Siyaha – Jordan Tourism Development Project (JTP)
Communications Strategy

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Acronyms

JTP	Jordan Tourism Development Project
MOTA	Ministry of Tourism and Antiquities
DOA	Department of Antiquities
JTB	Jordan Tourism Board
JITOA	Jordan Inbound Tour Operators Association
JHA	Jordan Hotels Association
RJ	Royal Jordanian
ASEZA	Aqaba Special Economic Zone Authority
JRA	Jordan Restaurants Association
GoJ	Government of Jordan
MOE	Ministry of Education
MOPIC	Ministry of Planning and International Cooperation
ACOR	American Center for Oriental Research (ACOR)
RSCN	Royal Society for the Conservation of Nature

(To be finalized)

Executive Summary

(Yet to be developed. However, a tentative outline of the summary is included hereunder)

The Siyaha Communications Strategy includes a brief introduction of the tourism industry in Jordan, the context of the Siyaha project, its various components, the desired synergy with other US Government and USAID projects, coordinating with USAID on communications issues and synchronization with the main counterpart, the Ministry of Tourism and Antiquities. It then details the various elements of the strategy, including defining the audiences, communications goals, the key messages, and the roles and responsibilities in the overall implementation of the strategy.

Introduction

Tourism is Jordan's largest productive sector and the second largest net contributor to foreign exchange, surpassed only by worker remittances. It is also an important employer and a labor-intensive industry. This is crucial for Jordan as the country needs 55,000 new jobs annually just to maintain the already high unemployment rate. Moreover, no other sector diffuses economic benefits across the country. The movement of economic activity in the various governorates and the diverse purchasing habits of tourists benefit major investors and microentrepreneurs alike. Current estimates place direct employment in the sector at approximately 24,000 and the total number of jobs supported by tourism at 108,000 (direct, indirect, and induced).

Improving the understanding and the importance of tourism for the country has already been defined as one of the key success factors while developing sustainable tourism for Jordan. Over 100 representatives of the tourism industry, the public sector, and the NGO community have crafted Jordan's National Tourism Strategy (NTS) for 2004-2010. The NTS aims to "expand employment, entrepreneurial opportunity, social benefits, industry profits, and state revenue." Born out of a true partnership between the Government of Jordan (GoJ) and the private sector, the strategy was adopted by the GoJ and formally launched by His Majesty King Abdullah II at the World Economic Forum in 2004.

Recognizing the power of tourism to transform the economy, spur employment and enterprise growth, and generate government revenue, the NTS sets ambitious goals in terms of tourist arrivals, extended length of stay, and increased spending per tourist.

"According to available figures, tourism revenues rose a steady 10.7 per cent in the first half of 2005, to JD420 million. Some forecast that the industry will reach record revenues of JD1.4 billion this year, up from JD943 million in 2004." *Jordan Times Editorial Nov. 8, 2005.*

Despite these concerted efforts, the tourism industry still lacks proper support from policymakers due to weak recognition of its true value to the economy. The population at large also does not sufficiently recognize the extent of the economic and social benefits tourism has on their own incomes and standard of living. To exacerbate the human resource challenge, employment in the sector is often stigmatized by families deeming it too liberal and not fit for women, or as an industry inferior to other "more prestigious" professions for males. This has resulted in the sector's inability to attract and retain sufficient talented employees. Often, employment in the sector is the choice of last resort. Accordingly, it is important to work on enhancing the image of the sector.

Siyaha -The Jordan Tourism Development Project (JTP)

Siyaha, The Jordan Tourism Development Project (JTP) is a three-year, US $17 million project funded by the USAID. It is the implementing arm of the NTS and its mandate is to create a dynamic, private sector-led, sustainable tourism economy consistent with the country's culture of hospitality.

Directly tied to USAID's Strategic Objective number 10 of (Improved economic opportunities for Jordanians"), Siyaha seeks to boost Jordan's competitiveness as an international tourism destination by establishing the proper institutional and regulatory framework to enable private sector-led development and to stimulate tourism growth while preserving the environment. The program will also design a robust financial framework to encourage private investment, catalyze the development of comprehensive products and services across the value chain, raise awareness of the sector's economic importance, and position the industry as the employer of choice.

The objectives of the program are two-fold: (1) ensure institutions and policies are in place to facilitate NTS implementation; and (2) promote tourism projects involving the private sector, communities, NGOs, and business associations to serve as replicable models of sustainability and best practices. To achieve these objectives, tasks have been grouped into five main components focusing on key areas of technical assistance and training.

Project Components

The project is divided into five major technical components, those being:

Component 1: Institutional and Sector Reform. It entails three groups of activities aimed at strengthening institutional reform, improving legal and regulatory reform, and augmenting the tourism sector's research capacity.

Specifically, work within this component will focus on:
- Building the capacities of the public sector organizations in the tourism sector to support the implementation of the NTS.
- Modernizing the tourism ground transport model and suggest optional models.
- Streamlining the liscencing procedures within MOTA.
- Announcing and sharing the strategy developed for private sector management of public sites
- Providing the legal and regulatory environment that supports the successful implementation of the NTS (modernizing the tourism law and DOA law).

Component 2: Product and Site Development, which focuses on developing competitive tourism destinations in Jordan, by

- Strengthening tourism marketing,
- Developing new and improved tourism products and services, and
- Improving site management of archeological and touristic sites.

It will also support public-private partnerships for effective tourism product development and a private sector model for archaeological site management. A key focus of this component is spurring the growth of community-based tourism enterprises and offering authentic Jordanian experiences for tourists.

Component 3: Industry Competitiveness. It includes two groups of activities aimed at: boosting association and enterprise development and integrating innovative financial services and increasing private sector investment.

The focus of this component is to:

- Encourage the local communities to come up with product-development ideas and participate in implementing them.
- Promote the sense of ownership of projects among the local community members.
- Stress the role of the associations in contributing to industry competitiveness through their value-added services and industry development services.
- Increase private sector investment in the industry through encouraging banks to lend to tourism medium and small and micro enterprises, driving home the message that tourism is a safe industry.
- Build the capacity of local communities to provide competitive tourism services and improve their professionalism to facilitate their access to finance.

Component 4: Human Resources and Sector Support, consists of two sets of activities aimed at developing human resources and quality assurance and building awareness in Jordan.

The role of this component is to:
- Improve hospitality services and quality products by expanding the qualified human resources pool for the tourism industry;
- Improve service quality of tourism sector establishments;
- Generate public-private sector support for tourism as an important economic driver and an employer of choice;
- Augment the research capacity of the various tourism-related entities to support the investment decision process towards the development of the sector.
- Facilitate the creation of a Council for Tourism Human Resources Development;
- Improve MoTA and private sector quality and certification inspections and grading systems;
- Launch a 'Service Excellence Award';
- Implement a national public awareness campaign.

Component 5: Program Support, which will provide cross-cutting support related to grants, gender mainstreaming, environmental compliance, training and monitoring and evaluation.

Grants

The primary focus of Siyaha grants program will be to engage local communities around tourist sites. Grants will be one of the many mechanisms used to build local

capacities in hospitality infrastructure and training, guiding, search and rescue, and other tourist services.

Gender Mainstreaming

According to a 1993 USAID-funded manpower survey of Jordan's tourism sector, only 20% of all tourism sector employees were women, the vast majority of whom were MOTA employees.

The main focus on mainstreaming gender into the tourism project will be carried out in the following key areas:

- Increasing the number of women being trained to enter tourism's private-sector workforce as part of the human resource development strategy.

- Increasing knowledge and understanding among businesses and organizations through training and awareness campaigns about the importance of adapting tourist expectations about gender during their visit.

- Encouraging the employment of women in community-level projects through the grants program.

Environmental compliance

Environmental assessment is used by Siyaha as a project planning and education tool. Needs will be addressed in a means compliant with Jordanian laws and environmental regulations and USAID's own requirements under 22 CFR 216 and other applicable texts of the Foreign Assistance Act. Activities supported through the program's technical assistance, or small grants are routinely screened to document their potential environmental impacts. The system will help identify international standards that may be invoked, as well as options for clean-production technologies that can reduce costs and improve competitiveness.

Training

Capacity building is an essential element of Siyaha. A comprehensive, cross-cutting program will be developed to address training needs for all programmatic components, including short courses, conferences, intermittent on-site training, and study tours.

Monitoring and Evaluation

Tracking growth in tourist numbers, dollar value of private investment into sector, and tax revenue generated, will enable the effective measuring of the cost of program activities against benefits attributable to the project. Monitoring training events, indicator targets, and performance standards, will enable the assessment of the project impact on Jordan's business environment and the organizational capacity of institutional partners.

Technical Resource Group

In addition to component leaders and support staff, the Siyaha team includes leading technical specialists who will provide overall guidance and support during project implementation each in his/her respective field of expertise: legal, technical, and management.

Complementing other US Government and USAID projects

Siyaha is the latest addition to a number of other projects that the US government supports in Jordan aimed at developing the tourism sector of the country. Siyaha recognizes the opportunity and necessity to create synergy between USAID and other US and foreign donors involved in tourism development in Jordan to achieve maximum impact. Through mutual coordination, Siyaha will mobilize additional non-USAID resources for the development of the sector and to scale up impact of the project.

- *USAID support to RSCN* compliments Siyaha's focus on site development, such as its work on the Feynan, Ajloun and Azraq lodges, Nature Center and others. A key focus is capitalizing on RSCN's experience in integrating local communities in income generating tourism services around the protected areas.
- *Leveraging the USAID INJAZ grant,* Siyaha will work with INJAZ to adapt and launch Junior Achievement's tourism class in schools across the Kingdom. This wil have an important impact spreading the tourism culture and encourage new students to enter the hospitality industry.
- *USAID Grant to the American Center for Oriental Research (ACOR).* ACOR is recognized as the leader in protection and excavation of archaeological assets in Jordan. The Siyaha team will work with ACOR to develop synergies on their excavation and restoration of key archaeological sites in Jordan including Petra, the Great Temple in Amman, and the ancient Islamic site of Ayla near Aqaba, while supporting the instutional development of ACOR.

Coordinating with USAID on Communications Issues

The new graphic standards released by USAID apply to communications products for USAID itself as well as for its contractors. The standards spell out the use of the USAID identity (logo, brand mark and tagline) on all communications material generated by Siyaha and its grantees. Siyaha should submit all its communications material and that being developed by its grantees to USAID for approval of design and content. The Chemonics home office may also be consulted.

Language Versions

Project profile, brochure and website
USAID needs to approve project material produced in both English and Arabic.

Press releases, feature stories and event-specific material:

The USAID focal person is sent copies of the final versions of material produced for the record.

If the American Ambassador and/or USAID head of mission is attending a Siyaha-sponsored event, a press release is prepared by Siyaha and sent to Embassy front desk and USAID press person for clearance.

Style Guidelines

To assure consistency, all Siyaha staff shall use the Chemonics' style guide and Associated Press (AP) style across the program. It is advisable that a style manual be developed for Siyaha specific languages and terms.

Synchronization with MOTA on Communications Issues

Throughout project implementation, Siyaha shall maintain clear and consistent communications channels with the Ministry of Tourism and Antiquities, the main counterpart of the project.

Currently, there is no press and media focal person at MOTA and the relevant tasks are currently being handled by the Director of the Minister's Office on an ad hoc basis.

Siyaha shall coordinate closely with the Director on media issues, in terms of inviting the press/media to events hosted by MOTA (usually funded by Siyaha), events sponsored by Siyaha in which the MOTA will be participating. Siyaha also prepares the relevant post and pre event press releases and forwards them to MOTA for issuance to the press.

At a later phase in the project a person may be identified at the MOTA to be tasked with media and press relations. Training and capacity building of that person shall be planned and carried out.

The Siyaha Communications Strategy outline:

The communications strategy identifies the audiences (at different tiers) that the communications strategy should address, sets communications goals, recommends key and project-related messages for the various stakeholders, proposes the tools and activities for achieving the goals, and defines roles and responsibilities.

A recent review and assessment of existing forms of public communication of the MOTA in relation to raising the awareness of tourism as a significant element of the country's economy, society and environment, resulted in the following findings:

- No systematic communications are sent out by the MOTA addressing the importance of tourism, or new policies and initiatives.
- The Jordan Tourism Board, whose mission is to promote Jordan in the international markets, is not communicating either on their activities.

Detailed consultations with educational representatives, government officials and social groups were also conducted to determine the extent of the understanding of the nature and importance of tourism, as well as any prevailing negative attitudes.

Audiences

The audiences of the Siyaha communications strategy were identified as such:

- External: (Project and Component –levels)
- Internal

—External: Project-level:

- U.S. Embassy – Ambassador
- USAID – Washington/Amman
- USAID-funded projects, specifically those with direct relevance to tourism (INJAZ, ACOR, RSCN, JITOA)
- JTP subcontractors (Al-Jidara, IBLaw, IDI Inc., and PA Consulting)
- The Strategy Steering Committee
- The National Tourism Council
- Ministry of Tourism and Antiquities
- Department of Antiquities
- Jordan Tourism Board

—External: Component-level:

- The general public (including parents, students and teachers). Specific target audiences within this segment also include members of communities in or around touristic sites, including the ASEZA, Aqaba Development Corportation and investors.
- Managers and workers in the tourism industry (those in restaurants and fast food chains, hotels, tour operators, tour guides, car rental agencies, and tourism facilitators (e.g. border and tourism police).
- NGOs and community-based organizations
- The press and media
- Business associations
- Trade associations
- Business Development Services providers
- Banks
- Microfinance institutions
- Government and institution decision-makers and these include:
    o The Economic Department at the Royal Court
    o The Ministry of Planning and International Cooperation
    o Ministry of Industry & Trade
    o Ministry of Finance
    o Ministry of Labor
    o Ministry of Interior
    o Ministry of Transport (Civil Aviation, Airports Authority)
    o Social Security Corporation
    o Department of Statistics
    o Vocational Training Corporation
    o Jordan Investment Board
    o Greater Amman Municipality

- o Economic consultants at the Prime Ministry
- o Executive Privatization Commission
- o Members of Parliament
- o Other officials working in the tourism sector

- The regional and international community

- Internal audiences include: Chemonics home office, AMIR and JTP staff.

Communications goals:

Guided by the project's mission and objectives, the following communications goals were identified:

- To introduce the project, its mission, goals, and objectives and planned activities to all stakeholders and the public at large.
- To maintain consistency in the image and language used to present the project to the stakeholders and the general public.
- To inform the audiences on Siyaha's plans and activities to enlist support for the realization of project goals.
- To broaden appreciation and understanding of the added value of tourism to the national economy and its impact on the budget of the GoJ.
- To stimulate understanding about the economic, social and environmental benefits of tourism for the entire community.
- To promote tourism as a sustainable way of life, retrieving the authenticity of Jordanian hospitality and lifestyle.
- To increase general awareness among the Jordanian public at large of the various elements of tourism.
- To create/cause attitudinal change towards working in and interacting with tourism-related projects, activities and functions.
- To improve access to data and knowledge to enhance decision making.

Key messages:

Key messages that are to be communicated to the various audiences identified above:

- ❖ Siyaha is a critical resource for reaching NTS objectives, as endorsed by the Government of Jordan to "expand employment, entrepreneurial opportunity, social benefits, industry profits, and state revenue";
- ❖ Siyaha aims to create a dynamic, private sector-led, sustainable tourism economy consistent with the country's culture of hospitality;
- ❖ By the end of the program, Siyaha will have placed Jordan on the high-end international tourism map as "The Jordan Experience," a niche destination attracting high-value tourists on a sustainable basis.

Project-related messages

- Tourism is a people's industry: people constitute the market, require services from other people, and generate the social, cultural and economic interactions that have made tourism such an important activity;
- Tourism is our future, the future for the country and for our children, it also makes us part of the larger international community;
- Be proud to work in tourism, as an attractive investment opportunity, become a new entrepreneur, share your culture with visitors;
- Jordanian people are the link between tourists and the natural and cultural heritage of the country.
- Tourism is an equal opportunity sector, encouraging women to work in tourism-related professions.

External: Project level:

Audience	Communications Goal	Tools
USAID	• To demonstrate Siyaha's support of USAID's strategic objective of improved economic opportunities for Jordanians. • To share information about the achievements of the project to be channeled by USAID to other designated audiences. • To enlist USAID support for the implementation of the project activities and consequent achievement of project goals.	• Quarterly report • Other tools that will be developed later (e.g. website or e-newsletter) • Meetings, presentations and retreats
Siyaha subcontractors	• To share information to assist Siyaha accomplish project tasks and deliverables.	• Quarterly report • USAID success stories • Other tools that will be developed later (e.g. website or e-newsletter) • Meetings, presentations and retreats
Strategy Steering Committee (SSC)	• To share information about the output of the working teams. • To enable the SSC to act as a national advocate for the implementation of the output of the working teams. • To enlist the support of the SSC for the implementation of the project.	• USAID success stories • Meetings and retreats • Other tools that will be developed later (e.g. website or e-newsletter)
The National Tourism Council	• To share information about the achievements of the project. • To reengage the NTC in the development of the sector. • To enlist the Council's support for the project.	• USAID success stories • Meetings and retreats • Other tools that will be developed later (e.g. website or e-newsletter)

External: Component level

Goals:
- Introduce the project, its mission, goals and objectives and planned activities.
- Support the components' communications activites to enlist support for and encourage participation in project activities.
- Broaden understanding of the relevance of the work of all components and how it will impact the competitiveness of the industry.
- Broaden appreciation and understanding of the added value of tourism to the national economy.
- Stimulate understanding about the benefits of tourism for the entire community.
- Promote tourism as a sustainable way of life, retrieving the authenticity of Jordanian hospitality and lifestyle.
- Rally support for the industry by consistently voicing a unified message from and to all stakeholders that tourism is everybody's business and it does not have a negative impact on the local heritage, culture and nature.
- Reposition the industry to become the 'Employer of Choice' through an integrated promotions strategy, based on a demonstrable, distinctive and competitive career opportunity.
- Attract school leavers and adults by enhancing the image of the industry as an employer and through the provision of relevant information to enable them to make an informed career choice.
- Encourage efforts to attract people to establish careers in tourism.
- Attract new recruits to the level required to meet growth targets and expand the labor pool.
- Encourage the private sector to offer incentives and make concessions and amendments to their salary scales to attract and retain trained and qualified workers.
- Educate the local communities about the importance of their involvement in the development of their own communities and the impact of tourism on their livelihood.
- Change the hostile reception some tourists may face by involving the residents of the local communities in the development of the tourism sector in their societies and making them aware of its positive sustainable impact on their livelihood.
- Identify specific themes and anchor technology and public relations strategies around them to promote the overall image of the industry.
- Establish credible and mutually beneficial relations with the media through sensitizing them to the various issues involved in reporting about the tourism industry and the vital role they play in delivering the desired messages.
- Develop, evaluate and share data to guide Jordan's tourism efforts. This includes primary and secondary economic and market research projects, as well as information gathered through website and e-mail newsletter reports.
- Create integrated promotions and competitions utilizing national tourism industry products as incentives to promote awareness of national tourism and its services.
- Develop mass communications strategies utilizing the latest technology and direct marketing techniques in order to increase the level of awareness among Jordanians of the various aspects of the tourism industry.

- Stengthen the communication channels between the public sector organizations in the tourism sector to share their success stories and communicate their achievements in implementing the NTS.

Tools and activities

The goals outlined above will be achieved through the design, production and implementation of the following tools and activities:

- Siyaha brochure
- Generic PowerPoint presentation
- USAID Telling Our Story Initiative
- Project website
- Newsletter
- Press kits (Project brief, pictures, FAQ, contacts)
- Pictures and a photo library
- AV material
- Field visits to project locations (specifically in site and product development component)
- Mailing lists
- Executive series events
- SSC meetings
- Workshops/training sessions
- Events
- Awareness sessions with the local communities and stakeholders
- Promotional collaterals (posters, desk calendars, greeting cards, etc)
- Multi-media presentations
- Information and application kits (for mentorship scheme and tourism product development competition)

Related activities will include:

The development and analyses of an attitudinal survey, the design and implementation of a national awareness campaign and a range of promotional tools to support these efforts and the management of relations with the media as a vehicle to promote the activities of the Siyaha as well as to ensure positive coverage of careers in tourism. It will also include increasing emphasis on reaching national publications and television shows, and continuing to capitalize on opportunities with niche publications, networks and audiences.

Specific activities include:

Media relations and publicity: Holding special training for economic journalists on the features, value, and potential of tourism to promote positive coverage of the sector. Issuing press releases and holding quarterly press briefings featuring the Minister of Tourism, SSC members, and others. Arrange speaking engagements by the Minister and other articulate stakeholders on major radio and television talk shows.

Advertising: Direct advertising, on a cost-share basis of at least 50% from the private sector, to improve the image of the industry as an attractive source of employment and an investment opportunity.

Youth-based campaigns: Working with USAID's INJAZ and the Ministry of Education to launch tourism awareness classes in schools and colleges. Youth-targeted activities include coordinating with the Higher Youth Council to use its 63 centers for tourism awareness and to include tourism awareness programs in its summer camps.

Grassroots campaigns: Identifying and engaging community leaders, NGOs, and municipal officials to build awareness among local residents of the potential benefits tourism can bring them, and to encourage them to start entrepreneurial ventures related to tourism.

Internal Audiences:

Audience	Communications Goals	Tools
Chemonics HO	• To share information about Siyaha activities. • To enlist the support of Chemonics for the project. • To exchange expertise and contribute to development initiatives	• Quarterly report • USAID success stories • Other tools that will be developed later (e.g. website or e-newsletter) • Country missions and meetings • e-mails
AMIR	• To share information about Siyaha activities. • To exchange expertise and contribute to development initiatives. • To draw on the expertise of AMIR staff in the implementation of the project components.	• Quarterly report • USAID success stories • Other tools that will be developed later (e.g. website or e-newsletter) • Meetings and retreats • E-mails

Siyaha Staff

Potentially, staff is Siyaha's greatest asset and the best advocates of the project's goals, activities and issues. A unified "voice" by Siyaha staff is critical for its success, as are timely, fact-based and result-oriented information sharing and reporting.

An internal communications plan will achieve the following:

- Enable Siyaha staff to fully understand the project's mandate, scope of work, mission and objectives and their contribution to their achievement.
- Establish clear communications channels and mechanism between the different components of the project.
- Provide communications support services to the various components which contribute to the achievement of the communications goals set on the external level.
- Enable staff to be aware of the various components' achievements/lack of thereof and project milestones.
- Present a consistent image about Siyaha to all stakeholders.
- Guide staff on identifying success stories and communicating them to the concerned staff.
- Train and build the capacity of staff, mainly component leaders on effective communications skills.
- Encourage staff to invite feedback from the stakeholders and channel it within the internal communications process of Siyaha (positives to be enhanced and lessons learned).
- Broaden appreciation and understanding of the added value of tourism to the national economy.
- Align inter-component cooperation
- Stress that no personal views, values or opinions are to be expressed and

discussed.
- Generate positive publicity and messages about the project and the tourism sector in general.

The following tools and activities are recommended:

- The communications strategy will be shared with all staff.
- Meetings:
  - Chief of party and component leaders (currently they are held monthly, but it is envisioned that once the project grows and more staff join the project, these meetings will be held more regularly, mostly on a weekly basis)
  - Component leaders and component staff (on individual component level – weekly)
  - General staff (currently held on a bi-weekly basis, but as explained above, the reverse is projected to happen
- Project information sharing through the weekly and quarterly reports.
- Share with staff, as well as display project print materials in a high-traffic area of the office.
- Media monitoring and sharing of press clippings with staff (soft/hard copies)
- Team building activities, including retreats, informal get-togethers and observation of national/religious holidays.
- Staff appraisals (performance review)
- Training of evaluators on criteria
- Circulars/ sensitization and debriefing sessions in cases of emergencies, heightened alerts and changes in the general working/living environment.
- Annual program events calendar
- Project Monitoring Plan (PMP) – regular reporting mechanism.
- Monthly meetings (chief of party with component leaders individually) to review budget implementation.

Roles and Responsibilities

Public Awareness and Communications Specialist

The specialist is responsible for developing the Siyaha communications strategy, providing overall communications guidance and support to the project and advising on the National Awareness Campaign to be developed as part of component four deliverables.

Monitoring, Reporting and Media Specialist

The interlinked monitoring and reporting responsibilities of the specialist shall facilitate the tasks related to media in her scope of work. The specialist shall act as the focal person of and coordinate with component leaders on upcoming events to determine if media/press coverage is required.

The specialist is tasked with the implementation of the media plan outlined in the Communications Strategy which includes:
- Developing a media contact/mailing list
- Establishing rapport with the local media
- Reviewing relevant archived media/press material
- Drafting press releases, share with component leaders and acquire approval of Chief of Party (please refer to relevant attachments)
- Distributing the press release and follow up on it as per the media plan of the communications strategy.
- Suggesting and implementing media opportunities as deemed appropriate by the project.

Training, Communications and Events Management Manager

The manager shall maintain open communication channels among the various component leaders, support staff and consultants within his domain (training, events and communications). The manager shall ensure that staff is aware of any planned activities, training and events, by listing them on the events calendar. He shall ensure that the Siyaha image and Chemonics and USAID style guidelines and graphic standards are properly implemented. He shall act the focal person for the production of communications material by and for the project, use of the Siyaha logo on print and AV material and multimedia, as well as during events and training sessions.

Grants Manager

The grants manager shall coordinate closely with the communications team the development of promotional material by grantees and/or for use by grantees. The grantees may produce their own communications material, but close consultation and final clearance and approval by Siyaha are essential to ensure that the audiences,

messages and tools are aligned with and do not contradict with neither/nor compromise the overall strategic direction of the project.

Chemonics home office assistance

Chemonics home office can, when the need arises, extend logistical support for the production of communications material generated by Siyaha. Such support may include the revision and editing of content of promotional material (brochures, booklets). It also advises communications staff on USAID graphic standards and their application to project and program materials.

Technical Resource Group

The technical group shall extend support to the communications team in relation to audiences, messages and tools to deliver the desired messages.

Quarterly Reports

So far, two quarterly reports were issued covering the first six months of the project life (August 2005 through January 2006). The format, provided by Chemonics home office includes an overview by the Chief of Party, key achievements and activities by each component, training and events and a financial summary. As the project matures and milestones are reached, success stories will be noted and highlighted in each component for inclusion in the quarterly reports which are shared with Chemonics, USAID and posted on a password-protected area of the project website.

Communications Products Generated by Siyaha

Siyaha communicates directly to project partners, including MOTA, JTB, the Jordan Hotels Association (JHA), the Jordan Restaurants Association (JRA), Social Security Corporation and others. Communications material developed for these target audiences include: the project brochure, fact sheets, and component-level leaflets, kits and forms.

Media
Siyaha will cultivate relations with the media with the objective of promoting the sector and the achievements/milestones in the implementation of the NTS. Siyaha will however try to maintain a low profile in the press and media either generated by the project or its counterparts. Siyaha staff, including the Chief of Party shall avoid being quoted in the press. Media Inquiries will be directed to the project counterparts (MOTA, JTB, etc), and a list of readily-available spokespersons from the industry who are credible and articulate will be identified.

Please see attachment: media and press checklist for events.

Siyaha may identify media opportunities and success stories. In such instances, Siyaha may develop press releases and/or feature stories. The focus in the piece(s) shall be the event/achievement/beneficiary. Towards the end of the piece(s), Siyaha shall be

mentioned as an "organizer/supporter" of the event/initiative. A typical sentence would read as follows: "This event was supported by the U.S. Agency for International Development (USAID) through the USAID-funded Siyaha Program."

Steps for the development of press releases/feature articles:

The communications unit may identify media opportunities in the annual plan (a specified number of success stories and/or press releases for each component), or it may be initiated by a component leader.

The communications specialist identifies a writer/journalist and draws up a Scope of Work for the assignment (usually a one-work day scope). The specialist/coordinator arranges for the writer/journalist to meet with the component leader in his/her presence to be briefed on the subject. The writer/journalist drafts the press release/feature story and submits it to the communications specialist for review and comments. Once the communications specialist clears the article, he/she forwards it to the component leader for review and comments. The communications specialist then approves and releases the article to the identified media outlets (newspapers, magazines) via e-mail and/or fax and follows up with a phone call to confirm receipt and offer additional assistance/information if required.

Please refer to the following attachments:
- **Writing a Press Release**
- **Elements of a Press Release**
- **Contents of a Press Kit**
- **Media and Press Checklist for Events**
- **USAID Telling Our Story Initiative**
- **Suggestions for the Initial Promotion of Siyaha**