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Annual Training Assessment and Strategy
August 11, 2005 – September 30, 2005
Final
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ACRONYMS

ACOR	American Center for Oriental Research
ASEZA	Aqaba Special Economic Zone Authority
BDS	Business Development Services
BOD	Board of Directors
CBO	Community Based Organization
CoE	Centers of Excellence
DCA	Development Credit Authority
DoA	Department of Antiquities
GDA	Global Development Alliance
GOJ	Government of Jordan
JAU	Jordan Applied University
JHA	Jordan Hotel Association
JITOA	Jordan Inbound Tour Operators Association
JTB	Jordan Tourism Board
MBR	Market Based Representatives
M&E	Monitoring and Evaluation
MICE	Meetings, incentives, conferences and exhibitions
MFI	Microfinance Institution
MOE	Ministry of Education
MoTA	Ministry of Tourism and Antiquities
MSME	Medium and Small Micro Enterprises
NGO	Non-Governmental Organization
PNT	Petra National Trust
PSP	Private Sector Participation
RSCN	Royal Society for the Conservation of Nature
SAVE	Scientific, academic, volunteer and educational
SSC	Strategy Steering Committee
TA	Tourism Associations
TOT	Training of Trainers
TSA	Tourism Satellite Account
USAID	United States Agency for International Development

SECTION I: TRAINING ASSESSMENT

A. Introduction

The objective of this report is to assess the current training needs in both the private and public sectors, across all project components, over the coming year and to seek concurrence from the United States Agency for International Development (USAID) with regards to our upcoming training activities.

SIYAHA proposes an innovative training plan to transfer skills to SIYAHA counterparts and enhance the sustainability of their institutions. This plan is geared toward strengthening capacity building and sustainability, public policy advocacy, human resource skills in tourism sector, including increasing tourism awareness, and increasing investment in tourism sector. Year 1 activities will focus on addressing the immediate training needs, as well as increasingly focus on capacity building and access to infrastructure to ensure industry sustainability beyond the life of the project.

B. Training Approach

SIYAHA's training is results-oriented and based on needs assessments. During work planning and the designing process, the project determined learning objectives, the training materials necessary to be developed, and the mix of adult learning principles to be used.

Our approach will be:

• *Delivering specific, practical information.* Trainees have expressed the need for practical information relevant to their specific situation, rather than general knowledge. To address this need, subject matter experts should be familiar with Jordan's strengths, weaknesses, and limitations when designing training content. The project's in-country training program will be based on what trainees need to know to be more productive.

• *Hands-on teaching techniques.* Trainees have requested hands-on experiences. They want to practice new skills during training so they can effectively apply them on the job. Training programs under SIYAHA will ensure provision of ample opportunity for practical application of the knowledge and skills transferred by project training experts. Hands-on techniques will be incorporated factoring in course size and length of training activities

After training delivery, trainee skill levels will be evaluated which will help revise and improve the training for subsequent deliveries. Under SIYAHA, these standards will be used to evaluate and continually refine training design and delivery.

SIYAHA's training standards follow the five components of Instructional Systems Development methodology: needs assessment, design, development, implementation, and evaluation. This approach emphasizes clearly stated objectives, controlled learning

experiences to achieve these objectives, criteria for performance, evaluation, and materials revision. SIYAHA will adapt this model to ensure the training programs demonstrate results while meeting the needs of individuals and organizations. The proposed training plan is designed to address the challenges outlined below and shown in the box.

Engaging women. It is important too address gender and socio-cultural norms to increase women's participation in training. Prevailing cultural norms in Jordan have limited women's opportunities to participate. Training programs for women must be based on an understanding

> **Training Challenges**
>
> • Capture and leverage previous trainings
> • Coordinate with other tourism implementers
> • Increase women's participation in training
> • Show immediate results

of the real constraints they face, both with regard to business practices and policy/regulatory issues. SIYAHA will make a concerted effort to include women in offshore programs as well as training-of-trainer and management courses. To further the inclusion of women, SIYAHA will design training programs exclusively for women to enhance the leadership and management skills they need in order to play a more active role in the economy and to serve as role models. The training needs assessments will address the specific needs of Jordanian women (see Annex C for the gender planning approach).

Demonstrating results. Showing immediate results is often challenging. To address this, SIYAHA plans to use trainee action plans. Trainees will list new ways they will implement their training on the job and share ideas with their peers. Whenever possible, trainers will be made available to answer questions posted on the SIYAHA website for a month after a training activity. Lastly, SIYAHA plans to use follow-up on-the-job training to ensure trainees are applying the new skills they learned during courses and observational study tours. To assess the impact of the training on individuals and institutions, baseline assessments, evaluation forms, interviews, and quantitative and qualitative measures will be used.

C. Key Training Needs

Under SIYAHA, the association training programs will target the associations' board members, senior management and staff, and extension agents, as well as the staff of member firms in most cases. Training in policy analysis and policy advocacy will include government officials to generate buy-in and understanding of the associations' positions. It is anticipated that other SIYAHA implementers will train staff directly at the local level.

In addition, the project will provide training to potential grant recipients. These beneficiaries need to understand how the grant program fits into the overall objectives of the SIYAHA program. Chemonics has developed a training program, "Getting to Grants," to help these counterparts access grant funds. Several iterations of this course will be delivered throughout Jordan. Trainees will receive a time-tested product that has been evaluated and modified based on participant feedback

D. Training Mechanisms

Training of trainers. With the end user in mind, SIYAHA will determine the skills and knowledge necessary to improve associations, investors, and business owners. Through training of trainers, SIYAHA will transfer technical skills to associations that will in turn train senior staff personnel. This will help reach a larger audience, strengthen industry leadership, and establish training as an income-generating activity for associations.

Short courses. Whenever appropriate, a training specialist and subject matter expert will pair to jointly develop trainee and trainer guides for short courses. These participatory courses will focus on practical skills that can be applied in the workplace, using case studies and real scenarios that trainees can discuss and analyze. SIYAHA will develop participant action plans to enforce the idea that training is about "what you are able to accomplish when you return to work," and will communicate expectations of similar quality training to local providers.

In-country training. The in-country management and organizational development training will likely be procured locally. Local off-the-shelf courses in strategic planning, marketing, entrepreneurship, human resource development, decision making, change management, knowledge management, and media training are readily available.
The in-country technical courses will likely be custom developed by international short-term experts, and a system whereby local business associations will host or "sponsor" specific courses will be promoted. This will enhance the participation of association members and promote industry integration.

E. Offshore Training Plan

The training budget for SIYAHA is approximately $720,000 to support short-term training, third-country study tours, and attendance at international conferences and seminars.

Should there be a need to implement offshore training, Chemonics is adept at developing focused program agendas and handling travel logistics. To prepare delegates and hosts for meetings, Chemonics develops briefing books with detailed program information, including objectives, itineraries, profiles of host organizations and delegates, country and city background information, and sector studies. Pre-departure orientations are conducted, administrative orientations are held, and a technical and a logistics specialist accompanies the delegations to ensure appropriate technical content and smooth program implementation.

F. Sustainability

Sustainability is at the core of the training program. By transferring the right skills the right way, SIYAHA strives to inspire replication of new practices and effect positive, lasting changes in the tourism sector.

Sustainable Approach to Training
- Train-the-trainer approach transfers skills and training techniques to establish a cadre of self-sustaining industry leaders
- Enhanced in-house training departments of associations
- Follow-up on-the-job training to ensure implementation of new skills
- Availability of training materials such as job aids and manuals
- Jordanian women trainers serve as role models

SIYAHA will ensure high-quality, interactive, objective-driven trainings are set up throughout the life of SIYAHA and beyond. Similarly, project staff will work with the in-house training departments of our counterparts to improve their quality of service.

G. Management

The SIYAHA training and events specialist, Amjad Sawalha, will oversee the training program from beginning to end, ensuring the needs identified in our training assessments are met throughout the life of the project, with emphasis on in-country training support. Mr. Sawalha will draw on the expertise of the in-house training specialists, short-term technical experts, and local training resources.

International Education and Training Department support. Chemonics home-office training experts will support Mr. Sawalha in starting up training operations to ensure proper recordkeeping and TraiNet reporting. Through this department, Chemonics will also provide support to in-country activities and oversight of offshore programs, including assistance in developing training materials and identifying off-the-shelf courses and conferences for SIYAHA stakeholders. In addition, Mr. Sawalha will have access to the state-of-the-art intranet featuring training resources, tools, and templates to help him perform his duties more efficiently. Finally, Chemonics will ensure compliance with ADS 253 and U.S. immigration and tax regulations for non-resident visitors to the U.S.

Participant selection. Participants will be selected through a transparent process based on job duties, performance, and qualifications. Staff will work to seek out individuals who demonstrate managerial capability and willingness to apply new skills and technologies on the job. The project will invest in a promising pool of participants who respond to a demand-driven approach and are able to transfer skills to the workplace. In all the proposed training activities flexibility and sensitivity to the work constraints and responsibilities of participants at various levels are considered.

SECTION II   TRAINING STRATEGY

The five thrusts of the training strategy are to 1) build capacity and sustainability, 2) increase tourism awareness in Jordan, 3) conduct public policy advocacy, 4) increase investment in tourism, and 5) strengthen human resources in tourism. Accordingly, training areas were modeled to support attainment of the above-mentioned objectives as outlined below.

A. Capacity Building and Sustainability

DoA. Two training programs for the Department of Antiquities (DoA) team will be conducted as identified in the prioritized capacity building plan. A study tour for the DoA management team and other stakeholders to demonstrate international best practice in heritage management and adaptive reuse of sites will be organized. Two potential destinations for the study tour are Ireland and Spain.

COE capacity building program. The Centers of Excellence (COE) capacity building program will be an on-going activity that focuses on training partner organization's personnel on international best-practices in new public management schemes. The training programs are designed to foster a better understanding of the COE criteria, while at the same time building the capacities of participants in the subject areas to ensure sustainability of implementing reform initiatives after the conclusion of the COE program.

Community Based Organization Management. Selected community based organizations (CBOs) at the priority clusters will be trained on effective CBO management techniques, specifically as related to tourism CBO's. This will enhance the capacity of the local community to implement business ideas identified under the Cluster Development Strategy. It will also increase local community's capacity to capitalize on tourism benefits and increase their benefit and contribution to the tourism economy.

CBO's and MSME's. A comprehensive list of training topics will be covered in training CBO's and medium and small micro-enterprises (MSMEs) in areas pertaining to business start-up and management. Key topics to be covered include:
- Business Management
- Basic Financial Management Training
- Sales and Marketing (understanding competitors, market demand and supply, determine pricing, costing, breakeven, profit, and developing cash flows and income statements)

In addition to the above, special training will be given to the private sector in areas related to business development, product display and marketing, selling skills as well as soft skills (communication skills, interpersonal skills, understanding customer needs & attitudes).

Also, intensive training will be planned targeting handicrafts producers. A training-of-trainers program will be launched to train handicrafts specialists in product research product design, and product development.

Five tourism specialty areas. Given the extensive involvement of business development services (BDSs) in general community development, effort needs to focus on building their capacity in providing BDS in tourism specific areas. Accordingly, five tourism specialty areas that comprise the most common specialty requirements for tourism businesses will be identified and accordingly build the BDS's capacity in the aforementioned areas.

Capacity building for tourism associations. The overall aim of SIYAHA is to enhance the capacity of industry associations through: 1) building associations' institutional capacity; 2) supporting formulation of value added services; 3) achieving self-sustainability; 4) and, becoming strong advocates on behalf of their members. This comprehensive support will be extended to support associations through transition from mandatory to voluntary membership should legal amendments be effective during the life of the project.

- *Strategic planning.* General training on strategic planning will be offered to associations' board and staff members to introduce them to strategic planning principals. This is particularly important in light of the absence of strategic and organizational development plans among most of the tourism associations, a major obstacle behind the provision of value added services to their members.

- *Organizational development plans formulation.* To support strategic planning training, focused training will be provided to associations' staff in organizational development, focusing more on short-term planning. The outcome of this training will be organizational development plan for each association focusing on enhancing the association's organizational capacity to service their members more effectively.

- *Value added services and business development training.* Training will be provided complement organizational strengthening, by training tourism associations on providing value added services to their members. This constitutes a key area given the planned transformation of mandatory membership to voluntary status. A key concern of associations' management is the limited number of members who would be willing to renew their membership should mandatory membership status be amended. The concern stems from the low level of performance these associations had in the past, which provides little incentive for members to renew their membership. To offset the negative perception members have, intensive training will begin in Year 1 to support these associations in demonstrating improvement and providing value added services to their members.

- *Membership development training.* Some preparatory training will be provided to associations' staff on means of increasing the membership base.

Introductory courses will be provided in Year 1, with more focused training planned for Year 2.

- *Financial sustainability of associations.* Financial management and financial sustainability analysis will constitute a key training topic, given the novelty of self-sustainability in light of the structural amendments envisioned.

B. Public Policy Advocacy

National Tourism Council. A training workshop for the National Tourism Council will be held to gain consensus on redefined scope, strategy monitoring, as well as public policy advocacy. Whereas Component 3 (Industry Competitiveness) will build the capacity of the trade associations in public policy advocacy, Component 1 will work with the public sector to identify the roles and responsibilities entailed in public policy advocacy.

Business associations. A key role of business associations is to represent their members' interest and advocate on their behalf. Therefore, both the board of directors as well as staff will undergo training on effective advocacy techniques, required systems, processes and procedures that need to be in place, position papers development, research among others.

C. Increasing Tourism Awareness in Jordan

CBO, MSME, and staff. **A** number of tourism awareness seminars will be conducted at the three prioritized clusters targeting local community, CBO's, MSME's and corresponding staff. The objective is to raise awareness among the target group on the importance of tourism as an economic sector, potential business opportunities generated through tourism and how the community can best maximize benefits from tourism. This topic constitutes a priority given the limited level of awareness at the various communities on how to deal with tourists and how to capitalize on the opportunities generated by tourism.

Business and Financial Community. The business and financial community need to be trained on the economic benefits and importance of tourism. This will support increasing interest among the business community to investment in tourism. It will also support increasing the confidence of financial institutions in the tourism sector and trigger increased lending to tourism MSME's.

Industry Stakeholders. There are plans to organize an event for all industry stakeholders – themed: 'Tourism is Your Business – the importance of tourism to Jordan. The aim of the conference will be to improve stakeholder's awareness of tourism and inform them of developments in the tourism sector. The learning content of the conference will emphasize the importance of tourism to the government of Jordan (GoJ) economy and society. It is planned to use the event to showcase SIYAHA's initiatives achieved and also seek endorsement for future plans. It is estimated that up to 1,000 people could attend a four hour event which will include keynote presentations and specialized sessions.

D. Increase Investment in Tourism

To support increasing private sector investment in tourism, awareness and training sessions will target the business and financial community in Jordan to raise the profile of tourism as a sector worthy of investing in. Accordingly, in Year 1, training will focus in the following areas:

Financial community. Training on USAID's Development Credit Authority (DCA) and Global Development Alliance (GDA) will be conducted in order to build the investors and financial community capacity in developing innovative financial services that would support lending to tourism enterprises. This will result in identifying financial institutions willing to partner with SIYAHA Project

DoA and MoTA. A training workshop including both the DoA and the Ministry of Tourism and Antiquities (MoTA) will be conducted to introduce the concept of private sector investment and management of public assets and provide international examples and best practices, and will aim at providing the MoTA with the needed tools and insights into managing the process of private sector investment and management of public assets.

Public and private sector operators. The enhancement of the tourism experience and the product falls on both the public and private sector operators. The main objective of this training is to increase awareness and business acumen with respect to the minimum needs and wants of the visitor experience. The courses is targeted primarily to members of the private sector and CBOs that are aspiring or currently engaged in tourism-related businesses, as well as selected site managers of archeological sites, Jordan Tourism Board (JTB) staff and other public servants that interact with tourists. The first training offered is a basic course emphasizing the tourist progression from arrival to departure, and the basic aspects of marketing. The second training topic, at a slightly higher level, would focus on more advanced topics that emphasize innovation and differentiation in service.

Research, education, NGOs, and public and private sector specialists. With the opportunity to transform archeological sites to more dynamic and interactive experiences and museums, there is a significant need to enhance the public and private sector skills in archeological and heritage site interpretation and presentation using modern techniques and technology. Therefore, a training course targeting site and museum interpretation will bring stakeholders from research, education, non-governmental organizations (NGOs), public and private sector specialists interested in this field. The second critical training topic relates to the private sector participation (PSP) in the management of heritage site, whereby, the public and private sector stakeholders are educated with respect to the regulations, management process, and contracting methods and responsibilities that will be used by MoTA and the Tourism Development Corporation for PSP.

Jordan Tourism Board. The marketing of Jordan as a boutique destination with niche products is an essential element in the National Tourism Strategy. While JTB is mandated with the niche marketing, tour operators and the private sector must also be engaged in this process. As SIYAHA will work with JTB under a grant, it anticipated

that marketing training topics targeting the tourism trades will focus on niche products. The training may be undertaken by JTB as part of the marketing coalition and under a grant. The topics focus on priority product lines and key marketing issues that JTB acknowledges is a weakness including: strategies for religious and SAVE tourism marketing, effective tourism marketing (branding, e-marketing, and copywriting), MICE certification and management. It is also conceivable that some of these training topics would be under grant to Jordan Inbound Tour Operators Association (JITOA).

E. Strengthening Human Resources in Tourism

Training initiatives will focus on developing the institutional framework for the Council for Human Resource Development and supporting institutional structures at Jordan Applied University – College of Hospitality and Tourism Specific courses include the following:

Council for Human Resource Development. The aim of this training course will be to enhance the business planning processes of the Council and support a strategic business unit approach to managing the Council. The participants will include the four 'department' teams of the Council, financial, and administration managers. It could also include Board members. The learning content of the course will include: introduction to strategic planning, management by objectives, target setting, budgets and results, and timelines and scheduling. It is planned to offer the course over twelve hours or two days with an emphasis on experiential learning.

Teachers in tourism and/or hospitality institutions. The aim of this course is to improve pedagogical standards of specialized language teaching on tourism courses in colleges, institutions, and centers. The topic constitutes the priority given to developing the core skills of tourism: English language, hospitality skills and food safety and hygiene. The participants will include qualified English language teachers, in particular those based in tourism and/or hospitality institutions. The learning content will include special language needs for the tourism industry, linguistic approaches to teaching tourism English, curriculum design, sourcing specialized learning materials, and pedagogical methods. Initially it is planned to offer this course to 20 teachers with an ultimate outcome of establishing an English language for tourism network. The course duration will be five hours over one day.

Public and private companies, associations, NGOs. The aim of this course is to enhance awareness of the tourism satellite accounts (TSA) system and train the appropriate bodies in how to use generated TSA information in a way that will promote Jordan as an international tourism destination. The learning content will include: introduction to TSA; phases for implementation; requirements for implementation; value of TSA in decision making; and, how to use the information for improved decision making. The participants attending will include public and private companies, associations, NGOs, and perhaps research institutes and/or universities specializing in tourism development. The duration will for five hours over one day.

F. Training Priorities

To have strong and lasting impact, the immediate steps need to be taken are the following:

- Enhance the packaging and identification of tourism products to the local, regional, and international tourist marketers.
- Improve marketing in niche products.
- Improve institutional capabilities at DoA to support and monitor the PSP process and clarify the Ministry and the private sector in such transactions.
- Improve market opportunities and product demands.

To work towards achieving these steps, SIYAHA proposes a two-tiered training approach which enables the project to first address the priority needs of aiding tourism sector to prolong visitor stay and expenditure, and then shift to focus on building the capacity of key organizations and associations.

Track 1: Improved environment for tourism. Under Track 1, SIYAHA will conduct rapid needs assessments (see Attachment 1 on page A-1) early in Year 1 to determine what has been done and what is needed to improve the product quality and ensure enhancement of the tourism experience. Potential Track 1 training topics include: improve marketing in niche markets; aid key stakeholders to adopt best practices; improve institutional capabilities and framework to support the PSP process; and, aid sector to prologue visitor stay and expenditure.

Track 2: Capacity building and sustainability. Track 2 training will take place in Year 1 and continue during Year 2 and Year 3, with a focus on addressing capacity building for associations. SIYAHA will work closely with key associations to help them develop business plans, training for associations, policy analysis and advocacy, management, and development of fee-based services. Training topics to include: leadership development, strengthening association functions, management development, knowledge management, and business management.

Attachment 1: Participatory Rapid Training Needs Appraisal

Purpose. The purpose of the rapid appraisal is to assess, prioritize, plan, and develop training solutions for immediate needs. The project will review the training objectives of past and ongoing tourism projects to identify priority training needs to be addressed by SIYAHA.

Through a participatory process consisting of stakeholder interviews and focus group discussions, a training plan has been developed with preference ranking. The appraisal will target the near-term training needs of key organizations and agencies related to achieving the objectives of SIYAHA.

Advantages. The rapid needs appraisal offers several advantages, enabling the project to: (a) identify realistic needs as articulated by stakeholders, (b) establish a participatory mode to integrate stakeholder needs at all levels within SIYAHA's planning process, and (c) further teambuilding within the SIYAHA project team.

Process. The process for conducting a rapid needs assessment will entail:
- Identifying critical needs by analyzing previous training
- Confirming critical needs through stakeholder interviews
- Assessing the impact of the needs on the organization
- Verifying that training is the solution to meeting critical needs
- Recommending solutions and gaining agreement from stakeholders

Survey questions. Sample survey questions might include:
- What are the problems?
- What is causing the problems?
- What has been done to resolve the problems?
- Who is affected by these problems?
- How are they affected?
- What external factors might be contributing to the problems?
- What internal factors might be contributing to the problems?
- What are the standards for performance? Are they being communicated?
- Is performance objectively measured?
- Is performance feedback being given to employees?
- Do the proper conditions exist to perform successfully (e.g., availability of necessary equipment, safety, time, etc)?
- Is there an incentive for performing well?
- Are there disincentives for performing well?

Attachment 2: Comprehensive Training Needs Assessment

Below are Chemonics' step-by-step guidelines for designing a comprehensive training needs assessment.

Step 1: State purpose. Determine the needs and priorities of the project through consultations with stakeholders.

Step 2: State objectives. Consider the following:
- What are the desired results?
- Why are they worth producing?

Step 3: Identify target audience. Consider all stakeholders: employees, decision makers, supervisors, managers, and outsiders affected by the deficiencies. All interested groups should participate in the needs assessment. This is essential in building ownership among stakeholders.

Step 4: Consider organizational and individual constraints. A study of constraints should address the following:
- How likely is it that the employees will continue to work for the organization?
- Is there reorganization planned for the near future?
- Analyze institutional assessments and customer surveys.
- Will all targeted employees be permitted to receive training?
- Will literacy or language skills affect the selection of data collection methods?
- Do cross-cultural issues exist that will affect the approach to the needs assessment?

Step 5: Select sample groups. Identify small groups to survey within a larger target population. When designing the groups, allow proportional representation to minimize sampling error.

Step 6: Determine data collection methods. Before collecting data, identify how the data will be collected, weighing both the advantages and disadvantages of various methods such as interviews, questionnaires, focus groups, direct observation, and document reviews. Select a combination of methods to ensure objective, all-inclusive data.
The advantages and disadvantages of various data collection methods are outlined in the

Data Collection Methods

Step 7: Determine methods of data analysis. Before collecting data, determine how the data will be analyzed to ensure the correct data will be collected:
- Is a qualitative approach to data analysis best?
    If yes, use historical, case, or field studies to produce anecdotal and narrative descriptions.
- Would a quantitative analysis better reveal the results of the data?

If yes, use interviews, questionnaires, or document reviews to produce statistical data.

Step 8: Identify protocols. Consider the following:
- Who needs to be notified of the training needs assessment?
- How should they be notified that it is taking place?
- Are any approvals necessary for conducting the needs assessment?
- How much time do the organizations and individuals need to prepare for the assessment?

Step 9: Assess feasibility. Consider the following:
- Does enough time exist to collect the data using the methods selected?
- Is accessing the target audience feasible?
- Will the culture of the organization affect the realism of the data collected?

Methods	Advantages	Disadvantages
Interviews	• Can explore undefined or complex issues • Can be quickly completed	• Scheduling difficulties • Interviewee may tell you what you want to hear, not the truth • Can be intimidating
Questionnaires	• Anonymous • Can be quickly completed • Variety of questions	• Does not permit exploration of unanticipated issues • Low response rates • Lots of time to analyze
Focus Groups	• Can explore undefined or complex issues • Can help you develop a personal empathy with the audience	• Time-consuming setup • Variety of position status may cause reluctance on the part of some respondents to participate fully
Direct Observation	• Focuses on what the employee does and how it is performed • Can be planned or spontaneous	• Respondents may feel uncomfortable
Document Reviews	• Can identify undefined, complex, and specific issues • Can be planned or spontaneous • Unobtrusive	• Tend to be subjective • Time-consuming to gather and study materials

Step 10: Analyze the performance gap. Ask questions about performance feedback, work conditions and supplies, incentives, and knowledge of performance standards to determine whether performance problems are based on skill deficiencies that can be solved through training.

Step 11: Report results. Consider the format of the presentation to demonstrate how the findings were determined. Decide how the results of the assessment can best be conveyed to stakeholders to demonstrate its factual basis and solidify buy-in:
  • Which key stakeholders should receive the report?
  • Would a written report be well received or would a face-to-face presentation be preferred?

Attachment 3: Training Specifications Form

Program Title:

Program Type (observational study tour, short course, conference, overseas program):

Location:

Projected Dates:

Duration:

Number of Iterations:

Participants (number of participants, positions, departments / ministry):

Background on Topic (current performance, areas where improvement is desired):

Purpose (general description of the goal of the program):

Program Specifications (possible hosts, departments, topics to be covered):

Program Objectives:

By the end of the program, participants will be able to:

Special Instructions (interpretation/translation services needed, additional escorts, other):

	Purpose of Training	Target Audience	Assumptions	No. of Trainees	Capabilities of Trainees	Results Anticipated	Schedule
Component 1							
Sub-Area 1: Public Policy Advocacy							
Public Policy advocacy & Strategy Monitoring and Reporting Training	Improve public-public and public-private partnerships to ensure smooth implementation of strategy recommendations	National Tourism Council, Strategy Steering Committee	Endorsement of the revised Institutional Framework for Governance and the redefined scope of the National Tourism Council by Minister and SSC	25	Decision makers and senior public sector managers	A revitalized National Tourism Council with procedures to ensure enhanced public-public and public-private coordination, improved monitoring and accountability on Strategy implementation efforts by public and private sectors	Q2 2006
Sub-Area 2: Capacity Building and Sustainability							
COE Leadership Criterion	Foster a better understanding of the COE Leadership criterion, and ensure sustainability of implementing reform initiatives after the conclusion of the COE Program	Senior and Mid Level employees at MoTA, DoA, JTB, JAU, RSCN	Partner organizations embrace the COE program methodology and commit resources to the process.	20	Senior and mid-level managers	Building the capacities of participants in the Leadership Criterion through training in risk management, balanced scorecards, monitoring & evaluation and key performance indicators	Q1, Q2, Q3 2006
COE Finances Criterion	Foster a better understanding of the COE Finance criterion, and ensure sustainability of implementing reform initiatives after the conclusion of the COE Program	Senior and Mid Level employees at MoTA, DoA, JTB, JAU, RSCN	Partner organizations embrace the COE program methodology and commit resources to the process.	20	Senior and mid-level managers	Building the capacities of participants in the Finances Criterion through developing inventory management, financial reporting and internal auditing	Q1, Q2, Q3 2006
COE People Criterion	Foster a better understanding of the COE People criterion, and ensure sustainability of implementing reform initiatives after the conclusion of the COE Program	Senior and Mid Level employees at MoTA, DoA, JTB, JAU, RSCN	Partner organizations embrace the COE program methodology and commit resources to the process.	20	Senior and mid-level managers	Building the capacities of participants in the People Criterion through training programs in recruitment, performance appraisals, career paths, training needs assessment and succession planning	Q1, Q2, Q3 2006
COE Knowledge Criterion	Foster a better understanding of the COE Knowledge criterion, and ensure sustainability of implementing reform initiatives after the conclusion of the COE Program	Senior and Mid Level employees at MoTA, DoA, JTB, JAU, RSCN	Partner organizations embrace the COE program methodology and commit resources to the process.	20	Senior and mid-level managers	Building the capacities of participants in the Knowledge Criterion through training programs in developing communication strategies, knowledge management strategies & action plans, knowledge mapping and knowledge M&E	Q1, Q2, Q3 2006
COE Process Criterion	Foster a better understanding of the COE Process criterion, and ensure sustainability of implementing reform initiatives after the conclusion of the COE Program	Senior and Mid Level employees at MoTA, DoA, JTB, JAU, RSCN	Partner organizations embrace the COE program methodology and commit resources to the process.	20	Senior and mid-level managers	Building the capacities of participants in the Process Criterion through training programs in process management, modeling & simulation, facility planning & layout design and mapping & streamlining	Q1, Q2, Q3 2006
DoA Retreat	Improved management of the historic environment and heritage tourism product	DoA, MoTA, and other main Stakeholders	Agreement by DoA and MoTA on redefined roles and responsibilities	100	Senior & mid level employees	Consensus built on the overall heritage management strategy with all stakeholders, and improve communication and team skills among the DoA and its close partners	Q2 2006
DoA Training Program # 1, 2	Improved management of the historic environment and heritage tourism product	DoA Team	Adoption of DoA Strategy for Heritage Management and identification of the priority areas for training	30	Senior and Mid Level Managers	Adoption of international best practice in heritage management and adaptive reuse of sites and improved planning and handling the visitor experience	Q2 2006
Heritage Management Study Tour	Improved management of the historic environment and heritage tourism product	DoA Management Team and other Stakeholders	Agreement by DoA and MoTA on redefined roles and responsibilities as well as role of private sector in heritage management	10	Senior Managers	Adoption of international best practice in heritage management and adaptive reuse of sites and improved planning and handling the visitor experience	Q3 2006
Familiarization of streamlined licensing process for pilot project	Embed improved business processes in MoTA	MoTA and other key stakeholders in licensing process	Successful implementation of streamlined licensing process within MoTA for hotels and/or restaurants	25	Senior and Mid Level Managers	remove obstacles, streamline procedures, and clarifying roles of the entities involved in issuing pre-approvals and licenses to enterprises	Q2 2006
PSP in Historic/Archaeological Sites	Improve institutional capabilities and framework to support the PSP process	MoTA and DoA		25	Senior and Mid Level Managers	Improved institutional capabilities at DoA to support and monitor the PSP process and clarify the Ministry and the private sector in such transactions	Q1 2006
Component 2: Product Development							
Sub-Area 1: Competitiveness of Products							

	Purpose of Training	Target Audience	Assumptions	No. of Trainees	Capabilities of Trainees	Results Anticipated	Schedule
Designing and packaging the tourism experience	Aid sector to prolong visitor stay and expenditure.	Tour operators, private sector, CBO's, DOA and site-managers, municipalities.	Can be repeated	30	Weak products and services, lack of market and product knowledge, and visitor requirements and expectations.	Enhanced packaging and identification of tourism products to the local, regional and international tourist marketing.	Q1 2005
Innovation in tourism services	Aid sector to improve customer satisfaction and address customer needs.	Tour operators, private sector, CBO's, DOA and site-managers	Can be repeated	30	Weak products and services, lack of market and product knowledge, and visitor requirements and expectations.	Promulgation of new ideas and best practices that focus on enhancing the visitor experience.	Q2 2006
Product Development & Quality Management Study Tour	Improved high-end tourism product development and enhanced product niche marketing and quality improvement	JTB, ASEZA, RSCN, MOTA, Private Sector	Interest of partners in developing niche products	20	Senior Managers	Adoption of international best practice in community-based, niche and innovative product development by partners	Q1 2006
Sub-Area 2: PSP in management of sites							
Site and museum interpretation and presentation techniques	Aid key stakeholders to adopt best practices.	Museum managers, graphic designers, ACOR, DOA, MOTA, PNT, academia, corporate sponsors and donors		75	Managers of museums, digs and sites that are not actively developing the product interpretation and presentation.	Adoption of some best practices and concepts for interpretation and presentation.	Q1 2006
PSP business and contracting models in site management	Promote business planning and enhancement techniques in archeological site management.	Private sector, CBOs and DOA/MOTA	Can be repeated	50	Managers of museums, digs and sites that are not "business oriented".	More business oriented thinking that will result in improved performance and PSP in site management.	Q3 2006
Sub-Area 3: Improved marketing							
Strategies for Religious Tourism	Improve marketing in Niche Markets	Tour operators, guides, private sector, JTB, airlines, MBRs, CBOs, and DOA/MOTA, Bethany commission , churches and Awqaf.	Part of the Marketing Coalition with JTB	50	Operators and businesses that lack focus, market access, and alignment with the target segment.	Better understanding of market opportunities and product demands. Identification of distribution network and customer requirements.	Q3 2006
Effective e-marketing, branding, design, and copyrighting, and information dissemination of tourism products	Improve marketing in Niche Markets	Tour operators, private sector, JTB, JHA, airlines, design agencies, ASEZA, MBRs, CBOs, and DOA/MOTA.	Part of the Marketing Coalition with JTB	50	Operators and businesses that lack do have week collateral, web sites, and do not use industry branding and communication guidelines.	Better understanding of market opportunities and product demands. Identification of distribution network and customer requirements.	Q2 2006
Targeting the SAVE market	Improve marketing in Niche Markets	Tour operators, private sector, education sector, MOE, Vision 2020, JTB, airlines, design agencies, ASEZA, MBRs, CBOs, and DOA/MOT, Hotel Association, Donors and Private sector Sponsors, ACOR, PNT and others.	Part of the Marketing Coalition with JTB. Cooperation with JITOA and Vision 2020.	50	Operators and businesses that lack focus, market access, and alignment with the target segment.	Better understanding of market opportunities and product demands. Identification of distribution network and customer requirements.	Q4 2006
Marketing Skills Training	Improve marketing of produced products to better understand competitors, market demand and supply	MSME CBO		50	Weak products and services, lack of product development, marketing, and selling techniques, as well as competition and customer expectations	Better understanding of marketing opportunities	Q4 2006
MICE certification, marketing and planning	Improve marketing in Niche Markets	Tour operators, event management companies, private sector, education sector, MOE, Vision 2020, JTB, airlines, design agencies, ASEZA, MBRs, CBOs, and DOA/MOT, Hotel Association.	Part of the Marketing Coalition with JTB. Cooperation with JITOA.	50	Operators and businesses that lack focus, market access, and alignment with the target segment.	Better understanding of market opportunities and product demands. Identification of distribution network and customer requirements.	Q4 2006
Component 3: Industry Competitiveness - Training Needs							
Sub-Area 1 Capacity Building							Q1 2006
Tourism Awareness Seminars: benefits and possible business opportunities in cluster 1	Build awareness among key stakeholder on tourism benefits and general tourism business opportunities, to gain support for Cluster Development implementation and work on community attitudes towards tourists.	CBO BDS MSME MFI & BANKS		50	Support organizations and businesses that lack knowledge on tourism benefits	Better treatment and understanding of tourists. Full support on cluster development implementation	

	Purpose of Training	Target Audience	Assumptions	No. of Trainees	Capabilities of Trainees	Results Anticipated	Schedule
Training on CBO Management	Enhance capacity of key CBO's at the priority clusters to support implementation of Cluster Development Strategy	CBO's at three priority clusters		40	CBO that are not specialized in tourism services	Business oriented CBO with full support to tourism.	Q1 2006
Business start up training	General 'how to start your business' training will be provided to prospective private sector investors interested in investing in tourism at the target clusters, to spur MSME growth at priority clusters	MSME CBO		30	Willing investors that are not knowledgeable on business aspects and have little experience in setting up a business	Increased tourism related business start ups with best practices embedded	Q3 2006
Business Development Training	Promote business development techniques among prospective private sector investors and existing MSMEs	MSME CBO		30	Weak products and services, lack of product development, marketing, and selling techniques, as well as competition and customer expectations	Adoption of tourism related business best practices	Q2 2006
Product Development Training - TOT	TOT so that they would carry out training to improve products to become more marketable and sellable	Trainers			Trainers from local communities that are leaders and can convey message and lessons learned to their community	Core group of handicraft specialists formed	Q2 2006
Product Development Training - Handicrafts Producers	Improve products to become more marketable and sellable	MSME CBO		30	Weak products and services, lack of product development, marketing, and selling techniques, as well as competition and customer expectations	Enhanced products that reflect the Jordanian heritage	Q3 2006
Basic Financial Management Training	To help MSMEs determine pricing, costing, Breakeven, profit, developing cash flows and income statements	MSME CBO		30	Weak products and services, lack of product development, marketing, and selling techniques, as well as competition and customer expectations	Products with reasonable prices and better management of financial status	Q3 2006
Selling Skills Training	Selling for profit, understanding supply and demand, selling techniques	MSME CBO		30	Weak products and services, lack of product development, marketing, and selling techniques, as well as competition and customer expectations	Better understanding of proper selling techniques	Q4 2006
Soft skills Training	To improve communication skills, interpersonal skills, understanding customer needs & attitudes	MSME CBO		30	Weak products and services, lack of product development, marketing, and selling techniques, as well as competition and customer expectations	Better understanding of customer needs and requirements and therefore better services offered	Q4 2006
Hold 5 Capacity building workshops for BDS on 5 specific TAs (topics yet TBD)	To assist BDS in providing new services according to international best practices	BDS		20	Lack of knowledge on international best practices for tourism services	New tourism related services offered by MSMEs/CBO	Q1 2006
Sub Area 1a: Capacity Building of Tourism Associations							
Strategic Planning	To build the capacity of tourism associations management to develop strategic/long-term plans that would help transform the performance of tourism associations and provide members with value added services.	Tourism Associations board members and staff		50	Weak associations governance knowledge, role of BoD as well as long-term planning for non-profit organizations	Improved strategic planning skills and ability to participate in developing long-term associations development plans.	Q2 2006
Organizational Development Plans Formulation	To build capacity of associations staff in developing short-term plans that will strengthen the institutional performance of associations, developed aligned organizational structures, HR policies and valuable membership services.	Tourism Associations staff		40	Limited staff skills in business plan formulations, implementation monitoring and evaluation.	Improved business planning skills of associations staff and draft ideas for individual associations plans.	Q2 2006
Membership Development Training	To introduce basic principles related to membership development in preparation for the association's future need for said skill.	Tourism Associations staff		20	No former experience in membership development given the mandatory membership nature of tourism associations	Established systems and capacity among tourism associations in membership development.	Q3 2006
Business Development Training	To introduce principles pertaining to associations role in business development, business linkages among others that will benefit associations members.	Tourism Associations staff		20	Limited role of associations in business development and networking.	Improved capacity of tourism associations in providing business development opportunities to their members.	Q2 2006

	Purpose of Training	Target Audience	Assumptions	No. of Trainees	Capabilities of Trainees	Results Anticipated	Schedule
Training on Sustainability of Associations	Build capacity in areas related to financial management, financial sustainability assessment and self-sustainability plans development.	Tourism Associations staff		20	No former experience in sustainability planning given the surplus in associations budget resulting from high leave of membership fees and little investment in providing value added services to members.	Improved financial planning, financial analysis and self-sustainability plans development skills	Q3 2006
Training on Policy Advocacy	Strengthen associations role in representing their members interest and lobbying for changes that would benefit their membership.	Tourism Associations board members, staff and members		100	No structured approach to policy advocacy currently exists among tourism associations, and their has been almost a complete absence of a role for tourism associations in policy advocacy.	Enhanced knowledge among association staff, BoD and membership about their respective role in policy advocacy as well as a systematic approach to policy advocacy is developed.	Q4 2006
Private Sector Investment in Tourism							
Training on available USAID financial schemes	Familiarize financial institutions on available financial schemes that will help stimulate increase in providing tourism enterprises with the required capital.	MFI and Banks		20	Limited knowledge of DCA and GDA	Increased lending of financial institutions to tourism enterprises.	Q2 2006
Training on tourism benefits	Build awareness among financial institutions and the investors community about economic benefits of tourism and tourism potential for profitability and growth.	Financial institutions, Private sector investors			Limited experience in MSME lending to tourism enterprises.	Increased interest in investing in tourism opportunities.	Q2 2006
Sub-Area 1 Strengthening Human Resources Sector in Tourism							
Component 4	**Council for HRD Business Planning – Planning, target setting, monitoring and evaluation -** the purpose of this training course will be to enhance the business planning processes of the Council and support a strategic business unit approach to managing the Council.	Senior management & administrative team of Council & Board of Directors	Establishment of the Council for HRD, Board and organization structure	20 managers	Moderate	Developing MM&E Train employees on MM&E Developed a SBUapproach to managing the Council.	Q3 2006
	Enhancing Standards of Specialized English Language Teaching for Tourism	Qualified teachers & trainers in English language teaching from college & centers	Participation by education institutions to facilitate involvement of teachers	20 teachers	Specialists level	Improving and developing the curricula of English courses in the tourism courses	Q2 2006
	'Tourism is Your Business – the importance of tourism to Jordan'. the purpose of the conference will be to improve stake holder's awareness of tourism and inform them of developments in the tourism sector.	Project partners GoJ Ministry representatives Stakeholders Investors MoTA / JTB Associations	Budget, industry motivation and sponsorship	1,000	Different capabilities	Attract more employees to the sector Attract new investors to the industry Improve and strengthening the general knowledge of tourism	Q4
	Introduction to Tourism Satellite Account (TSA) system the purpose of this course is to enhance awareness of the TSA system and train the appropriate bodies in how to use generated TSA information in a way that will promote Jordan as an international tourism destination.	Department of Statistics Associations MoTA / JTB Central Bank Department of Intelligence Public Security	TSA Introduction Commencement of Arrivals & Departure survey	50 stakeholders	Professionals	Introducing the TSA system & benefits Identifying data gaps and provide solutions	Q2 2006