siyaha supported in Year 2 include the development of an annual calendar for Amman and identifying programs of activities to attract and support tourism during summer 2007; guiding development of an information center at the airport that will promote Amman and the city's tourism services; and funding a project to develop a new tourism product in the downtown area. This project seeks to convert the old electric hangar building downtown into a dynamic marketplace. The marketplace will combine handicrafts, souvenirs, entertainment, and food, with the aim of becoming a major attraction that draws both tourists and locals. Siyaha also tested and produced a business plan for a circular bus tour in Amman, which is due to take shape in Year 3.

SITE BROCHURES

In response to a request from MoTA, Siyaha initiated work to develop updated comprehensive site brochures for 17 main tourism attractions in Jordan. An RFP will be issued in the next quarter. Siyaha is working in cooperation with MoTA, DoA, and the Jordan Tourism Board (JTB) to contract the design and copywriting for these.

Tourism Enterprises Access to Finance Enhanced

Throughout Year 2, Siyaha worked to enhance access to finance for tourism-related small and medium enterprises (SMEs), particularly as part of the cluster development programs. In Madaba, the Madaba Enterprise Development Program (described above) continues to support local businesses through grants, training, business development services, mentorship, and access to finance. In Wadi Rum, Siyaha created links with

various other development project sand funds to facilitate funding for tourism businesses. Loans to enterprises reached \$102,895 in Madaba and \$108,500 in Wadi Rum.

Siyaha also developed a concept paper for the next steps on closing the gap between credit demand and supply, with the aim of recruiting interested banks to provide special loan packages that can be promoted by tourism associations. Siyaha and the tourism associations provided assistance to SMEs applying for loans to ensure that their applications are up to specifications. This work resulted in three bank loans being provided to tourism association members, with a total value of JD5000.

IR2: ENHANCED TOURISM SECTOR CAPACITY

PRODUCT TOURISM INDUSTRY HUMAN RESOURCE DEVELOPMENT STRATEGY

Based on the national “Manpower and Training Needs Report” presented in Year 1, Siyaha developed a Human Resources Development Training Strategy and plan in Year 2. The development was carried out in consultation with the industry to ensure extensive buy-in to the strategy.

The draft Jordan Tourism Human Resource Development (HRD) Plan 2008 -2011 was presented in June 2007 to the National Tourism Strategy Working Group for human resource managers, educators, and trainers, followed by an open roundtable discussion to gain the group’s feedback on the plan and incorporate recommendations. By end of Year 2, the plan was completed and was being reviewed by stakeholders. Staff plans to publish the HRD plan to the entire sector during the first half of Year 3.

DEVELOP PROFESSIONAL SKILLS IN INDUSTRY BY BUILDING CAPACITY IN EDUCATION INSTITUTIONS

Supporting infrastructure development and capacity building at JHTEC

A grant was awarded to the Jordan Hospitality and Tourism Education Company (JHTEC) in Year 1 to facilitate the development of its tourism education and training campus. JHTEC is composed of the Jordan Hotel School (JHS), the Jordan Applied University (JAU), and the Century Park Training Hotel (CPH). Throughout Year 2, implementation of the grant progressed steadily, and the company witnessed a number of changes and enhancements.

Several training activities were conducted, including train-the-trainer courses and classes in safety, hygiene and environmental care; English; exam writing methodology; cookery; and specialized kitchen training activities. JHTEC held a graduation for employees who passed the English training course funded through the grant.



Students graduate from JAU.

The company upgraded computer systems and IT equipment at its facilities, including a new database system and IT equipment. A new Micros system was installed at JHS, along with points of sales monitors and printers; and a Fidelio front office system was installed. A new student registration system was developed locally, and students and faculty were trained on how to use the system. The school also received a state-of-the-art intranet and internet system and a training unit was set up and furnished.

Ten hotel operation manuals were produced for use by students, and various marketing tools and material were developed for each of JHTEC's education facilities. Websites were developed for each of JHTEC, JHS, and CPH, and marketing brochures for JHS were produced. Other marketing activities implemented through the grant were a radio campaign for the Jordan Applied University and JHS, along with a newspaper and radio advertisement campaign supporting the tourism awareness campaign launched by Siyaha and encouraging students to enrol in the new academic year. The grant also supported an open day event and the establishment of a graduate Alumni Club for the Jordan Hotel School.

Modernize Vocational Training Centers (Hospitality and Tourism Centers)

In Year 2, the centers of the VTC Hospitality and Tourism unit grew into quality education facilities that are attracting thousands of applicants. Siyaha invested much effort over the year in developing a new curriculum, upgrading centers, and working with the industry to secure internships.

In Year 2, four VTC hospitality and tourism centers were upgraded.

A total of 167 students enrolled at the four centers, with over 50% being women: 81 men, and 86 women.

A total of 32 students graduated from the year-long program and are ready to enter the local hospitality industry.

Staff produced student textbooks covering four topics: housekeeping, food production, food and beverage services, and hospitality skills. A total of 3,600 student books were printed, along with 100 copies of a teacher resource manual for use by VTC educators.

VTC student regulations, outlining some of the center's requirements of students, were developed and adopted. Staff also developed a student regulation information handbook that contains important information for trainees of the VTC hospitality and tourism centers. The handbook aims to provide details of the context and operation of the VTC regulations that affect academic quality and student behaviour.

The upgrade of the VTC Hospitality and Tourism Unit also entailed enhancing the skills of teachers and trainers. Siyaha coordinated and supported training-of-trainer workshops for VTC trainers and supervisors, along with safe food handling and hygiene workshops and a back-to-industry training program. Siyaha also designed a program to instruct VTC English teachers on methodologies of delivering tourism- and hospitality-specific English language courses.

The VTC Practical Training Internship Manual was planned, developed, and translated into Arabic and circulated to VTC instructors, supervisors, trainees, industry instructors, and human resource managers. All VTC management documents and manuals prepared by Siyaha were compiled into one operational manual for distribution to all VTC centers.

One of the most significant events in Year 2 was the official launch of the Madaba VTC Center for Hotel and Tourism. The launch was in coordination with the Ministry of Labor



HM Queen Rania speaks to students at the opening of the Madaba VTC center.

(MOL), and the event was attended by H.M. Queen Rania, and other government officials, who toured the facility and were briefed on the project.

Twice during the year, in preparation for the start of the intake of new students to the course each six months, the VTC centers hosted a series of open days to increase awareness of careers in tourism and to recruit high school students to join the new National Hospitality Skills Program – Level 1. Thousands of students, along with their parents, attended these open days, which were also supported by the industry. Representatives from four-star and five-star hotels attended, answering queries from potential students and interviewing students entering their six-month training-in-industry period. Over 800 applications were submitted to the program, with women representing about 20 percent of the applicants.

In cooperation with MOL, MoTA, and JRA, Siyaha led an initiative to develop a specialized restaurant training program, designed for implementation at two training centers. The complete Restaurant Hospitality Skills Training Program was developed and launched at Abu Nussair VTC Center, Al Sahab VTC Center, and Al Karak VTC Center. All three centers are currently being renovated and upgraded to offer the restaurant program.

Siyaha worked with the Partnership for Practical Training in Industry (PPT) committee to develop the framework for Jordan's first integrated tourism training program. Hotel representatives made commitments to employ graduates from the program's first intake when the students finish the training. These students had completed the year-long program and graduated from the course by the end of Year 2.

Agreement was reached among center directors regarding the development plan for the remaining seven hotels and tourism VTC centers, the awareness campaign, and the adoption of the new Certificate for Hospitality Skills - Level 1 across all VTC centers.

VOCATIONAL TRAINING CENTER GARNERS INCREASED INTEREST IN HOSPITALITY EDUCATION AROUND THE COUNTRY

Open days held at the hospitality and tourism Vocational Training Centers (VTCs) around Jordan are giving prospective students and their parents the opportunity to visit the VTC centers to find out about the hospitality and tourism program and speak to teachers, current students, and industry representatives. In August 2007, open days were held at the VTC centers in Aqaba, Madaba, Salt, Ein Al Basha, Jerash, Ajloun, Marka, Abu Nussair, and Petra. Over 2000 people, including a large number of women, attended the events.

The open days were supported by the hotel sector, with representatives of several 4-star and 5-star hotels in attendance. Some of the hotels included the Intercontinental Hotel in Amman and Aqaba; the Dead Sea in Aqaba; Petra Movenpicks; Kempinski Dead Sea; Grand Hyatt, Sheraton, Le Royal, and Crowne Plaza in Amman and Petra; and Le Meridien and Holiday Inn Amman; as well as the Days Inn Aqaba and the Petra Marriott. At the Abu Nussair Center, where a restaurant training program has been introduced, the Jordan Restaurant Association and Blue Fig were represented.

Hotel and restaurant representatives were at hand to distribute materials about their facilities and answer questions from students and their parents. This is the third group of students entering into the VTC certificate program. The participating hotels and restaurants are also supporting the recruitment process by taking part in the interview panel for students beginning their six months of industry training.

“Getting the private sector involved has been an advantage in attracting students,” said Susan Grigoleit, advisor to the Ministry of Labor and a supporter of the VTC upgrade project. “There has been good representation from hotels and restaurants around Jordan at the open days, giving potential students a first-hand idea about what they can expect from a career in hospitality.”

The number of people who attended the open days far exceeded expectations, indicating success in marketing the VTC hospitality and tourism program around Jordan.

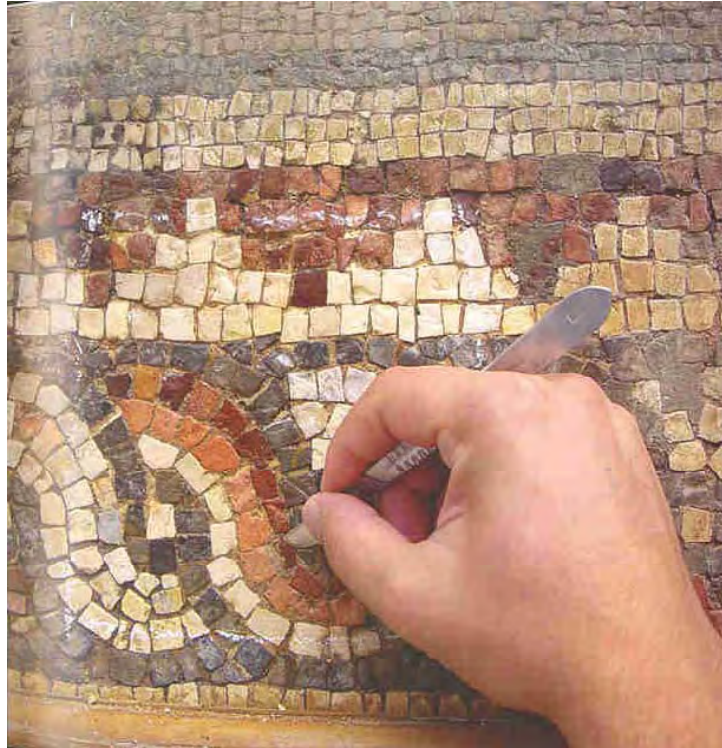
USAID’s Siyaha project to upgrade VTC hospitality and tourism centers is being implemented in partnership with the Ministry of Labor and the Vocational Training Corporation and Ministry of Tourism and Antiquities (MoTA).



Prospective students speak to current VTC students at an open day in Salt.

Develop and upgrade Madaba Mosaic School

Several positive developments took place with the initiative to upgrade the Madaba Mosaic School into an institute of higher education. Siyaha worked extensively with DoA, MOHE, the Ministry of Education, and other stakeholders to support the progress of the Madaba Institute for Mosaic Art and Restoration (MIMAR) initiative and ensure that the new school is operational by September 2007.



Funding for the renovation of the school into MIMAR came from USAID, which granted JD1 million to the project through a Local Currency agreement with the Government of Jordan, as well as from the Government of Italy, which pledged JD780,000 as a contribution. The donation came as a result of a request from USAID/Siyaha, which sought cooperation from the Italian Embassy for the development of the school.

Architectural concept plans that observe the environmental requirements were produced for the upgrade of the school into MIMAR. The plans include design and refurbishment works.

A program development committee was set up to prepare the curriculum and choose curricula, subjects, teaching methodology, and program plans. All programs and courses will be accredited by Al Balqa University in partnership with the institute. International accreditation will also be secured for specialist and professional development programs. A bridging arrangement has been agreed with Yarmouk University to facilitate continued career advancement, enabling diploma graduates to join the B.A. in archaeology program at Yarmouk University.

Siyaha also worked with DoA on determining the governance structure and staff of MIMAR, covering the renovation works of the current workshop and class rooms, as a contingency plan for starting Stream 1 in September 2007. Siyaha also requested support from DOA for renovation efforts and human resources considerations for MIMAR.

Siyaha commissioned the development of bylaws for the Madaba Institute for Mosaic Art and Restoration and finalized the bylaws with DoA. The bylaws were approved by the

Cabined at the end of Year 2 and took effect on September 16, 2007. Al Balqa University approved the academic program study plan, which authorized MIMAR to operate the diploma program and enroll students starting in October 2007 (Semester 1).

MIMAR was launched in September 2007 under the Patronage of Minister of Tourism and Antiquities at a ceremony attended by HRH Prince Ra'ed, the Ambassador of Italy, the Governor of Madaba, and key stakeholders from USAID, the Ministry of Higher Education, the Ministry of Planning, and the Legislative Bureau, among others. The MIMAR Higher Committee held its inauguration meeting immediately following the event.

Prepare strategy and business plan for development of University of Aqaba – College of Hotel and Tourism

The strategy for the University of Aqaba – College of Hotel and Tourism (UA-CHT) was developed by Siyaha in cooperation with the Aqaba Development Corporation (ADC) and ASEZA, and with feedback from the tourism sector and support from the Ministry of Higher Education and planning authorities. ADC contributed 400 dunums of land on which the university will be built, in addition to seed capital of JD5 million for the establishment of the university. Investors and strategic partners have already been approached by ADC, in coordination with ASEZA, to invest in the shareholding company that will own the university. Fundraising efforts have already resulted in an assured JD5 million from Saraya Holdings Aqaba, who have also given indication of contributing a further JD5 million.

A design consultant was recruited to develop the updated conceptual architectural designs for UA-CHT based on the business plan requirements. The layout plans for the kitchen area and dormitories were also developed and the designs were transferred onto the land map as allocated by AZESA and ADC.

Siyaha included the definition of a world-class university in the strategy, to form the basis for developing the criteria for selection of international partners in a future step. The UA-CHT business plan was also developed, along with a quality assurance manual for the registrar office of University of Aqaba.

The UA-CHT strategy was launched in July 2007 at the official signing of a MoU between Siyaha, ASEZA, and ADC to cooperate in developing the university, starting with a College of Hotels and Tourism. In addition, the detailed five-year business plan was completed, as well as a brochure to assist with investment promotion efforts. The business plan together with a comprehensive operational plan was completed and delivered to ADC. International partnership documentation was also completed. A University of Aqaba logo competition was organized by Siyaha and launched by ADC, attracting 270 applicants. The proposals are being evaluated by a committee to select the finalist.

Other areas of support provided by Siyaha for the college are the financial model for the UA-CHT budget and actual figures, assistance with the second college to open, design

and printing of the strategy, recruitment and selection of a project manager, and preparation for the University of Aqaba.

INDUSTRY RESEARCH AND QUALITY ASSURANCE PROGRAMS IMPROVED

Improved quality assurance: Classification system of hotels, guesthouses, and campsites in Jordan

Siyaha worked to prepare a new classification system for hotels and campsites that is in line with international best practices. This effort began with a review of the current systems in order to facilitate the introduction of new systems. In November 2006, a proposed campsite classification system was presented to ASEZA and a hotel classification system was presented to MoTA.

Siyaha finalized the administration framework and operation manual for a national hotel and guesthouse classification system. The Hotel Classification Steering Committee approved the hotel classification system, and a subcommittee was established to review standards and a scoring scheme. Pilot testing was conducted for five hotels in Amman and a final report was produced detailing the findings of the pilot test. The new hotel classification system was then presented to the minister of Tourism and Antiquities, who approved the system. Siyaha worked with the minister to include the new hotel classification system in the tourism law.

Minimum standard requirements for licensing desert campsites in the Wadi Rum Protected Area (WRPA) were finalized based on initial recommendations from the U.S. Forest Service and input from the Wadi Rum Protected Area management and ASEZA. Siyaha then moved into the test phase of the initiative by working to upgrade nine pilot camps in Wadi Rum and Dैसेh according to the standards. ASEZA inspectors were trained on campsite inspection, data entry for inspections, and the process for report generation. Pilot testing was conducted at 34 campsites, and 19 camps began upgrading their facilities in line with the new standards. The following supports were developed and provided to ASEZA: code of conduct for campers, code of conduct for campsite owners, first aid kit content, emergency evacuation plan, and emergency contact list.

As part of the camp upgrade initiative, Siyaha implemented first aid training for campsite owners and secured sponsorship for 37 first aid kits, which were distributed to camps in the WRPA.

AUGMENTING THE RESEARCH CAPACITY OF THE TOURISM SECTOR

Improve MoTA data management capacity

Siyaha designed a plan for developing a management information system at MoTA. An agreement was signed with MoTA to provide \$70,000 to partially fund the cost of the system (anticipated to cost \$250,000).

Manage the National Tourism Visitors Survey

Siyaha continued to support the implementation of the National Tourism Visitors Survey, which is implemented by the Department of Statistics with funding from Siyaha. Regular

field visits were conducted to check on the survey process being implemented. Observations made during these visits were passed on to the Department of Statistics in order to improve the process. By year's end, all survey deliverables were received and work to launch the results early in Year 3 was initiated.

Developing a tourism satellite accounts (TSA) system

Siyaha and MoTA reached an agreement to establish a senior working group within the ministry to lead and manage planning and improving the data management systems in the Department of Statistics (DoS). The group working on this initiative is composed of representatives of DoS, MoTA, the General Intelligence Department, Jordan Tourism Board, and Central Bank of Jordan. Members also agreed to create a tourism satellite accounts system national steering committee. This committee supports the revision and upgrading of data management systems at the Department of Statistics and MoTA according to international best practice, and provided technical assistance for the design of a national domestic tourism survey introduced in March 2007.

While the development of a TSA can take several years to be fully in place, Siyaha began working with MoTA to develop fully operational systems. With efforts from Siyaha, MoTA established a national TSA and research steering committee, and a TSA unit was established at the Department of Statistics to prepare all tourism statistics, including the National Tourism Visitor Survey. Plans were made to establish the TSA planning and coordination unit and system. In addition, Siyaha and MoTA agreed to incorporate the upgrading of data management systems, according to international best practice, into the national steering committee mandates.

Strengthen Jordan Tourism Board research capacity (retrenched effort)

Siyaha prepared a research strategy and supported the preparation of a research plan for the Research Department of JTB. This assistance aimed to enhance the availability of data on foreign source tourist markets. Siyaha planned capacity building for the JTB research department to enable a robust department; however, lack of cooperation by JTB management put the support on hold.

INDUSTRY ASSOCIATIONS STRENGTHENED

Developing business mentorship program

A draft business mentorship program and supporting management systems were finalized following circulation among stakeholders for testing and verification. With the aim of creating a trustworthy core information center for all association staff, boards of directors, and members in association management, staff produced a complete set of association manuals tackling seven core disciplines in association management. The manuals cover the topics of fundraising, the legal and regulatory framework of business associations, financial management and sustainability, public policy advocacy, governance, membership development, and marketing and communications. The manuals were disseminated to tourism associations to enable them to offer business-to-business support services to their members.

Improving performance of business associations in contributing to tourism development

Siyaha continued to support the development of a number of tourism industry associations throughout Year 2, providing technical and grant assistance for their development and enhancement. Strategic and business plans were produced for the Jordan Handicraft Producers Association, Jordan Restaurants Association, and Tour Guides Association. The documents aim to provide a clear and strategic vision for where each association will be heading in the next three years and how each can get there.

Several jobs were created as a result of Siyaha's work with these business associations, including CEOs, communications and media specialists, event managers, membership development specialists, administrative assistants, short term accountants, and legal representatives.

JORDAN INBOUND TOUR OPERATORS ASSOCIATION (JITOA)

A \$200,000 grant was awarded to JITOA to support a number of activities. These included planning and implementation of the first tourism job forum in Jordan and a newsletter for the association to keep the industry informed of its activities. Also, 29 professionals participated in an events management certificate program, and JITOA successfully began offering this certificate on a monthly basis. The grant is also funding offering of a Certificate Travel Associate (CTA). Fifteen participants are registered and due to take examinations in Year 3.

Siyaha de-obligated \$76,951, which will not be spent before the end of the grant agreement on December 30, 2007.

JORDAN RESTAURANT ASSOCIATION

Siyaha awarded a grant to JRA for \$99,600 to produce manuals for VTC restaurant training and association manuals in addition to setting up a network for three and four star restaurants. The funding also covered training for JRA members, including workshops on customer care service, English language, and safe food handling and hygiene. At year's end, Siyaha de-obligated \$13,584, as it will not be spent before the end of the grant agreement.

JORDAN HANDICRAFT PRODUCERS ASSOCIATION

A grant was awarded to JHPA for \$78,868 to support the renovation and maintenance of the association premises, along with handicraft displays; a member capacity building



A grant is awarded to the Jordan Restaurant Association to support restaurant training.

program; marketing, communication, and PR activities; support for participation in the GAM summer festival - Handicraft Village; general assembly meetings; round table meetings and for classification and authenticity tags.

JORDAN HOTEL ASSOCIATION

Siyaha worked with JHA to prepare a Hotel Safe Food Handling and Hygiene campaign for the association; however, due to a change in management, this effort dissipated.

JORDAN TOUR GUIDES ASSOCIATION

Siyaha supported the search for a CEO for the association, and planned to provide further support to the association. However, due to constant political strife within the association, staff withdrew support until a more conducive development environment can evolve.

Enhancing the capacity of association management

The Tourism Business Association Executive Management Certificate 11-month program targeted towards CEO, key executive staff, and boards of directors commenced in Year 2. The certificate program provided participants with specialized knowledge in managing and steering business and tourism trade associations. The program took place throughout the year, with a total of seven workshops held. The workshops were attended by over 40 participants from various tourism-related associations and organizations. The final module took place in August 2007, with 15 new participants from Petra as part of Siyaha's new initiative in that region. The workshop concluded with a graduation ceremony for 45 students that attended at least six of the seven workshops. Certificates were presented to the participants on completion of the course.

IR3: IMPROVED LEGAL, INSTITUTIONAL, AND ENABLING ENVIRONMENT TO SUPPORT TOURISM GROWTH

PUBLIC AND PUBLIC-PRIVATE INSTITUTIONAL ARRANGEMENTS IMPROVED

MoTA Executive Plan development

After garnering commitment from MoTA to develop a new Executive Plan for the ministry, Siyaha worked with a MoTA-assigned team throughout Year 2 to develop the plan. The initiative began with preparatory work on developing materials to be used for the track, including the initial concept of ideal role for MoTA based on international best practice and in accordance with the proposed new tourism law. As part of the assessment phase, Siyaha conducted interviews with a range of stakeholders from the tourism sector, in order to account for industry concerns, issues, and recommendations.

A two-day retreat was held at the Dead Sea in March 2006 to develop the Executive Plan and finalize its major elements. The Minister of Tourism and Antiquities and the Secretary General of MoTA led the event. The DoA Director General and JTB Director attended, as well as high-level MoTA staff and other representatives from the JTB and DoA. Ministry management and staff worked together to define a new vision and mission, which refreshes their approach and aligns it with the National Tourism Strategy. The Executive Plan document was based on a number of areas that were identified and refined during the retreat, including championing the sector toward fulfillment of NTS goals, expanding partnership with the private sector and all stakeholders, ensuring sustainable development, and master planning. As a result, MoTA is adopting a set of key policies that focus on fulfilling its role within the National Tourism Strategy. These are:

Focused role as a strategist and national planner, departing from direct implementation

Development, management, and operation of publicly-owned tourism sites by the Tourism Development Corporation

Expanded mandate in the oversight and protection of public resources of significance to the tourism sector

Strengthened international tourism destination promotion of the kingdom

Increased priority for diversification and promotion of domestic tourism

Improved tourist protection systems

Appropriate regulatory intervention and upgraded standards of tourism-related professions

Support of effective industry organization and business associations to upgrade sector standards and performance

MoTA positioned as an information-driven ministry

Reinforced partnership with the private sector

MoTA also developed a preliminary action plan during the retreat (which was later finalized). The action plan will guide MoTA's achievement of its new vision and mission, and will ultimately translate into a new organizational structure for MoTA to reflect these new directions.



Minister of Tourism and Antiquities H.E. Osama Dabbas announces the launch of the MoTA Executive Plan.

The final draft of the MoTA Executive Plan was formally submitted to the minister in May 2006. The commitment of MoTA to the new executive plan represented a significant shift in focus as MoTA repositions itself as a lead economic ministry.

The MoTA Executive Plan was launched to the tourism sector, including the private sector and other entities, in July 2006. An executive summary of the plan was published and printed in Arabic and English in the form of a brochure. The MoTA Executive Plan was translated into Arabic and edited and submitted to MoTA for their feedback.

Siyaha worked with MoTA to develop work plans aligned to the strategic objectives set out in the Executive Plan. Once final, the work plans will be submitted to MoTA in both Arabic and English.

DoA institutional development

DEVELOPMENT OF STRATEGY FOR HERITAGE MANAGEMENT

In Year 2, Siyaha worked closely with DOA to develop the department's Strategy for the Management of Archaeological Heritage in Jordan. DOA had two areas of concern. The first related to responsibilities regarding to post-1750AD heritage, whereby it was proposed that DOA be responsible for both heritage (dated post-1750, as per Jordanian law,) and archaeology (pre-1750). DOA expressed concern that these responsibilities would further burden their already stretched resources. Therefore, it was agreed that the scope of DOA's strategy will not include post-1750 heritage until the needed resources to handle such work can be secured.

The second issue concerned site management under the TDC and the need to balance allowing private sector involvement in the management of tourism services with archaeological site management. These concerns were addressed and the draft strategy was submitted to DOA.

Following approval from the DOA strategy review committee, plans were made to launch the strategy. The final set of departmental work plans was also developed in collaboration

with the various DOA teams. The strategy and the MoTA plan were jointly presented to the tourism sector in July 2006.

The launch of the strategy represents a significant step for DOA. The department is now working according to a plan that is aligned with the National Tourism Strategy. Also, participation of the private sector in site management has been incorporated, and work plans to institutionalize DoA operations are underway.

The Arabic version of the strategy was published and printed, as was an English and Arabic strategy brochure that summarizes the main elements of the strategy. The English version will be published and printed at the start of Year 3.

SUPPORTING DOA STRATEGY AND DEVELOPING INSTITUTIONAL CAPACITY FOR IMPLEMENTATION

A number of tracks were identified with respect to developing DoA institutional capacity.

DoA Heritage Strategy Work Plan development & monitoring: Siyaha worked on action planning sessions, which feed into the development of the strategy for heritage management. The sessions covered all DoA departments and functions. As a result, Siyaha developed complete programs of work for DOA, which were approved by the department. Due to the limited capacity of DOA, Siyaha agreed to fund a new position within the department for a technical coordinator and facilitator for Siyaha initiatives. Efforts to fill this position continued till the end of Year 2, at which time a resource had not yet been identified.

Develop artifacts archiving system at DoA: This track entailed carrying out a scoping exercise to identify software and hardware requirements for the artifacts archiving system at DoA, which was one of the priority areas identified by the DoA. Siyaha began work to produce a scoping report, the results of which would be the base for bidding on software development. However, as the development of the desired system is a long-term activity, this track was ultimately halted due to the limitation in project time.

Support U.S. State Department-funded training on preservation of archaeological heritage: Siyaha supported DoA to qualify for a training program, "Toolkit for the Preservation of Archaeological Heritage: Legal, Documentation, and Security Methods," funded by the U.S. State Department through DePaul University. The program took place from February 25 to March 2, 2007 in Washington, D.C.

Siyaha liaised between program organizers and DoA to prepare for this activity, as well as coordinated the logistical arrangements and held an orientation session for DoA participants. The purpose of the orientation session was to demonstrate the relevance between the training program and the strategic objectives laid out in the DoA Strategy, provide an overview of the main technical topics under the program, and discuss logistical arrangements.

DEVELOPING SUSTAINABLE USE AND BEST PRACTICE MANAGEMENT AND GUIDELINES FOR HERITAGE

A manual for site management procedures was developed in August 2006, then translated into Arabic. In early June 2007, this track was combined with the Citadel project under IR1. A combined approach was developed to create a site management plan for the Citadel, as well as developing the site into an attractive tourism product. An overall assessment was conducted to identify site needs. In Year 3, consultants are to be fielded for capacity building in site management planning and development of the Citadel site management. In addition to those involved in the Citadel project, the program will target other site and off-site personnel from DOA, MoTA, and GAM.

An MOU was signed to work on this project, which highlighted Siyaha's involvement in providing technical support to deliver the site management plan for the site. A team of consultants was identified for this and a capacity building program was implemented for DOA to apply the manual for site management planning produced earlier in the year.

Other implementation tracks for strategy of heritage management

FRIENDS OF ARCHAEOLOGY (FOA) SUPPORT

As part of its support for heritage NGOs, Siyaha worked with Friends of Archaeology (FOA) to identify potential roles for it to support implementation of the heritage management strategy through its own institutional development and support to DoA. A grant was thus awarded to FOA to assist the organization in developing a business plan.

JTB INSTITUTIONAL DEVELOPMENT

The Centers of Excellence program was officially canceled in Year 2, and Siyaha proposed introducing an alternative track based on a variation of the original methodology. Siyaha provided observations on JTB operational aspects and suggestions for alternative methodology/approach to provide JTB with more specialized tourism marketing expertise. However, agreement to collaborate was not reached and work on this track was halted.

NATIONAL TOURISM STRATEGY

In Year 2, Siyaha updated the National Tourism Strategy (NTS) numbers based on the corrected figures released by the Central Bank of Jordan for the year 2003 (which were the basis upon which the projections in the NTS were calculated). Siyaha also finalized the Arabic version of the strategy. The NTS Arabic document was sent to MoTA for approval and a graphic company was awarded a contract to produce the document.



The Prime Minister of Jordan along with USAID Jordan Mission Director, Minister of Tourism and Antiquities, and other high level officials attend a workshop on managing tourism growth.

MANAGING TOURISM GROWTH

In response to a request by the Ministry of Tourism and Antiquities, Siyaha organized the national workshop “Managing Tourism Growth.” The event drew high-level participation from industry and senior government officials, who discussed ways to establish the readiness of Jordan to deal with tourism growth. They also worked to identify current barriers to growth and explored new concepts from the industry to facilitate and drive tourism development. In addition to fortifying public-private collaboration within the sector, the event set an example for the kind of proactive and integrated planning that needs to be adopted for Jordan's tourism sector to fulfil its potential and meet its targets. The workshop took place in July 2006 under the patronage of the prime minister.

LEGAL AND REGULATORY FRAMEWORK ENHANCED

Modernizing tourism law

The task of modernizing the tourism law was initiated in Year 1 of the project and is proceeding in parallel with reform of the professions bylaws. In Year 1, the project team began drafting a model tourism law based on international best practices. Siyaha then worked with MoTA to develop a comprehensive draft tourism law that supports and enables sector growth in the coming years. Development of the draft law was informed by consultations with MoTA concerning its policy direction, the outcome of the sectoral reform currently underway, and the support needed to establish an effective Tourism Development Corporation. Siyaha undertook the work in three phases:

Consultation with stakeholders (MoTA and the industry) and scoping of issues

Drafting of a new tourism law based on international best practices, followed by drafting of the law based on the Jordanian context (drafted in Year 1)

DRAFTING OF THE LAW AGREEMENT WITH MOTA AND SUBMISSION TO THE LEGISLATIVE BUREAU

Towards the start of Year 2, there was a short pause in this activity, during the ministerial change in which the new minister was briefed on the new tourism law. Approval was granted to continue the activity, and a complete draft tourism law was submitted to MoTA for review in February 2007, with a justification paper elaborating on the law's concepts.

Siyaha incorporated MoTA's final input on the law and submitted the final draft of the tourism law and the rationale to MoTA, which in turn submitted it to the Cabinet. MoTA submitted the tourism law to the cabinet at the end of the last quarter.

By the end of Year 2, MoTA had submitted the final draft of the new tourism law to the Legislative Bureau for review. MoTA also prepared to present it to high-level tourism sector representatives at the start of Year 3.

MODERNIZING JORDAN'S TOURISM LAW

USAID/Siyaha creates a legislative catalyst for tourism growth

Jordan's tourism law, along with bylaws regulating industry sectors including tour operators and travel agents, guides, hotels, tourism transport, handicrafts, and restaurants, are being upgraded to meet international standards. At the same time, the roles of key tourism sector institutions are being refined and reflected in the legislative framework to enable these government agencies to better coordinate their work across both policy and operational levels to ensure high-quality performance by the sector. Siyaha will also support the reform of the JTB bylaws.

The legal and regulatory framework is a vital tool in the facilitation of economic activity by creating an enabling environment; it should facilitate tourism development, not impede it. The current legal framework governing tourism, including the law and sectoral bylaws, are out of date, incomplete, and do not facilitate tourism development nor promote partnership. A modern, clear, and transparent tourism law is a precursor to implementing the work needed to create a better environment for investments.

USAID/Siyaha took on the task of modernizing the tourism law and worked with the Ministry of Tourism and Antiquities to create a law that will catalyze growth in the tourism sector. Industry stakeholders were consulted and international best practices were referred to.

Following 18 months of intensive work with the ministry and local and international legal consultants, endorsement and enacting of the Tourism Law is fast approaching, and with it will come a legislative environment that is more conducive to the development of a strong, sustainable tourism sector in Jordan.

The finalized draft has been submitted by MoTA to the Legislative Bureau for review and the next step will be presentation to the Cabinet of Ministers.

Reform of sector regulations

The policy for regulating each sector regulation is being addressed within work on modernizing the tourism law. Therefore, Siyaha was not able to finalize the bylaws for handicrafts, restaurants, and tourism transport until the policy decisions on them were secured. During that time, sectoral regulation reform work was focused primarily on amending the bylaws for tour operators and hotels.

Tour operators' bylaw: The tour operators' bylaw was submitted to MoTA but will not be issued until the tourism law is enacted.

Hotels bylaw: Finalization of this bylaw was dependent on the hotel classification system being developed by Siyaha. Input from the classification committee on the bylaw was received and incorporated. Issues between outputs of the classification system and the hotels bylaw were clarified and the hotels bylaw was amended according to MoTA comments and resubmitted to the ministry by the end of Year 2 for further review.

Other regulatory reform activities

JTB bylaws: Work began to make amendments to the JTB bylaws; however, this was halted following the ministerial change that took place during Year 2.

Tourism associations' internal bylaws: The final draft of the new tourism law provided for the dissolution of the mandatory associations, and this concept was approved by MoTA. Therefore, the track to reform the associations' bylaws is no longer valid and has been removed from the work plan.

Tourist guides bylaw: The first draft of the bylaw was officially sent to the minister for review and discussion.

Other bylaws: The first drafts of the bylaws for tourist transport, restaurants, and handicrafts, which are based on international best practice, were produced and reviewed by Siyaha. Confirmation was received from the MoTA minister to proceed, and work on the remaining bylaws was initiated and will continue into Year 3.

AWARENESS OF TOURISM SECTOR IMPROVED

In order to enhance Jordanians' perception of the local tourism sector and the contribution that tourism makes to the economy, Siyaha developed a National Tourism Awareness Strategy. A national steering committee was formed to oversee the implementation of the strategy.

Siyaha staff drafted a framework for the tourism public awareness campaign and conducted research to collect data essential to the planning for the campaign. Other research this quarter addressed the five clusters (Amman, Madaba, Wadi Rum, Aqaba, and Petra) selected to be targeted by the campaign. Information collected included the number of schools, teachers, and students in each cluster and the number of workers in Madaba and Wadi Rum. Staff identified partners who will support implementation of the campaign as well as decision makers, the media, and the general public. An implementation plan of the strategy was developed based on the research and partnerships that were built with MoTA, MOL, MOE, ASEZA, and GAM, with verbal agreements to implement campaign activities. As per a MoTA request, the number of clusters targeted by the campaign was increased to include World Bank development destinations of Salt, Karak, Jarash, and Ajloun as well.

The national public awareness campaign was launched on May 23 to an audience of almost 200 representatives from the tourism sector. Work to implement the campaign began immediately afterwards, starting with a focus group held to gain feedback from representatives of the six target groups on the key messages to be used in the campaign. Siyaha published a request for bids to design the printed material for the campaign, and appointed a design company. An RFP for a media campaign was also prepared.

Preparation of a tourism awareness strategy and campaign plans

Numerous workshops and meeting took place from the launch of the strategy through to the end of Year 2, including awareness meetings held with policy makers in four clusters

and implemented in cooperation with MoTA and local authorities. Spreading awareness among students began and preparations were made to launch a national school-level tourism poster competition at the beginning of Year 3. As for career-choice influencers, a partnership with MoTA, MOL and MOE was built to implement sustainable tourism awareness programs by training teachers to deliver awareness sessions to students in the nine clusters. A tourism training kit was developed and a number of sessions were held for VTC instructors, teachers, and education supervisors.

Discussions were held with GAM regarding receiving its assistance and support in implementing an awareness session for the Amman City Council and General Assembly, along with targeting the media through tours to some of Jordan's sites and providing training. A campaign partnership was also formed with ASEZA, which entails an awareness budget for activities in Aqaba.

Safe food handling campaign

Siyaha signed a memorandum of understanding with the Jordan Food and Drug Administration (JFDA) to cooperate in implementing a safe food handling campaign. MoUs were also signed between Siyaha, ASEZA, and JRA for the formal adoption of the ASEZA campaign collaterals. The campaign aims to reach more than 6,000 restaurants and food establishments, and will include 20 workshops, reach 500 trainees, and provide awareness and TOT programs for health inspectors.

Safe food handling and hygiene workshops were conducted in Wadi Rum, targeting Wadi Rum campsite owners and their employees, and at VTC centers. The workshops covered food contamination, food poisoning, food preservation methods, cleaning and sanitizing, and integrated pest management.

CONSERVING AND DEVELOPING PETRA

As a result of renewed interest in Petra stemming from its status as a one of the New Seven Wonders of the World and World Bank financing for a new visitor center, USAID recognized an opportunity for Siyaha to respond to MoTA's needs to contribute to the development and protection of the site with near-term and short-term plans and programs. During this quarter, Siyaha undertook the following activities in support of development and conservation in Petra.

PARTICIPATORY RAPID APPRAISAL

In an effort to better understand Petra and its environs, Siyaha conducted an intensive three-day participatory rapid appraisal (PRA) in the Wadi Musa region in August 2007. The PRA was composed of over 27 scheduled interviews with key informants, focus groups, and community members. Siyaha opened a dialogue with a considerable number of stakeholders, including governmental organizations, community members, community-based organizations, SMEs, hotels, restaurants, schools and the vocational training center, emergency and medical centers, tourists, and tour guides.

PETRA ARCHAEOLOGICAL PARK INSTITUTIONAL DEVELOPMENT

In July, the Government of Jordan passed the bylaw creating the Petra Archaeological Park (PAP) Council as an independent entity, giving the PAP Council management authority over the park. With USAID approval, Siyaha has moved to support the institutional development of the PAP Council, providing technical assistance to MoTA, the newly-appointed PAP Council chief executive officer, and other board members. A PAP Council management advisor, Ghassan Nasser, was hired to provide hands-on support to the PAP Council chief executive officer. Mr. Nasser is based at the park management offices in Petra.

PETRA REGULATORY INSTRUMENTS

PAP HR instructions: Siyaha developed and submitted the final draft of human resource instructions for PAP. The instructions are pending PAP review before submission to the board for adoption.

PAP financial instructions: The financial instructions are being developed as a legal document that includes general financial guidelines, and will be followed by a financial policies document that includes all the accounting and financial details. Work is ongoing on both documents.

PAP camel and horse instructions: Draft camel and horse operation instructions were developed and submitted for internal review, and will then be shared with the PAP director.

Instructions in retail inside PAP: The instructions were developed and submitted for internal review and discussion before sharing with the PAP director.

DEVELOPMENT OF PETRA'S ZONING PLAN

MoTA, DoA, Petra Region Authority, Petra National Trust, and USAID signed a memorandum of understanding to cooperate in developing a Petra zoning management plan to sustainably develop the park. For this purpose, Siyaha awarded a grant to PNT to support development of the zoning plan.

PETRA COMMUNITY AND TOURISM DEVELOPMENT ACTIVITIES

To help prepare local communities to deal with Petra's renewed fame, Mutaz Taher was hired as the Petra field office cluster manager. Mr. Taher has begun working with members of the Bdoul community to help organize and prepare them to take advantage of increased tourist arrivals. He has also been working with members of the Horse Owners' Society and Nabataean Women's Society. To facilitate this work and ensure that it is truly community based, Mr. Taher is based in Petra and Siyaha has rented office space for the project's activities in Petra.

TRAINING FOR PETRA ASSOCIATIONS

Heads of Petra tourism associations, along with a PAP representative, were invited to take part in the final module of the Tourism Business Association Executive Management Certificate Program, which addressed strategic planning and thinking. Twelve of the 15 associations attended and received certificates upon completion of the two-day workshop.

Annex A: YEAR 2 OUTPUTS

OUTPUT	IMPACT
IR1: Expanded Investment in Tourism Products and Services	
25 existing and new tourism businesses in Madaba enhanced, upgraded or introduced through grant support	Improved and more diverse tourism products help to enhance the tourism experience in Madaba and over \$2 million of private sector investment injected into Madaba's tourism sector
Three themed festivals took place in Madaba	Increased local tourism to the city, more entertainment activities for tourists and economic benefits to locals
Three niche marketing brochures produced for Madaba	Better information available about historic, cultural and natural attractions in Madaba and the surrounding area
Greek government funding leveraged as a result of Archaeological Park plan	Half a million euros being invested to develop Martyr's Church and Church of St. George
Interpretation plan developed for Madaba Visitor Center	Initiated work to develop the visitor center and ultimately improve the visitor experience
Capacity of five CBOs in Wadi Rum increased in terms of management, planning, marketing and financial control	More efficient services and better quality tourism products
20 new handicraft designs produced	Sales increased by x, 20 interns trained & hired
34 camps in Wadi Rum tested against minimum standards	Plans made to upgrade camps to meet minimum standards
Upgrade of 19 camps in Wadi Rum commenced	Improved accommodation that meets international standards resulting in increased tourist satisfaction
242 full time jobs created, 60% for women	Economic benefits to local Bedouin communities in Wadi Rum and women encouraged to work and contribute to family incomes
Four IT centers set up in Wadi Rum and 20 interns trained to provide IT support	Bedouin youth gained new skills, new business ideas supported and 7 women made the decision to go to university
Four new shops opened at the Wadi Rum Visitor Center	CBOs have a channel to market their products, resulting in a significant increase in sales, and tourists spend more time at the visitor center
Business plan was developed for Amman city bus tour along with tourism strategy for GAM and the citadel	GAM is working with the public and private sectors to introduce new tourism products to Amman
IR2: Enhanced Tourism Sector Capacity	
Six types of training courses given to teachers at JHTEC	Skills and capacities of teachers enhanced
Ten hotel operational manuals produced for JHTEC education facilities	Students have easy access to clear information and learning references
Four VTC tourism and hospitality centers around Jordan were upgraded	Student intake increased by 50% and the number of female students increased by 100%
32 students graduated with the Certificate for Hospitality Skills – Level 1	Skilled, able, professionally trained workers entering the local hospitality labor force
Funding of JD1,780,000 sourced for the renovation of MIMAR	Physical upgrade of MIMAR to become a leading regional institute commenced
MIMAR bylaws approved, accreditation attained and curriculum developed	MIMAR ready for first intake of students in October 2007

Strategy and plans for University of Aqaba finalized, seed funding and land contributed

University of Aqaba officially launched and ready to begin construction in Year 3

Classification standards produced and adopted by MoTA

Upgrade of hotels expected to commence in Year 3

The development of five tourism associations was supported

Performance of these associations improved

45 executives completed 11-month program and received the Tourism Business Association Executive Management Certificate

Participating business associations equipped with specialized knowledge in managing, steering and running business and tourism trade associations.

IR3: Improved Legal, Institutional, and Enabling Environment to Support Tourism

MoTA Executive Plan developed and launched to tourism sector

Process of enhancing MoTA's role in developing and regulating the tourism sector initiated

DoA Strategy for the Management of Archaeological Heritage in Jordan developed and launched

DoA's role in managing local heritage augmented and aligned with the NTS and participation of private sector incorporated

Arabic version of NTS developed

NTS more accessible to the tourism sector

Modern tourism law drafted and awaiting final approval from Cabinet of Ministers

Legislation in place to create a legislative environment that supports developing a strong, sustainable tourism sector in Jordan

Second draft of hotels' bylaw submitted to MoTA for final comments

Upgrading quality of hotels sector initiated and regulation of the sector by MoTA will be improved by creating a transparent system for licensing and monitoring tourism practices and ensuring MoTA is utilizing the appropriate regulatory tools to improve the competitiveness of the tourism product

National Tourism Awareness Strategy and Campaign launched

Awareness activities for policy makers, teachers, and students started

Conserving Petra and developing Petra

Participatory Rapid Appraisal of Petra conducted

Foundation for planning for the development of Petra in place

ADMINISTRATION AND OPERATIONS

USAID/Jordan Tourism Development Project's dedicated Program Support component continued to provide administrative support to all operational elements of the project, including procurement, financial, monitoring, evaluation, reporting, and grant administration. This allows the project to maintain dedicated administrative and financial management support to ensure program implementation is in flawless compliance with USAID and other United States Government administrative and financial management regulations.

4.1 GRANTS AND STRATEGIC ACTIVITIES FUND (SAF) PROGRAM

During the second year, the Jordan Tourism Development Project continued to actively market the grants component to targeted, eligible grantees. In addition, a series of workshops were conducted for applicant organizations and beneficiaries in Madaba and Wadi Rum to guide them through the purpose of the grants program and the application process. Additionally, one-on-one training was provided on financial management and reporting.

In summary, the following grants and SAF activities took place during Year 2:

- Grant-management financial and tracking database
- Issued and evaluated 10 RFP's
- Conducted multiple training and awareness workshops for grant applicants
- Reviewed and evaluated numerous applications and notified unsuccessful applicants
- Conducted pre-award organizational assessments and pre-award evaluations
- Received grant approval by USAID for and awarded Grants for 38 grants
- Provided follow-up technical assistance
- Conducted post-award administration of the grants that closed during the year
- 10 contracts were awarded under the SAF.

4.2 PROJECT MONITORING AND EVALUATION

The project's performance management plan forms the backbone of its reporting of project success. During Year 2, the project continued to collect data to accurately monitor the USAID/Jordan Tourism Development Project's progress and impacts. The PMP identifies key indicators, data sources, data collection processes, and targets for the life of the project. This plan measures project impact and progress, and supports USAID's internal reporting needs by providing input to the Mission's strategic objective and IR indicators. The following intermediate results drive results areas under which the USAID/Jordan Tourism Development Project's activities are conducted:

- Improved legal, institutional, and enabling environment to support tourism growth
- Expanded investment in tourism project development and management
- Enhanced tourism sector capacity

The monitoring and evaluation system provides effective information for USAID's reporting needs and for evaluating the project results and impacts. The M&E system was created to establish baseline, quarterly, annual and life of project, targets, and processes for collecting data. Data is being collected as required in the plan.

4.3 INCREASE PROJECT AWARENESS BY JORDANIAN STAKEHOLDERS AND USAID

Siyaha project communications are conducted in a comprehensive and cohesive manner for the purpose of:

- Meeting USAID needs for timely and effective reporting
- Building national awareness of the good work being implemented by Siyaha through press releases, the project website, and e-newsletters

Communication activities continued in Year 2, utilizing a range of communication tools and messages to get across the results and impacts of Siyaha's work throughout the year, both to donors, stakeholders and the general public. Project branding was amended as per updated USAID regulations.

Communication tools

Siyaha continued to utilize a number of communication tools to keep the public and stakeholders informed about its activities and the developments being initiated and facilitated within Jordan's tourism industry, as well as highlighting the successes attained by Siyaha on all levels.

WEB SITE

The project website was updated with the latest Siyaha news and events on a regular basis. Also, efforts to redesign the website homepage were made, to create a more dynamic and interactive information tool. This will be launched at the beginning of Year 3. The additions made to the website include:

Photo and caption illustrating the impacts of Siyaha projects, which will be updated on a weekly basis

A news feed that shows the latest news on the home page

A success stories section, where the last five stories rotate

A video section, where users can watch films and movie clippings relating to Siyaha's work

Update on the latest Siyaha grants and agreements

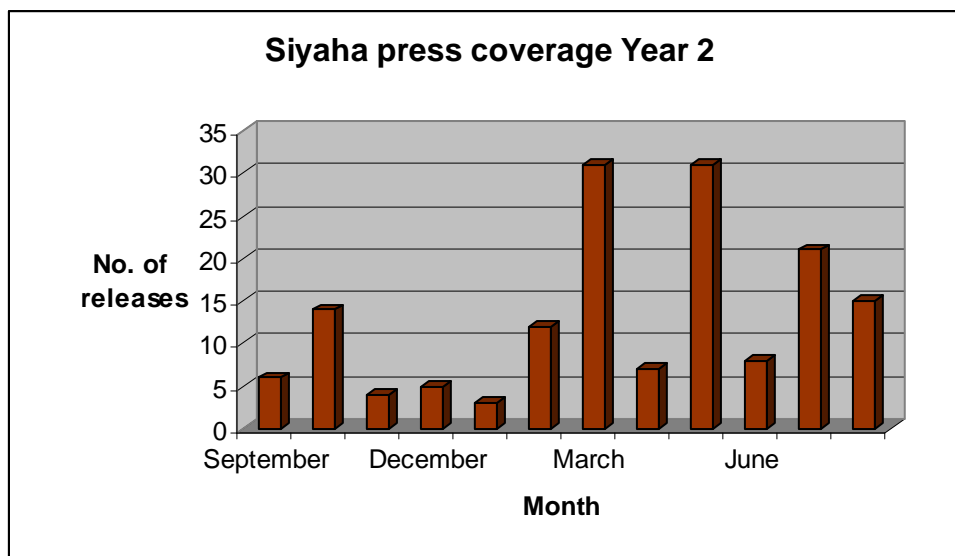
A reference section where users have access to public documents and reports produced by Siyaha

NEWSLETTER

The *Siyaha News* was distributed at the end of each month to provide stakeholders and the general public with regular updates on the project’s work and achievements, as well as general news about the tourism industry. Sent each month to over 100,000 readers, *Siyaha News* continues to attract readership in Jordan and abroad.

PRESS RELEASES

Siyaha communications produced between four and six press releases each month throughout Year 2. The media, particularly daily newspapers, have become familiar with the project and its main activities, leading to extensive coverage of Siyaha’s work and increased interest in following up on Siyaha initiatives. Siyaha is featured in the daily newspapers every month, reaching up to over 30 articles in some months. In Year 2, news about Siyaha projects were featured seven times on the front page of various newspapers. Newspaper coverage of Siyaha news throughout the year is illustrated in the chart below.



MEDIA RELATIONS

Siyaha maintained strong relations with the media through regular contact, issuing press releases to keep the media updated and inviting media to all key events.

Summary of communication efforts during Year 2

COMMUNICATIONS UNIT	FREQUENCY	TOTALS
QUARTERLY REPORTS	TRI-MONTHLY	4
PRESS RELEASES	WEEKLY	52
WEB SITE UPDATES	BIWEEKLY	24
SUCCESS STORIES	AS NEEDED	7
SIYAHA NEWS	MONTHLY	12

4.4 COMPLIANT AND STANDARDIZED FINANCIAL MANAGEMENT AND ADMINISTRATIVE SYSTEMS

During Year Two the Field Office generated reports for accruals, as well as budgets by components. Trackers were used to accurately track level of effort, subcontract expenditure, and awards conducted via our RFP process.

Continuous communication between the Home Office and Field Office insured that all generated reports are compliant and capture the picture accurately.

PROJECT MANAGEMENT AND STAFFING

A. PROJECT ORGANIZATION

Managing a project with the diversity and complexity of USAID/Jordan Tourism Development Project requires the presence of a capable team organized under clearly structure management units, called components. Currently, USAID/Jordan Tourism Development Project is structured along four components — three technical and one administrative — as follows:

Component 1: Institutional and Sector Reform

This component is primarily tasked with implementing activities related to IR 3.

Component 2: Tourism Product and Site Development

This component is primarily tasked with implementing activities related to IRs 1 and 3.

Component 3: Human Resources and Sector Support

This component is primarily tasked with implementing activities related to IRs 2 and 3.

Component 4: Program Support

This component provides administrative and financial support to the three technical components above.

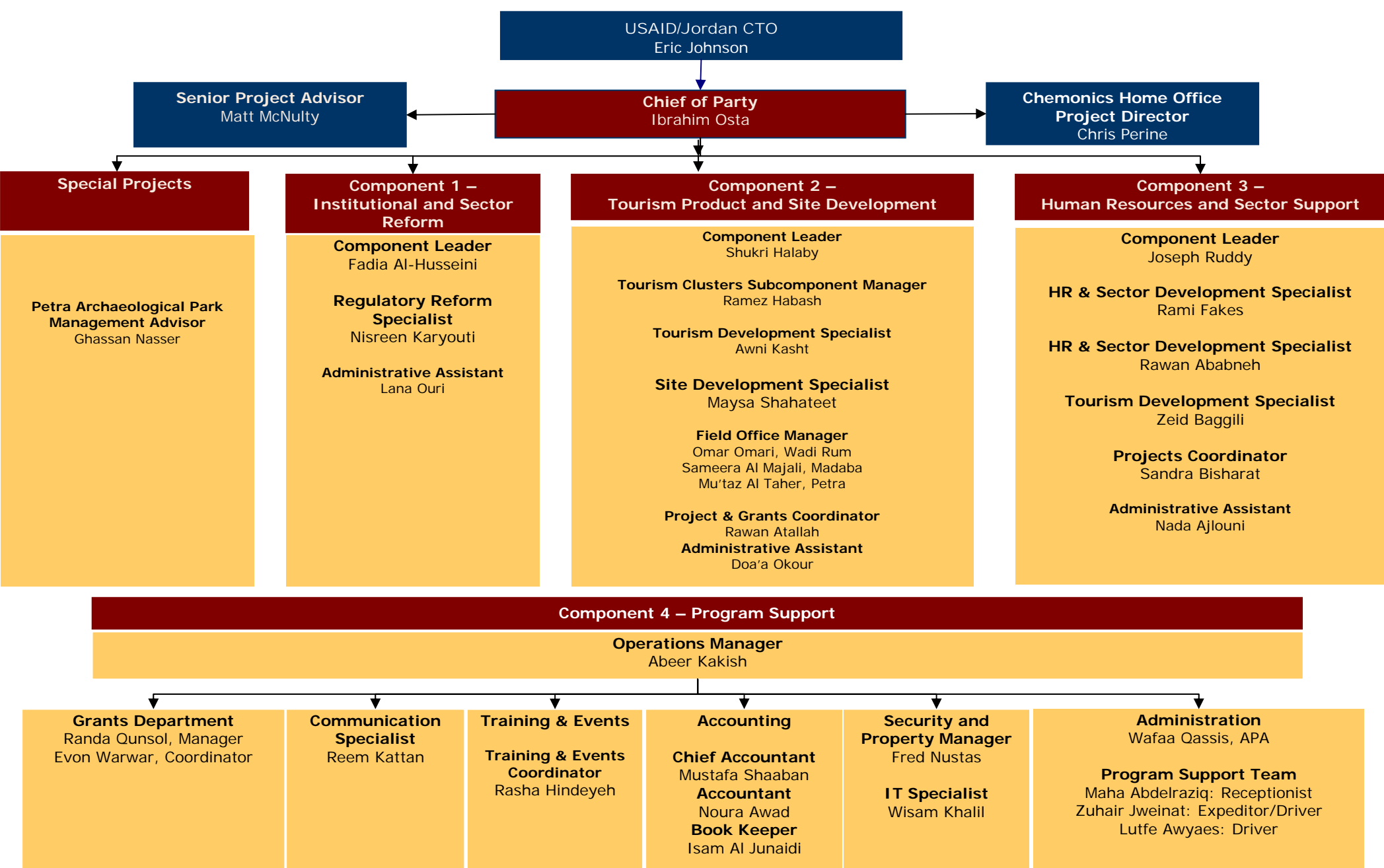
B. STRENGTHENED STAFFING

- Based on the needs of the project, USAID/Jordan Tourism Development Project staffed the project commensurate with implementation and oversight needs.
- During the course of the year, some support staff was also hired to continue to provide the technical components with the level of support needed for the timely processing of pending issues.
- One of the expatriate staff completed her contract and was replaced with a local. The project currently has one expatriate and one TCN member of staff, 14 long-term professionals from Chemonics International, and two from Al Jidara.
- Staff was educated on USAID/Jordan Tourism Development Project systems and procedures, including the M&E system, filing and e-mails, and procurements.
- Training sessions were held to train relevant staff on contract requirements, standard operating policy manual, and administrative procedures to strengthen the efficiency of staff in carrying out their project responsibilities.

Annex B:

ORGANIZATIONAL CHART

Annex B presents the current USAID/Jordan Tourism Development Project organizational chart.



Annex C:

TRAINING AND EVENTS

In Year Two, USAID/Jordan Tourism Development Project facilitated training for project counterparts to transfer skills and enhance the sustainability of various institutions. Training was geared towards strengthening capacity building and sustainability, public policy advocacy, human resource skills in tourism sector, including increasing tourism awareness, and increasing investment in the tourism sector. USAID/Jordan Tourism Development Project also organized various events to support the project in launching new initiatives, announcing and signing grants, and encouraging tourism to target areas.

Over the course of Year 2, USAID/Jordan Tourism Development Project trained a total of 3116 people

The table below details training and events activities that took place throughout the year.

Title of Event/Training and Venue	Goal of Event	Attendees
Greek Orthodox Community FAM Trip 16-Dec-2006	Fund raising, community buy-in and investment promotion	25
Training Workshop for Teachers 2 16-Dec-2006	Train VTC English teachers on English language for hospitality and communication	8
Concessions Management Workshop 28-Nov-2006	Introduce best practices in concessions management used by the U.S. National Park Service, and adaptation to suit management of public assets in Jordan.	43
Strategic Planning Training 22-Nov-2006	Build CBO's capacities	27
Site Management Working Group Retreat 17-Nov-2006	Discuss site significance, values, threats and opportunities to complete early stages of the site management planning process to prepare for the interpretation planning	16
Conduct workshop on Association Management & Fundraising 14-Nov-2006	Participants will learn about motivation and management of staff, and the overall role of associations. In addition, the session will explore association and member types, the nature and purposes of association documents, and legal and philosophical aspects of associations.	40
Project Development Process 07-Nov-2006	Build CBO project management skills	41
Financial & Admin Training	Objective to enhance grants coordinator and chief accountant's understanding of financial and	2

05-Nov-2006-9Nov-2006	administrative regulations	
Basic accounting and finance workshop 01-Nov-2006	Train CBOs on financial issues and USAID regulations	22
Training Workshop for Teachers 1 28-Oct-2006	Train directors of VTC on quality assurance in the VTC centers, and conduct TOT for VTC teachers	11
Iftar Yr 2 16-Oct-2006	Enhance stakeholders relations and promote Siyaha's programs	93
Grants Signing Ceremony 04-Oct-2006	Signing ceremony	94
Orientation for DOA participants in the DePaul Training Program 14 – Feb - 2007	Orientation for the participants	12
SSC meeting # 12 18 – Feb – 2007	Steering Committee	15
MoTA Strategy Retreat 15 – Mar – 2007	Come up with an executive plan for implementation of the NTS	57
Presentation of Bedouin Fort BP to ASEZA 17 – Jan – 2007	Present and discuss Bedouin fort business plan with ASEZA	6
Site Management Committee Meeting 24 – Jan – 2007	Provide overview of key elements of site management plan and obtain approvals on priority actions	10
Handicrafts Situation Assessment 17 – Feb – 2007	Assess the current situation of handcrafters and identify training needs assessment	23
Best Practices in Event Management 1 2 – Mar – 2007	Build capacity of CBOs to deliver events according to international best practices	26
Best Practices in Event Management 2 3 – Mar – 2007	Build capacity of CBOs to deliver events according to international best practices	29
Announcing first batch of MEDP winners (Signing Ceremony) 4 – Mar - 2007	Announce first batch of MEDP winners	74
Best Practices in Event Management 3 5 – Mar - 2007	Build capacity of CBOs to deliver events according to international best practices	24
Mkawer Product Development Workshop 8 – Mar – 2007	Discuss development plan for Mkawer with JRF, RSCN, Ministry of planning, MoTA, and other stakeholders	18
Amman - A destination City (GAM Strategy launch) 12 – Mar – 2007	Convey strategy to tourism sector and engage them in discussion and partnership	162
Grants Rules and	Introduce and train grantees on USAID	16

Regulations Training 18 – Mar – 2007	procurement and other regulations	
Task Forces Workshop 26 – Mar – 2007	Obtain communication input on Madaba marketing flyers	35
Site Management Working Group Meeting 2 29 – Mar - 2007	Provide overview of key elements of site management and obtain approval on priority actions	10
Workshop on Board Governance 8 – Jan - 2007	Learn more about governance and motivation of volunteers. Discuss the role of staff versus volunteer leader. Enhance the partnership between an association's elected leaders and chief staff executives. Maximize leadership abilities and enhance the operations of the board and committees	46
Training Workshop for teachers 13 – Jan - 2007	Build capacity of VTC instructors	8
Launch Event 29 – Jan - 2007	Launch the Madaba VTC as a Center of Excellence	85
Train the Trainer (TTT) ph2 26 – Feb - 2007	Build capacity of VTC instructors	18
Follow up on TTT ph2 12 – Mar - 2007	Build capacity of VTC instructors	18
Workshop on Membership 5 – Mar - 2007	Cover membership marketing, recruitment, and retention, along with membership classes, structures, and restrictions. <ul style="list-style-type: none"> ▪ Overview: Engaging Members ▪ Identifying expectations and meeting them ▪ Communicating values ▪ Creating community ▪ Recruiting: Recruiting system, Selection, and Acceptance/Orientation ▪ Retention: Value of Retention, Member Service, and Relevant Member Benefits ▪ Growth Strategies 	57
Support the Development of the National Qualification forum 21 – Mar - 2007	To support the development of the national qualification forum.	15
Program Development Committee Meeting 1 24 – Mar - 2007	1 st Meeting for Progress Development Committee for stream 1	9
Netcorps signing ceremony 3 April 2007	Announcing the Signing of Netcorps Grant	150
US Senates and Jordanian Embassy staff	Showcasing Madaba as replicable tourism cluster.	

visit – Madaba 4 – Apr - 2007		
US Senates and Jordanian Embassy staff visit – Wadi Rum 5 – Apr - 2007	Showcasing Wadi Rum as replicable tourism cluster.	
Site Management Working Group Status Meeting 11 – Apr - 2007	Provide overview of key elements of site management and obtain approval on priority actions	10
Program Development Committee meeting 2 12 April 2007	2 nd Meeting for Progress Development Committee for stream 2	9
Video Conference with HO 12 – Apr - 2007	Promoting gender-based tourism Development	4
Wadi Rum Project Update to ASEZA 12 Apr – 2007	Meeting with ASEZ Director	3
JRA signing ceremony 15 April 2007	Publicize the agreement to industry	30
Bedouin experience trial event 27 April 2007	Test Bedouin Experience event before launching Project	3
Grant rules and regulations training 6 – May – 2007	Train Grantees on USAID regulations for grants & procurement	
Workshop on Policy Advocacy 30 April 2007	Session # 4 of series of 7 workshops of MSAE certificate Program in developing associations	46
Grants signing ceremony 13 May 2007	Announce Second batch of MEDP winners	38
Meeting with owners of environmental camps 20 May 2007	Wadi Rum CBO's	25
Grants Training for Abeer Kakish 20 – May - 2007	Orientation to Chemonics Home Office Operations.	1
Tourism Awareness Strategy and campaign launch 23 May 2007	Launching of the Tourism Awareness strategy	135
Staff Development of Aqaba & Petra VTC - phase 1 29 May 2007	Build the Capacity of VTC instructors of Petra & Aqaba centers, Phase 1	10
Project Debriefing Meeting # 1 30 – May - 2007	Meeting with new USAID Mission Director	10
Workshop on Public	Session # 5 of series of 7 workshops of MSAE	45

Awareness and Communication 2 June 2007	certificate Program in developing associations	
Staff Development of Aqaba and Petra VTC - Phase 2 6 June 2007	Build the Capacity of VTC instructors of Petra & Aqaba centers, Phase 2	10
Awareness focus group meeting to gain feedback from target groups on key awareness messages 7 June 2007	To gain feedback from target groups on awareness campaign & to accomplish the survey the target groups	70
MEDP Marketing Tools training 13 June 2007	Train the grantees & business owners on the importance of marketing & how to launch that on their business	13
Marketing task forces workshop 14 – Jun – 2007		30
Ratify HRD Strategy with industry 19 June 2007	To introduce HRD strategy and ratify it with industry	30
Managing Tourism Growth 1 July 2007	To discuss ways to prepare for and manage the anticipated growth of Jordan's tourism sector and to identify tools and mechanisms that can be used to meet the upcoming challenges of tourism growth.	101
Launch of DOA Strategy & MOTA Executive Plan 15 July 2007	To launch the DoA Strategy & MoTA Executive Plan jointly to the larger Tourism sector including private sector and other entities. To define the leadership role that MoTA will play within the sector, as dictated by the NTS. The DoA Strategy outlines how DoA carries out its mandate in the conservation, preservation, and restoration of Jordan's heritage, particularly its archaeological assets.	328
MoU Signing for Petra Zoning Plan 29 July 2007	Signing ceremony between the Ministry of Tourism and Antiquities (MoTA), Department of Antiquities (DoA), Petra Region Authority (PRA), Petra National Trust (PNT), and the USAID/Jordan Tourism Development Project (Siyaha) to cooperate in the development of a	

	zoning management plan for Petra. With the aim of developing the park in a sustainable manner.	
Public Awareness and Network meeting with USAID 4 July 2007		15
Signing MOU between ADC and SIYAHA 5 July 2007	To make the agreement official. Support of Siyaha and ADC to UA Project	33
Aqaba Steering committee Launching of VTC 12 July 2007	To launch the Aqaba VTC center	66
Site Management Working Group Meeting Updates 15 – July – 2007	Update on site management working group	10
Signing Event for Handicrafts 18 July 2007	To sign the grant agreement	22
Awareness Session for policy makers in Jerash 22 July 2007	To raise the awareness of tourism benefits for policy makers	64
Workshop on Financial Management and Sustainability 23 July 2007	To offer course number 7 of MSAE program	56
Training for VTC Instructors 28 July 2007	To train and built capacity of VTC instructors	57
Site Management Working Group Meeting 7 – Aug - 2007	Update on site management working group	10
Mission Director Visit to Wadi Rum 7 – Aug - 2007	Tour of project work in Wadi Rum	50
Awareness session for Policy Makers in Karak 15 August 2007	To raise the awareness of tourism benefits for policy makers	69
Safe food Handling in Wadi Rum 18 August 2007	To educate and raise the awareness of safe food handling and techniques for campsite owners and employees	22
Team Building Year 2 18 – Aug – 2007	To build collegial between all Siyaha staff in order to facilitate their work with each other	
Workshop on strategic Planning 25 August 2007	To educate the association's presidents and employees of the value of strategic thinking and planning	56
Graduation of MSAE	To certify the presidents and employees of	44

Participants 26 August 2007	associations that have completed the 7 workshops conducted by MSAE	
Awareness Session for Policy Makers in Madaba 27 August 2007	To raise the awareness of tourism benefits for policy makers	80
Launch of Diploma Course 26 – Sep - 2007	To Launch IMAR	110
Introduction of Tourism Law concepts to Industry & Stakeholders 16 – Sep - 2007	To introduce the new Tourism Law which comes as part of a reform effort to augment the role of the private sector and its contribution to expanding and developing Jordan's tourism sector, and raising performance standards of tourism professions. The draft law is still under discussions at the Bureau of legislation.	56

Annex D:

MONITORING AND EVALUATION

A. INTRODUCTION

To monitor and evaluate the USAID/Jordan Tourism Development Project's achievements and successes throughout its three years of operation, indicators were established at the start of the project. These indicators were set to measure USAID/Jordan Tourism Development Project's successes in a number of ways. They supply information about and capture the impact of major activities, as well as some smaller ones; illustrate implementation progress; and contribute to USAID's monitoring and evaluation needs. USAID/Jordan Tourism Development Project established a baseline for the indicators against which data is collected.

USAID/Jordan Tourism Development Project's second year of the project represents the height of activity after the first year, when the focus was more on making the necessary preparations for planned initiatives. Thus USAID/Jordan Tourism Development Project's impact was very well captured on the M&E

B. PROJECT PERFORMANCE ON IR 1. EXPANDED INVESTMENT IN TOURISM PRODUCT DEVELOPMENT AND SERVICES

With respect to IR1, USAID/Jordan Tourism Development Project worked towards its intended Year Two results to capture expanded investment in tourism product development and services.

IRA 1.1 Private sector and community participation in tourism increased

The value of non-USAID funds invested in tourism activities within the selected clusters was affected through USAID/Jordan Tourism Development Project continued efforts to mobilize funds from NGO's and other institutions such as Qudorat, UNDP-GEF, Development and Employment Fund (DEF), and ASEZA for Wadi Rum.

IRA 1.2 Enhanced site management and increased private sector participation in public tourism assets

IRA 1.3 Tourism enterprises access to finance enhanced

In relation to access to finance, the Madaba cluster continued to show improvement in the number and value of tourism sector loans. The project's networking resulted in improving financial products in Madaba.

C. PROJECT PERFORMANCE ON IR 2. ENHANCED TOURISM SECTOR CAPACITY

With respect to IR2, USAID/Jordan Tourism Development Project worked towards its intended Year Two results of enhancing Vocational Training Centers, the Madaba Mosaic School, reforming tourism operating standards and classification systems, and

strengthening business and tourism associations. Results for IR2 were also accomplished as planned.

IRA 2.1 Tourism human resource development enhanced

The number of students entering tourism career paths continued to be affected by USAID/Jordan Tourism Development Project's work. Hospitality and tourism career fairs are due to take place in early 2007, and the tourism awareness strategy is due to launch in Year 2.

IRA 2.2 Industry research and quality assurance programs improved

In terms of making progress towards reforming required tourism standards, after a review of existing operating standards and classification systems for hotels in Year 1, the project went on to revise them to meet minimum international tourism standards. USAID/Jordan Tourism Development Project also tackled standards for campsites, integrating this with a program for upgrading facilities at sites, and work is still underway in these areas.

Many activities are being implemented to increase public awareness of the benefits of tourism and generate positive attitudes regarding tourism in Jordan. The National Tourism Awareness Campaign was launched in Year 2 and targeted different sectors of the public to include teachers, students, and policy makers. Amongst policy makers USAID/Jordan Tourism Development Project is having a direct impact by creating greater awareness of the importance of influencing career decisions of school leavers through marketing, public relations, and local community education.

IRA 2.3 Associations Strengthened

USAID/Jordan Tourism Development Project is helping to strengthen associations by encouraging and funding business associations to be more active in meeting the needs of members, as well as trying to shift mindsets from belief in the current method of mandatory membership to a voluntary membership by earning member respect and participation as owners and members.

D. PROJECT PERFORMANCE ON IR 3. IMPROVED LEGAL, INSTITUTIONAL, AND ENABLING ENVIRONMENT TO SUPPORT TOURISM GROWTH

With respect to IR3, USAID/Jordan Tourism Development Project worked towards its intended Year 2 results of reforming tourism regulations and laws, operationalizing the Aqaba hotel school, and Tourism Development Corporation, and reducing the amount of days to issue an enterprise license in the hotel industry. In general, the targets that fall within IR3 were achieved.

Annex E:

COST SHARE

Throughout the second year of operation, USAID/Jordan Tourism Development Project rallied more support from counterparts to contribute to projects and share in costs. These contributions are recorded and are referred to as “cost share.”

The following chart shows Cost Share raised throughout the first two years of the project:

USAID/JORDAN TOURISM DEVELOPMENT PROJECT YEAR 2 COST SHARE SCHEDULE

PLEASE SEE ATTACHED ANNEX E