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SIYAHA ANNUAL REPORT 2006

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CONTENTS

(to be updated)

- EXECUTIVE SUMMARY1
- 1. ABOUT SIYAHA2
- 2. IR1: EXPANDED INVESTMENT IN TOURISM PRODUCTS AND SERVICES3
 - SUCCESS STORY9
- 3. IR2: ENHANCED TOURISM SECTOR CAPACITY 16
 - SUCCESS STORY: 23
 - SUCCESS STORY: 29
- 4. IR3: IMPROVED LEGAL, INSTITUTIONAL, AND ENABLING ENVIRONMENT TO SUPPORT TOURISM GROWTH 35

EXECUTIVE SUMMARY

Siyaha is working to promote Jordan's competitiveness as an international tourism destination. The two primary objectives are to: 1) ensure institutions and policies are in place that will facilitate the implementation of the National Tourism Strategy; and 2) promote sustainable tourism projects, which involve the private-sector resources and participation by local communities, local and international non-governmental organizations (NGO), and associations, among others, that serve as replicable models of sustainability and best practices.

During its first year of operation the Siyaha project dug many foundations, built many bridges and achieved a wide range of successes in its various areas of work. While Siyaha's work has already begun to have a significant impact, both on the industry in general, as well as on communities and individuals, a few of the major successes are as follows:

In the area of institutional and sector reform, the main achievement was the finalization and formal submission of the DoA Strategy for Heritage Management after a lengthy development process. The strategy was submitted to DoA and MoTA towards the end of this year for their review and approval.

With the aim of developing Madaba into a premier tourism destination, the Madaba Tourism Development Strategy was developed and launched this year, and it is already beginning to have a dynamic effect on the city as recent activities start to encourage new developments and attract more visitors.

In Wadi Rum, work is already underway for systemization of the services provided there, and in the area of tourist transport, camels have been branded as part of a new system that will organize the process to make it more safe and convenient for visitors and to ensure that camel owners have an equal opportunity to benefit from tourism.

In the area of human resources and sector support, the preparation of a strategy to upgrade Madaba Mosaic School to Madaba Institute for Mosaic Art and Restoration (MIMAR) commenced in July 2006. Planning of the upgrade of the Madaba Mosaic School was structured in 6 phases.

The development of a center of excellence for vocational training in tourism took place in Madaba, as part of a project to upgrade the hospitality and tourism arm of the Vocational Training Corporation (VTC). Also, a VTC Program Development Working Group was established and an MoU was signed between the Ministry of Labor, the Ministry of Tourism and Antiquities and Siyaha to improve and develop a stronger workforce for the upcoming years by supporting the VTC in various areas. Siyaha also facilitated the design of four student text books and a teacher resource manual for VTC programs to support the adopted national curriculum.

1. ABOUT SIYAHA

Recognizing the power of tourism to contribute to Jordan's economic growth, the U.S. Agency for International Development (USAID) designed the Jordan Tourism Development Project (Siyaha). Siyaha is a three-year, \$17 million project working with the Jordanian government, local communities, NGOs and tourism-related institutions to develop a dynamic, competitive tourism industry.

Siyaha is supporting the implementation of Jordan's National Tourism Strategy 2004 – 2010. The strategy, developed by a public-private sector partnership, aims to double the tourism industry through intensified marketing and promotion, an integrated approach to human resource and product development, and institutional and regulatory reform.

From 2005 to 2008, the project is working with its partners to spur private-sector investment and business development, and expand employment throughout the Kingdom. Jordan will emerge as an international destination-of-choice with a tourism industry that capitalizes on the country's culture and tradition of hospitality while preserving its historic and natural treasures.

Siyaha's work focuses on:

- Institutional and sector reform
- Product and site development
- Human resource development and sector support

2. IR1: EXPANDED INVESTMENT IN TOURISM PRODUCTS AND SERVICES

Siyaha is spurring the growth of Jordan's tourism industry by promoting and facilitating private sector investment in tourism projects. Siyaha aims to enhance the quality and availability of tourism products and services, and to engage more entrepreneurs and workers in the provision of value-added products and services that will prolong visitor stay, increase tourists' level of satisfaction, and increase spending.

The priority areas in developing the tourism products and services and increasing private sector investment are focused on a combination of localized and national initiatives. They are:

- Developing the Madaba governorate as a world-class tourism destination with strength in the religious, adventure and cultural tourism niche product lines. Focus areas include:
 - Supporting new and existing tourism enterprise develop their businesses
 - Developing and marketing a walking tour in the historical district of the city
 - Engaging private sector and community participation in management of heritage and publicly owned sites
 - Supporting community-based organizations and public-private sector partnership in destination management.
- Developing and upgrading community-based eco tourism products and services in Wadi Rum based on authentic Bedouin experiences.
- Supporting the creation of the Tourism Development Corporation, a government-owned company aiming to leverage the GoJ's tourism assets and attract private sector investment in tourism product development and site management.
- Supporting tourism enterprises (nationally) to achieve easier access to finance, business development and training services.
- Supporting the handicraft sector (nationally and locally), which is a critical part of the tourism product, to become more competitive in terms of product design and marketing.



USAID Mission Director to Jordan, Anne Aarnes, shakes hands with head of the Burda Cooperative in Wadi Rum, Um Nayef, at a grant signing ceremony in Wadi Rum.

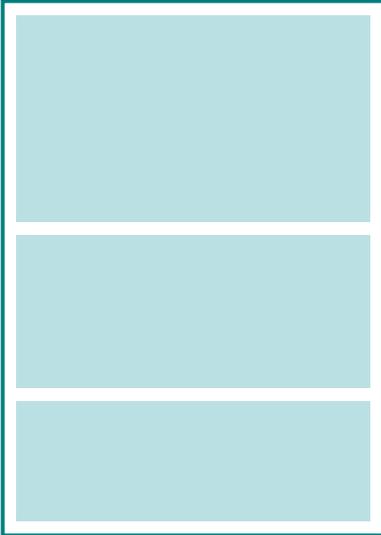
The above thrusts are discussed in detail below and covered under the three key results areas for this IR:

- 2.1 Private sector and community participation in tourism increased
- 2.2 Enhanced site management and increased private sector participation in public tourism assets

2.3 Tourism enterprises access to finance enhanced

2.1 PRIVATE SECTOR AND COMMUNITY PARTICIPATION IN TOURISM INCREASED

2.1.1 Cluster development



The development of a tourism cluster entails the development of an inter-related and diverse set of tourism services and products that provide the tourist with the opportunity to spend more days and longer hours at the destination. This necessitates active collaboration and partnership with the local community. Community ownership and buy-in enables local residents to emerge as entrepreneurs and investors in product and service development, and in destination management. Accordingly Siyaha has structured its plans, resources and operational inputs to work actively with the community on a continuing basis.

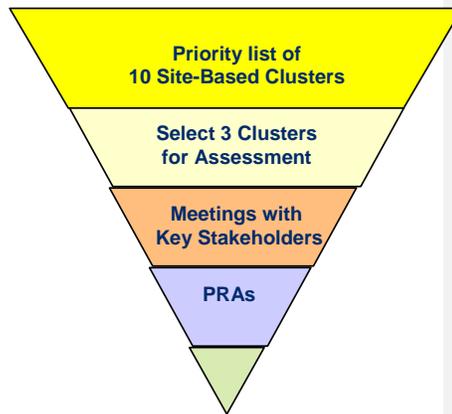
The local community representatives in the two selected clusters (Madaba and Wadi Rum) demonstrated a positive and responsive attitude toward tourism.

Cluster Selection and Assessment

In order to select the priority clusters (outside the main tourism centers – Amman, Petra and Aqaba), Siyaha organized a workshop with over thirty representatives of NGOs, government agencies, NTS Steering Committee Members, and private sector representatives. The participants ranked Madaba, Wadi Rum, Jerash and Ajloun highest among ten site-based clusters according to six criteria that related to the National Tourism Strategy.

Subsequently, Siyaha conducted a SWOT analysis with the help of international tourism experts in the four clusters, in addition to meetings with key officials, NGOs and private sector representatives in the clusters. The SWOT analysis was supported with Participatory Rapid Appraisals (PRA) in the four clusters whereby over 100 researchers were trained and supervised by Siyaha to identify available tourism opportunities, challenges, and community attitudes in relation to the tourism value chain.

Based on the results of the PRAs, and in consultation with USAID and MOTA, Siyaha selected Madaba and Wadi Rum as the demonstration clusters where cluster



development methodology would be applied with maximum impact in relation to the National Tourism Strategy.

2.1.2 Developing Madaba into a Cultural and Religious Tourism Hub



Madaba Tourism Development Strategy

In April 2006, Siyaha presented the results of the PRA to over 250 representatives from the local community in the Madaba governorate. The presentation was accompanied with a familiarization visit by the Minister, the Governor, and tour operators to the walking tour that encompassed the visitor center, the archaeological park, the Church of the Map, the Saraya Building, the DoA museum and the Apostle's church.

Following the PRA, a series of eight task force meetings ensued with the industry sub-sectors, and these resulted in eight action plans that cover marketing, cultural activities, public awareness, public services, sports and adventure, handicrafts and religious tourism. The action plans were coordinated and integrated into the Madaba Tourism Development Strategy prepared by Siyaha, and launched by MoTA and the Madaba Governorate on May 3rd, 2006.

The Madaba Tourism Development Strategy - that is consistent with, and based on the four pillars of the NTS - aims to develop Madaba as a premier tourist destination in Jordan, which will be distinguished as the "City of Cultural Heritage and Home of Jordan's Mosaics and Handicrafts". This will be done by enhancing the image and aesthetic qualities of Madaba, creating authentic theme-based experiences, promoting Madaba's authentic tourism products and services, upgrading the management of heritage and tourism sites, encouraging investment in the tourism industry, and fostering the participation and involvement of the local community in improving Madaba's tourism economy.

The strategy also calls for the development of the Vocational Training Center into a center of excellence for hospitality vocational training, and the Mosaic school for excellence in Mosaics restoration and art. These two initiatives are championed and described further under IR 2.

Madaba Tourism Associations

The launch of the Madaba Tourism Development Strategy coupled with the desire of the local business community to develop Madaba as a competitive tourist destination led to the creation of the Madaba Tourism Association (MTA). Siyaha assisted the MTA in the development of a strategic plan, and in the recruitment of a CEO. A small grant agreement was negotiated and awarded to the MTA for the purposes of capacity building, training, public awareness, and implementation of the "Holy day" theme festivals during Christmas and Ramadan seasons.

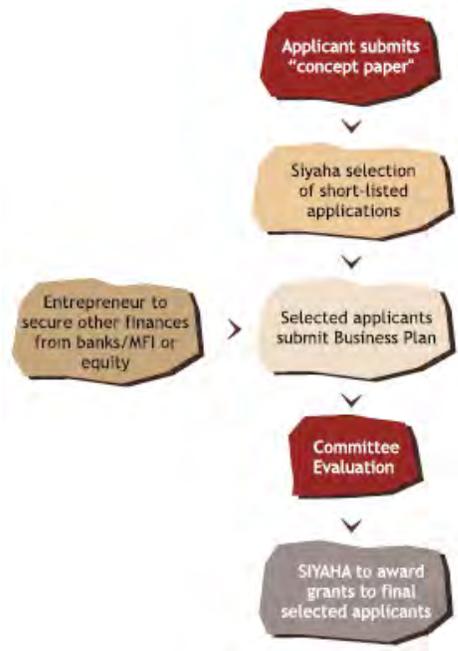
Madaba Enterprise Development Program (MEDP)

The MEDP offers a comprehensive support package to eligible tourism related enterprises that want to capitalize on the Madaba Tourism Strategy and the development of the cluster. It was launched in May 2006 and has received strong

reception from the business community, CBOs and entrepreneurs. The aim of the program is to create and expand tourism-related enterprises in six categories: accommodation, food, daytime tourism activities (before 6pm), evening tourism activities (after 6pm), and tourism services and other tourism products. This will be achieved through grants, training, business development services, mentorship and access to finance. The following are some of the main accomplishments of the MEDP since its launch this year:

- Received over 40 concept papers and 4 business plans in addition to having over 25 business plans in the pipeline.
- Siyaha cooperated with the MOPIC-funded ERADA program, which has committed to providing support in developing the 25 business plans.
- Training needs were identified for over 20 entrepreneurs and 15 entrepreneurs received training on the ILO certified “Start and Improve Your Business” program.
- Five technical training sessions were held in each of the six categories of the MEDP with over 200 participants in July 2006.
- Over 10 awareness sessions were held in the city and outskirts of Madaba for the local community and those interested in the tourism future of Madaba.
- Siyaha signed partnerships agreements with eight MFIs and banks to facilitate access to finance for those entrepreneurs with sound tourism ideas and businesses. The MFIs and banks presented their loan products to MEDP applicants. Matchmaking between lenders and borrowers is expected in Year two of the Siyaha program. . While no
- Contracted with NGOs (NHF, JOHUD, and JRF) to deliver SIYB training courses to MEDP applicants.

Figure 2.1.2: *MEDP Process Flow Chart*



2.1.3 Developing Ecotourism in Wadi Rum

Siyaha is working in partnership with ASEZA, the Wadi Rum Protected Area management team, national and international NGOs, and local community-based organizations (CBOs) and tribal leaders to create new authentic tourism experiences in Wadi Rum, as well as improving existing ones. The purpose of these activities is to create diversified employment opportunities for the local Bedouin community.

Achieving these objectives will result in enhancing Wadi Rum and "The Golden Triangle; Aqaba – Red Sea, Wadi Rum and Petra" as a competitive and sustainable international tourism destination, and will spread the benefits of the tourism economy to the local bedouin community. In this respect, the following projects were identified for implementation:

- Developing camel treks and experiences
- Creating and marketing authentic handicrafts
- Developing and promoting authentic cultural Bedouin experiences
- Upgrading campsites
- Develop the bedouin fort area into a living museum
- Capacity building of the CBOs

Leading up to the identification of these projects, Siyaha undertook the following:

1. Assessed, with international tourism experts, community participation, and tour operator input the market and SWOT analysis for the Wadi Rum cluster. Consultation sessions with tour operators were held in Amman and in Aqaba on several occasions.
2. Received community and ASEZA buy-in and commitment for all Siyaha's projects and plans.

3. Assessed the institutional capacities of the CBOs and devised a capital building program.
4. Drafted and agreed business plans for one project for each of the five CBOs.
5. Initiated the camel experience and related projects, whereby Siyaha assisted ASEZA and the local community to:
 - Publish new standards and procedures for the camel experience project
 - Create a committee for camel branding, inventory and oversight of the camel trekking experience project.
 - Branding over 300 camels
 - Issuing the regulation for the management of both the rotation of camels and the camel guides
 - Designation of camel holding areas as starting and end points for trips to/from key attractions within the reserve.
 - Soliciting a training provider to design and implement guide training and certification programs.
6. Grant proposals were negotiated with key CBOs while adopting governance best practices. The grants support the following CBOs:
 - a. *Burda*: to support woven handicraft products (135 saddles), soap and women's accessories, marketing and institutional capacity building.
 - b. *Wadi Al Qamar*: to support upgrading 24 camps, marketing and institutional capacity building.
 - c. *Productive Village*: to support adventure tours and camping, handicrafts including leather items, herbs, silver and hennah; as well as marketing and institutional capacity building.
 - d. *Diesseh*: to support upgrading 11 camps, Bedouin experiences and handicrafts (135 saddles), marketing and institutional capacity building.
 - e. *Wadi Rum*: to support development of its camp, development of authentic Bedouin experiences, marketing and institutional capacity building.
7. The Bedouin fort area was evaluated for use for tourism functions and an architectural and operational plan was drafted in this respect.
8. A socio-economic survey of the Wadi Rum area was conducted.
9. Negotiated a grant agreement with Netcorp to undertake a comprehensive one-year Information Technology related training and capacity building program in Wadi Rum.
10. Siyaha successfully leveraged Ministry of Planning-funded projects (Qudorat), the Global Environmental Fund (UNDP), and other donors to support the Siyaha / CBO projects. The value of the leveraged support exceeds USD 500,000
11. Filming began for a video documentary that aims to publicize the development process and key issues in relation to community-based tourism.
12. Office space in Wadi Rum was set up for the Siyaha project.
13. Siyaha involved United States Forest Services (USFS) expertise and technical assistance toward the: enhancement of guiding techniques, rationalization of the camel experience, and improvement of camp standards. .



A member of Burda Cooperative in Wadi Rum weaving a rug. Under a Siyaha grant, she will weave camel gear.

Year One ended with a well defined portfolio of projects for each CBO, and grant agreements in place to enable the development of the key community-based tourism products identified by Siyaha, ASEZA, and the community.

SUCCESS STORY

Revamped Camel Transport System Brings New Prospects to Wadi Rum's Communities

A procession of camels appears in the far distance, blending in with the surrounding landscape, swaying steadily as they make their way towards the meeting point. The procession is made up of locals who own and make their living out of camels by using them for tourism in Wadi Rum, with some using them for smuggling across the Saudi Arabian border. This arid place of red sands and towering cliffs is their domain, and these camels, which have long been indispensable to desert dwellers, provide an important source of income, if properly managed.

The group heads towards the meeting point in front of the Wadi Rum rest house in Wadi Rum village, where they are gathering to get their camels branded as part of a recently-introduced camel trekking project. This is the first step in a comprehensive program implemented by the USAID-funded Jordan Tourism Development Project (Siyaha), which aims to create economic



opportunities for camel owners, guides, and women in the

A camel is being branded in Wadi Rum as part of the Siyaha initiative to systemize camel transport services.

villages of Wadi Rum, Salhiyeh, Shakriyeh, and Deisseh. These villages are inhabited by over 5000 people, who derive their primary income from tourism. Camel treks offer a unique service to visitors to Wadi Rum, and provide the local community with the opportunity to profit from visitors.

Once their camels are branded with a number, the camel owners will be part of the new camel transport and rotation system, which will ensure that each owner has equal opportunity to benefit from tourism. Camels are branded only after passing a test to ensure they meet minimum health and safety requirements. Branding of the camels is one of the key steps in implementing the camel trekking project, which aims to provide tourists with a unique authentic experience in Wadi Rum.

Before the camel trekking project was introduced, camel owners were working without licensing, registration and queuing. This was resulting in a chaotic process that often negatively affected tourist satisfaction and safety. With the help of Siyaha, the CBOs in Wadi Rum and ASEZA (which is organizing the system and implementing the regulations) have committed to a long-term program that is

designed to provide tourists with an enhanced experience related to using camels in a way that reflects the authentic Bedouin culture specific to Wadi Rum.

For the camel owners and guides, and producers of handicrafts (who are predominantly women), this project will provide a consistent income as a result of a better-organized and marketed tourism product that is set to create greater demand for camel-related activities, such as trekking, shows, and festivals. It also gives them the opportunity to earn a better living by showing off their spectacular desert domain, and the unique culture it supports, in the traditional way that they know best.

2.2 ENHANCED SITE MANAGEMENT AND PRIVATE SECTOR PARTICIPATION PUBLIC TOURISM ASSETS

2.2.1 Tourism Development Corporation (TDC) and Improved Site Management

A key way to improve site management, enhance the tourism product, and stimulate economic development and job creation, is to facilitate private sector participation (PSP) in the management and development of tourism and archaeological sites. Siyaha assisted MoTA and the Steering Committee develop the concept for a government-owned corporation that would be mandated to develop and manage sites in partnership with the private sector and the GoJ.

Siyaha's Year One activities focused on supporting MoTA and the SSC in the creation of the TDC, namely in the development of the concept and business plan development (with extensive consultations with the SSC members), financial and funding plan, legal review, the articles of incorporation and bylaws, and finally the business case presentation targeting the Council of Ministers. The TDC was officially presented to the Economic Council in July 2006, whereby it recommended its creations and submittal for council approval. The TDC aims to transform public tourism assets and heritage sites by implementing best practices in site management and by attracting private sector investment and participation.

In addition to supporting the definition and approval process for the TDC, Siyaha supported MoTA in initiating business plans for key sites, as a prelude to the TDC. The Madaba Visitor Center and Archaeological Park, the Baptism site, Ajloun castle, and the Amman Citadel castle were assessed.

- Madaba was selected to serve as the pilot demonstration project in order to capitalize on the synergy with the Madaba cluster development initiatives, and a business plan was prepared in May 2006 for concessioning the visitor center and the Walking Tour for private sector participation; while a site management plan was initiated in June 2006 for the archaeological park upon DoA's request. On September 17th, MoTA officially asked for Siyaha's support in offering concession opportunities for service at the Visitor Center to private-sector operators.
- A review and assessment was conducted for the Ajloun and Citadel sites. Enhancement of visitor experience and PSP opportunities were identified. Private sector consultations, rough financial models, architectural plans and cost estimates were undertaken. The DoA provided initial verbal consent that the two sites

provided good opportunity for PSP. TDC's initial portfolio of projects was studied and pre-feasibility studies were completed for the Madaba visitor center, the Amman Citadel, and Ajloun Castle.

- A strategic business plan, visitor experience plan, and visitor center review was also conducted for the Baptism Site, however, the work was halted in the spring of 2006 as requested by the Minister.

2.2.2 PSP and Site Management Pilot Project

Develop Madaba Visitor Center and Experience Concession (Walking Tour)

Siyaha developed a draft business plan for the visitor center concession and experience, and gained acceptance from the key stakeholders, DoA and MoTA, to develop it as a demonstration project for improved site management and PSP. The site will strengthen the competitiveness of the Madaba cluster, increase visitor stay in the cluster, and create over 50 direct job opportunities. In addition, income opportunities for tourism-related businesses in the vicinity will be created, as the current situations sees more than 150,000 tourists to the area who spend less than 30 minutes in Madaba. The objective is to increase length of stay to several hours, and to reach overnight stays.

Siyaha has also received MoTA's written approval and request for Siyaha support in creating concession opportunities at the Visitor Center. Meanwhile, a site management planning working group was formed at the request of DoA, and in accordance with international best practices. The site management planning working group will produce the site management plan over the next two quarters with Siyaha facilitation. The plan contains the following key elements, which are not included in the business plan:

- Site significance and value
- Scope and boundaries
- Data collection
- Threats, vulnerabilities and opportunities
- Vision for site and objectives
- Maintenance log book
- Site marketing
- Funding plan for priority projects
- Consultation with stakeholders
- Management policies, action plan, and project

To support the working group, Siyaha created an outline of the site management plan (that will be completed by the site management team), as well as cost estimates for immediate and long-term improvements that are required for the site to operate in a manner that is consistent with the draft business plan vision. Siyaha also positioned funding from DOI (\$25,000) for the purposes of supporting the development and implementation of the interpretation plan that will begin in December 2006.

On the marketing front, Siyaha presented the Madaba cluster strategy to the board of directors of JITO in order to determine what is required to promote longer stays and new products in Madaba. Familiarization visits, communications, and incentives were

identified as key tools to promote Madaba and the archaeological park to tour operators.

Siyaha continued to coordinate activities with the MoTA team that is part of the World Bank financed third tourism project in Madaba. Siyaha issued two tenders; the first will support the development of design guidelines for store fronts in the historical district, and the second will provide a video documentary of the conditions in Madaba, and this will be used by MoTA and Siyaha to document the impact and the development process for the sake of replication.

2.2.3 Amman Cluster/Center – GAM

Siyaha was instrumental in creating a GAM – MoTA task force for tourism that is meeting regularly. The mayor recognizes the importance of having a tourism division in GAM that would focus on tourism planning, product development, and promotion. GAM has requested further Siyaha support in developing GAM’s strategy and action plan, which is forthcoming in the first quarter of the second year.

2.3 TOURISM ENTERPRISES ACCESS TO FINANCE ENHANCED

The initiative to increase private sector investment focuses on several components:

1. To encourage lending in the financial sector so as to support growth (by narrowing the gap and creating bridges between lenders and borrowers, and if necessary, by using DCA to create incentives for lending in the tourism sector),
2. To promote investment opportunities to national and international activities.
3. To strengthen BDS providers and/or provide BDS to tourism enterprises to support their growth and creation.

DCA, Credit Demand and Supply

A credit supply and demand assessment was conducted in year one to explore the potential use of DCA and the factors contributing to the a gap in the tourism finance market place. The banking community is cautious and has lending limits due to perceived risk in the tourism sector, and lack of knowledge as to the opportunities in the sector. The credit demand assessment, the man power surveys and economic indicators reveal that there is strong demand for credit from tourism enterprises, although there is a weakness in the business case of the lenders. Quantification of tourism sector finance was not quantified.

Agreements with MFIs and banks were created in order to support tourism enterprises in Madaba by promoting and referring them for loans for Siyaha grants and BDS. Also, a design program was initiated for the referral program and an assessment of the handicraft sector was done.

Options for development of improved BDS and finance referrals to tourism enterprises were identified. Cooperation opportunity with the MEPI funded FOR Jordan project was highlighted as an opportunity to support SMEs with training on best practices to submit for loan applications (i.e., financial reporting).

2.3.1 Ensure provision of business development services to tourism entrepreneurs

Support BDS providers and provide BDS

An early activity was to solicit BDS providers with experience in tourism-related business development providers. The resulting qualified applicants are being solicited as subcontractors when the need arises in relation to the cluster development.

In Madaba, the Enterprise Development Program (discussed in section 2.1.2) was designed and has started to deliver technical assistance, mentorship, grants, and training to enterprises. Partnership with Jordan River Foundation, Nour Hussein Foundation, and JOHUD was created to deliver the training and follow up services to entrepreneurs in the community. A similar, yet customized program would be designed for Wadi Rum to support entrepreneurial projects develop.

In addition, NGOs such as Jordan River Foundation requested grant support in enhancing the product offering in Mkawer, as well as the handicraft product in Wadi Rum. These were under discussion in Year One. JOHUD sought grant support for the development of the commercial center at Nebo, and for organization of handicraft markets and initiatives under the Fair Trade umbrella (the first is under discussion, and the second was granted).

Market forecast studies have been conducted for Madaba and Wadi Rum for the sake of base-lining key indicators such as number of visitors, tourism employment and income, length of stay, and other indicators. Market forecasts were also developed to support the entrepreneurs in their planning efforts.

2.3.2 Handicraft Sector Development

Siyaha initiated an assessment of the handicrafts sector as a part of the tourism sector. A sector strategy was proposed based on the NTS pillars. Upon completion of an assessment of the local handicraft sector, which analyzed SWOT, defined/assessed the stakeholders, analyzed Wadi Rum and Madaba case studies, and Syria and Morocco case studies, a workshop was held with sector representatives – associations, producers, retailers, NGOs and BDS providers – to discuss the assessment and the priorities that need to be focused on in order to align the crafts sector with the tourism strategy, and result in more competitive and higher quality products. Recommendations for sector development were submitted to MoTA and will be refined and further prioritized in Year Two.

Key issues identified were the need for a sector strategy, appropriate representation for handicraft producers, and quality development for products. The workshop marked the beginning of a series of steps that Siyaha will take to develop the handicraft sector on a national basis, and more specifically in Madaba and Wadi Rum.

2.3.4 Community-Based Organizations Strengthened

During Year One of activities, Siyaha set out to strengthen development of private sector and community-based tourism enterprises through technical assistance and grant support to community based organizations (CBOs), Micro, Small and Medium Size Enterprises (MSME), and Business Development Services organizations that are serving the tourism sector in the two clusters: Madaba and Wadi Rum.

Siyaha worked to develop CBO management capacity according to best practices, as well as to develop their business plans and capacity to manage tourism projects.

To this effect Siyaha undertook:

- Assessment of international best practices for CBO management that revealed the critical functions, capacities and corporate governance structure that the CBOs should have as well as the key relationships and perspective on the tourism market as well as the tourist segments needs.
- Assessment of CBOs in Wadi Rum, and design a capacity building/support program for Wadi Rum CBOs and BDS providers (such as Netcorp and JRF).
- Supported the creation of CBO in Madaba (the Madaba tourism association).

The Year One work plan envisioned that private sector corporate sponsorship opportunities would be identified and channeled to community-based initiatives through specially designed programs (“Adopt a village” or Global Development Alliance projects). A review of corporate sponsorship and fundraising opportunities was conducted by Siyaha for national and some cluster projects, however, moving forward Siyaha will focus only on cluster-level corporate sponsorship promotion and attraction. In Wadi Rum, this includes the Wadi Rum fortress museum project, the Mosaic school, sponsorship for the Madaba Tourism Association, among other projects to be identified on a case-by-case basis, and deemed to be within Siyaha’s reach and focus.

Develop public-private community based enterprises

Siyaha has worked with MoTA to identify public assets that could be managed in partnership with the local community, whereby Siyaha would support the CBOs or entrepreneurs in the management of these assets as tourism products and services.

The following opportunities have been identified in Wadi Rum and Madaba:

- Madaba Visitor Center
- Madaba Saraya building
- Mkawer rest house
- Faiysalieyeh commercial center
- Bedouin fort in Wadi Rum

Assisting ASEZA and MoTA in unlocking these opportunities will be critical, and may require Siyaha technical and grant support to the community-based organizations and entrepreneurs affiliated with these projects. The Visitor Center (discussed in section 1.2.6) and the Bedouin Fort took priority while an assessment of the Faiysalieyeh/Mount Nebo commercial complex was completed to support MoTA and JOHUD (owners).

2.4 IR1: IMPEDIMENTS FACED AND SUSTAINABLE ACTIVITIES

2.4.1 Impediments Faced to Date

1. The consensus building, planning, and approval process and procedures for the TDC were slower than expected or forecasted.
2. Heritage sites require site management plans as a pre-requisite to PSP, which is a time-consuming process where the DoA and MoTA have no capacity.
3. “Entrepreneurs” in Madaba do not exhibit all entrepreneurial qualities and require more support/technical assistance than anticipated. This support is being supplemented by IRADA and MEDP, and therefore speed of implementation is somewhat dependent on IRADA.
4. Limited or no capacity of CBOs, as well as difficult culture differences and tribal issues in Wadi Rum.

2.4.2 Sustainable Activities

Siyaha and USAID support/projects are predicated on sustainability criteria. To this effect Siyaha is working toward creating:

A sustainable TDC that will be able to propel tourism product development in Jordan

1. Madaba Tourism Association as a sustainable NGO (by the end of Year three) that can take a leading role in destination management and strategy implementation
2. Sustainability of the Wadi Rum CBOs and the tourism products that they management, both new and existing.
3. Private sector participation in site management of the visitor Center in Madaba.

3. IR2: ENHANCED TOURISM SECTOR CAPACITY

As Jordan's tourism industry grows, it requires a cadre of skilled hospitality workers to meet those industry needs. Siyaha is strengthening the skills and expanding the pool of qualified workers in the tourism industry to improve service quality and increase work opportunities. Siyaha is also providing a range of support to the sector as a whole, including improving tourism-related business associations, developing new quality assurance standards, launching an awareness campaign about the benefits of tourism to the country, and strengthening the tourism sector's research capacity.



Human Resource Development approach will be tackled from two aspects:

- 1) to increase the number of first level entry manpower across all the major sectors of the tourism industry by building capacity in education and training institutions, and building public-private partnership between education and training suppliers and industry partners;
- 2) to develop professional skills in industry by building education and training capacity at the Vocational Training Corporation Centers, at Jordan Hospitality Tourism Education Company, at Madaba Mosaic School and supporting the development of a new training institution in Aqaba..

Sector Development approach to achieving the sector development elements of the component will be five fold:

- 1) To improve service quality of tourism sector establishments by improving quality assurance systems in hotels, guesthouses and campsites;
- 2) To develop an awareness campaign to inform the general public, career influencers and policymakers about the importance of the tourism sector and its benefits to the national economy;
- 3) To underpin tourism development and investment decision making by augmenting research capacity;
- 4) To enable more active and effective representation of the tourism industry sectors by building capacity of the tourism trade associations;
- 5) To enable the transfer of knowledge and skills for the development of small local tourism businesses by developing and implementing a business to business mentorship program.

3.1 TOURISM HUMAN RESOURCE DEVELOPMENT ENHANCED

3.1.1 Preparing a Human Resource Development Strategy for the Tourism Industry in Jordan

Manpower & Training Needs Survey

A precursor to preparation of the Human Resources Development Training Strategy and Plan is the research and preparation of a national Manpower and Training Needs Report. This was completed following a Manpower and Training Needs Analysis survey, which encompassed an analysis of the six main sectors and the 29 sub-sectors of the tourism industry and which was conducted through expert panel meetings, individual interviews and focus groups to assess status and needs. The resulting report was finalized and circulated for feedback in July 2006. The report presented the findings of research into the manpower and training status of 3,498 tourism industry businesses in Jordan. As part of this process, Siyaha completed the following activities:

- Planned manpower and training needs analysis survey methodology
- Designed three industry questionnaires, tested and translated
- Conducted field surveys in all sectors of the tourism and hospitality industry
- Conducted surveys in education and training sectors
- Conducted focus interviews with leading industry leaders to assess projected manpower needs
- Prepared Manpower and Training Needs Report

In July preparation of the Human Resources Development Training Strategy and Plan began with two focus group meetings with industry human resource managers, and educators and trainers. A consultant was commissioned to prepare a draft of the strategy and plan.

3.1.2 Establish the Council for Human Resource Development

Our plan in October 2005 was to request the convention of a NTS SSC to agree formation, institution, endorse strategy and constitute a steering meeting of key stakeholders to agree: structure, governance and sources and commitment to funding. Siyaha strived to achieve this with partial success, and continued to establish the institution framework of the Council by facilitating the legal and organizational processes, to include finalizing the company structure and formation process, and preparation of company articles of association. All the major components and elements for the establishment of the Council have been completed, and these are:

- Conducted an environmental assessment
- Prepared and ratified a strategy
- Prepared and ratified a business plan
- Drafted corporate structure and organization structures
- Prepared governance procedures and guidelines
- Prepared internal by laws for the council
- Prepared amendments to the articles of association of JHTEC to facilitate the incorporation
- Prepared CEO and executive job descriptions and recruitment materials
- Prepared MoU for MoTA to facilitate funding through the service charge fund

- Prepared job descriptions and job adverts for Director and seniors

3.1.3 Develop Professional Skills in Industry by Building Capacity in Education Institutions

Siyaha has supported sustainability and growth of institutional structures in JHTEC to facilitate the development of a tourism education and training campus by conducting a diagnostic assessment and preparing an institutional strengthening plan to include key recommendations for physical, systems, quality assurance, manpower and pedagogical supports. This plan was presented to the Board of JHTEC and senior management of the company, Jordan Applied University (JAU), Jordan Hotel School (JHS) and the Century Park Training Hotel (CPH).

In September 2006, a Program Development Grant (PDG) valued at \$164,845.00 was awarded to JHTEC to build capacity and provide technical support for a wide range of student training and staff development activities in the Century Park Training Hotel and Jordan Hotel. The purpose of the grant is to provide students of JHTEC academic institutions at the JHS, JAU and CPH with an effective platform to learning and experience in a virtual training environment of an actual hotel.

It is foreseen that the main purposes of the support is to build capacity of JHTEC staff and students, to assist JHTEC in increasing its student market outreach, and to support the development of essential systems, facilities, and other improved training material.

3.1.4 Modernize Vocational Training Centers (Hospitality/Tourism Centers)

We worked on developing a partnership with the Ministry of labor (MoL) and Vocational Training Corporation (VTC) to create a Public-Private structure to develop the GoJ owned VTC Centers. We conducted a comprehensive assessment of all Hospitality and Tourism VTC Centers to assess their capital, operation, human and academic needs. Vocational training, to be effective, should serve as a bridge between employer needs and those of work seekers and this can only be achieved through effective VTC partnerships with industry stakeholders. It is through this partnership approach that vocational training can add real value to development efforts within the tourism industry. The delivery of hotel and tourism training has a number of unique features and the training environment created within a vocational center offering hotel and tourism programs must attempt to match as closely as possible the 'real work environment' that students will face when entering the industry. This can only be achieved through this partnership approach. Research undertaken as part of the development of this strategic plan has indicated that there is a distinct lack of partnership between the key stakeholders in terms of how vocational training for the industry is planned, managed and delivered. As a consequence, vocational training in tourism in Jordan is not currently producing the quantity or quality of outputs to meet the needs of a growing industry.

Exploration of the root causes of this problem required an examination of both the Vocational Training Corporation – Hotel & Tourism Unit, and the Vocational Training Centers. This was achieved through a comprehensive diagnostic assessment carried out to evaluate current performance within these entities and through

extensive consultations with the key stakeholders. In seeking to address the identified challenges, it was important to do so within the context of internationally recognized models and approaches and as such it is useful to briefly identify some key principles underpinning the provision of high quality vocational training. Best practice in vocational training has indicated that effective vocational training must be: market/partnership orientated; supported by a clearly defined strategy; adequately resourced and funded, and effectively managed and quality assured.

A strategic plan was prepared with a range of clearly defined measures and actions, within two components: Vocational Training Corporation - Hotel & Tourism Unit and the VTC Centers. In order to move forward in a structured manner, it was proposed to develop a 'Model Center' at Madaba, which will enable the specific measures in relation to the VTCs to be fully implemented into one center. This approach will lead to the development of a center of excellence for vocational training in tourism, which will serve as a template for replication in an additional two Centers: Aqaba and Al Salt Centers and then in all centers. Given the scale of the challenges facing the VTCs in meeting the needs of industry, it was proposed that the development of the model center should begin as soon as possible with a view to having the center fully operational by September 2006. We produced or supported the following activities:

1. Conducted a comprehensive assessment of all 16 VTC Training Centers
2. Prepared a strategy for the VTC Training Centers and Tourism & Hotel Unit
3. Prepared an evaluation to select the Model Centers
4. Identified three Centers for development as models of excellence
5. Conducted workshops in Madaba and Aqaba on development strategies and standards of operation
6. Organized Ministers Conference to present Strategy – approval to proceed to phase 2 of development
7. Prepared a comprehensive operational plan for development of the Model Center (July 2006)
8. Prepared pre opening plan and schedule
9. Published a Quality Assurance manual for the operation of Centers (July 2006)
10. Organized and coordinated the establishment of a VTC Project management Unit, prepared job descriptions and advised on appointments (July 2006)
11. Advised the preparation of a capital financial budgets and budget application to (Technical Vocational Education and Training (TVET) fund for funding (estimated JD3 million) (July 2006)
12. Advised the preparation of a construction and renovation budget for the designated model centers (estimated JD250,000.00) (July 2006)
13. Supported the zero fee scheme for students and the approval of a training supplement of JD50.00 per month for trainees (August 2006)
14. Conducted a task analysis in three professional disciplines and produced Occupation Profiles (July & August 2006)
15. Designed and ratified a new national curriculum and program structure (July 2006)
16. Designed syllabi for four core modules (July 2006)
17. Provided curriculum development support for the design of four student books (August and September 2006)
18. Designed and coordinated printing of 3,600 student books (September 2006)
19. Designing teacher resource manuals (September 2006)

20. Organized industry practical training for 16 VTC instructors and trainers (August 2006)
21. Coordinated the design of student uniforms for kitchen, restaurant and housekeeping (August 2006)
22. Designed a student induction program (September 2006)
23. Organized a recruitment campaign for Madaba (August 2006)
24. Organized instructor training for 16 VTC teachers/instructors
25. Organized a quality assurance workshop for 11 Directors of VTC Centers (September 2006)
26. Planned marketing support to promote new programs.

A VTC Program Development Working Group (PDWG) of 25 representatives from the tourism industry, VTC and other education/training institutions was established.

In July 2006, HE Minister of Labor and HE Minister of Tourism and Antiquities, the VTC Director General, and the USAID (Siyaha) Chief of Party signed an MOU in collaboration with senior industry partners from the hotel and tourism sector to improve and develop a stronger workforce for the upcoming years by supporting the VTC in various training programs, expert advice and guest speakers, supporting training materials and resources, etc.

In September 2006, Siyaha convened a Partnership for Practical Training in Industry (PPT) Committee to coordinate the design and implementation of practical training internship in industry for students of VTC programs. Siyaha prepared two SOW's for consultants to prepare a practical training internship guidelines workbook for students and an operation manual for industry, and for the development of assessment regulations and exams guidelines for the VTC centers.

SUCCESS STORY

A World of Opportunity Opens Up in Madaba

Twenty pairs of young eyes are fixated on the blade of a kitchen knife, as its holder swiftly sways it back and forth against a steel rod, honing and sharpening with a rhythmic clink of metal against metal. The setting is a kitchen-style room, referred to as a 'cold kitchen', and this is a class at the Madaba Vocational Training Center (VTC), which recently underwent a major overhaul of its organizational structure, training curriculum and facilities. The revamp came as part of a Siyaha initiative



to upgrade the Vocational Training Corporation – Hotel & Tourism Unit and the Vocational Training Centers (VTCs) in Jordan in order to address the pressing need for skilled labor in the local tourism sector. The Madaba VTC was selected to be a model center in this upgrade process, whereby the new learning model will be

implemented and developed in Madaba before being adopted by other VTCs nationwide.

Mr. Khamis Abu Judeh, a student who just stepped out of the kitchen class wearing his slightly lopsided white chef's hat, talks about his training with gusto. Having finished Tawjihi (the local high school degree) with a focus on hotel studies, Khamis wanted to continue his studies in that field. Encouraged by his parents, who saw a good future with hotel training, Khamis chose the nearby Madaba center for his training, and does not regret his choice. "Everything is available here, good facilities, books and equipment. I even regret doing Tawjihi; I wish I had come here earlier!"

Next door, another group of twenty young men in smart uniforms are learning the ins and outs of housekeeping, as they work in a demonstration area separated into three sections. A mock bedroom, sitting room and bathroom stand side by side, waiting to be cleaned, tidied and prepared for guests who will never come. Mohammad Al Khuffash, who is in this class, prefers working in a hotel to the last vocation he had studied for because it involves dealing with people rather than sitting in front of a computer all day. Having already obtained a certificate in IT, Mohammad recently decided to switch to tourism as he saw it as a better option. "My father encouraged me to study here, because with all the developments taking place at the Dead Sea and Aqaba, there is much opportunity for jobs." Already he is aspiring to a career in the hotel sector, wanting to work his way up through housekeeping to the front office and beyond.

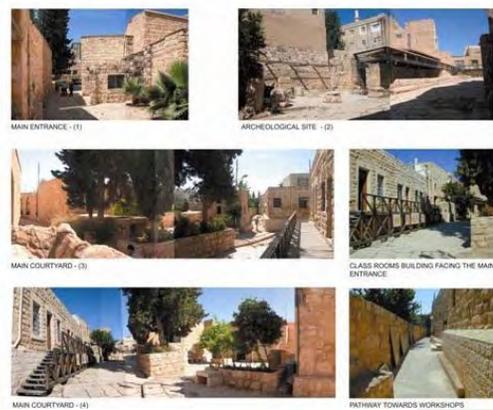
According to Manager of the Madaba Center, Mr. Jihad Masandah, the 60 students who now train there during the current academic period were selected from an overwhelming 120 applications, many of which were sent from private sector companies wanting training for their staff. Mr. Masandah cites several reasons for the increased popularity of the Madaba VTC as a result of its development. One is the length of the program, which has been reduced from two years to six months at the center, plus a further six months working in the industry, and another is the allowance of JD50 that trainees are paid each month. "Now, after six months of intensive training in the basics of the hotel and restaurant business, followed by six months of work, students are better prepared to enter the market when they graduate," says Mr. Masandah. Another big change, and a very important one according to Mr. Masandah, is the acceptance of female trainees, who currently make up a third of the total number of students being trained at the center.

Ms Hiba Masanda decided to enter the tourism field when she heard about the center, as she saw a promising career in the hotel sector with a good income. It also suits her cheerful and outgoing personality, and she is looking forward to interacting with people, including tourists, and learning about other cultures. "I'm very excited about working in a hotel. My parents did not accept at the beginning but I convinced them," says Hiba. Although she was attracted to studying at the Madaba VTC, she did not know much about the business at the onset of her training. "I came to the center with no clue about the hotel business, and have learnt a lot, from our trainers and guest lecturers. We learnt about the kind of opportunities that are available to us in the hotel business. It raised our aspirations." Hiba looks forward to showing off her cooking skills in a professional kitchen one day.

3.1.5 Develop and Upgrade Madaba Mosaic School

In September 2007, the Madaba Mosaic School will be designated as a college and will operate as an Institute of Higher Education under the aegis of the Ministry of Higher Education and managed by the Department of Antiquities.

The Madaba Mosaic School has suffered in part because of lack of funds. Therefore, for the new Institute to achieve its strategic objectives, it needs substantial funding and investment. The strategic review recognized that reliance on public funds will be insufficient to meet the Institute's strategic and development needs. The review also concluded that there are substantial private funding opportunities and that the new strategic direction would comply with the funding criteria of private sector funding. A capital development fund of circa US\$2 million is required immediately for the renovation, construction of buildings and services if the strategic ambitions of the Institute are to be realized.



Conceptual design for MIMAR

In providing technical support to develop and upgrade the Madaba Mosaic School as a regional center for mosaic art and stone restoration, Siyaha achieved the following:

- Conducted a diagnostic assessment and consultation with stakeholders
- Conducted negotiations with DoA, MoHE and universities to seek accreditation approvals
- Sought cooperation from the Italian Embassy for the development of Madaba Mosaic School, which was agreed to.
- Briefed the Governor of Madaba to brief on the development of the school, as well as the Chief of Traffic Police, Chief of Intelligence, Senior Administrator and Senior Representative from MoTA in Madaba. The Governor granted approval and full support.
- Prepared concept plans to include circulation block and site layout
- Prepared and launched the Madaba Mosaic School Strategy

Following the extensive research and consultation that took place, preparation of the strategy to upgrade the Madaba Mosaic School to the Madaba Institute for Mosaic Art and Restoration (MIMAR) commenced in July 2006. Planning of the upgrade of the Madaba Mosaic School was structured in six phases:

Phase 1: Academic planning – Support for the academic upgrading of the Madaba Mosaic School to an Institute of Higher Education was obtained from the Minister of Higher Education, and programs will be accredited. Additionally, a specialized working committee will be established to be responsible for the development of all academic issues for and within the Institute, including curricula development and design of courses.

Phase 2: Site concept planning - Based on engineer and site surveys, concept designs for campus development were commissioned. On completion the draft strategy was disseminated to the Minister of Tourism and Antiquities (MoTA), Minister of Higher Education (MoHE), Director General of Department of Antiquities (DoA), Italian Ambassador, Director of Studium Biblicum Franciscanum and many other stakeholders.

Phase 3: Strategy plan - On Sunday, July 30, 2006, Siyaha launched the strategy plan for MIMAR at an event that attracted approximately 200 dignitaries and attendees, held at the Madaba Archaeological Site.

Phase 4: Business Plan - In August 2006, Siyaha commissioned the preparation of a detailed 5 year business plan (2007 – 2011) for MIMAR (lead by consultant Dr. Tony Lenehan). The business plan included comprehensive details on academics, operations, administration, marketing and finance. It is now in the phase of consultation and feedback. Preparations have begun on a request for proposals for architectural and engineering plans.

Phase 5: Legal planning – Siyaha commissioned IBLAW to research and prepare the necessary legal structures and documentation to establish MIMAR as an NGO. Draft by laws are prepared and translated for consultation with stakeholders before finalizing and submitting it to MoTA in order to forward it to the prime ministry.

Phase 6: Funding - With regards to funding for MIMAR, the Ambassador of Italy expressed the willingness of the Italian Government to provide Euro 800.000 (estimated \$1 million) for capital development of MIMAR. A joint meeting was held between the Italian Embassy, MoTA, Ministry of Planning (MoP), USAID and Siyaha to further securing funding.

SUCCESS STORY:

Madaba Mosaic School to become world centre for mosaic art

Jordan has many natural resources, not least is a magnificent array of archaeological and mosaic sites, considered to be among the best in the world. The National Tourism Strategy 2004 - 2010 (NTS) highlighted the need for the development and conservation of the heritage component of the tourism product. There are over 300 known mosaic sites in Jordan. Due to lack of resources and technical expertise in conservation however, many sites have not been restored or displayed for tourism attraction. Currently the Madaba Mosaic School is the only school of its kind in the region. The development of the School can contribute significantly to the restoration and restoration of mosaic art and other forms of stone art in the region, for example: Palestine, Israel, Syria, Egypt, Lebanon, Iraq and the Gulf States.

In May 2006, USAID Siyaha Jordan Tourism Development Project, undertook a strategic review of the School and its current positioning within the education and tourism framework. This strategy was a prerequisite for a five-year business plan, which set out the activities and actions required to support the strategic direction and focus for the period 2006-2010. The School will be upgraded as a 'Centre for Excellence' in its

specialist field, and repositioned to become a Regional Institute for Education and Training in Mosaic Art Restoration and Conservation.

In September 2007, the School will be designated as a College and will operate as an Institute of Higher Education under the aegis of the Ministry of Higher Education and managed by the Department of Antiquities. A capital development fund of circa US\$2 million is required immediately for the renovation, construction of buildings and services if the strategic ambitions of the Institute are to be realized. The Institute will offer four education and training streams for post Tawjihi students, post graduates, and professionals employed in the sector in Jordan and throughout the Region. It is projected that over 1,000 persons will participate in and qualify through the wide range of courses available during the period of the strategic plan. All programs and courses will be accredited by a Jordanian University in partnership with the Institute. Further international accreditation will be sought from US, Italy and France.

On Sunday 30th July 2006 under the patronage of HE the Minister of Tourism and Antiquities and championed by the Department of Antiquities, USAID/Jordan Tourism Development Project (SIYAHA) launched a strategy for the upgrade of the school to Madaba Institute for Mosaic Art and Restoration. The strategy presented to 200 dignitaries and guests, outlined the plans to transform the school into a world centre for education and training in mosaic art and stone restoration. The strategy is a result of cooperation between the Department of Antiquities and the United States Agency for International Development (USAID) in partnership with the Ministry of Planning and International Cooperation, Ministry of Higher Education, Italian Embassy and Madaba Governate. USAID Mission Director Anne Aarnes at the launching of the strategy said: "The Institute will contribute to craftsmanship, artistry and expertise, as well as a sustainable economy that is build upon this community's abundant cultural assets." Minister of Tourism and Antiquities Munir Nassar said "the school is considered one of the most important academic bases in the region and needs to be developed and restructured.

On 5th November 2006, at a meeting chaired by HE Dr Khaled Toukan, Minister of Education & Higher Education, the First Secretary of the Italian Embassy - Dr Emanuele Manzitti confirmed that the Italian Government was committing JD663,000 or \$935,700 for the construction and renovation of Madaba Institute for Mosaic Art and Restoration (MIMAR). The First Secretary confirmed that the Ministry of Planning and International Cooperation had agreed the designation of these funds for the upgrading of the Madaba Institute for Mosaic Art and Restoration (MIMAR).

3.1.6 Prepare a Strategy/Business Plan for the Development of a Hotel School in Aqaba

In 2005/2006, Siyaha supported the Aqaba Special Economic Zone Authority (ASEZA) and Aqaba Development Corporation (ADC) to review the terms of reference for a new hotel school in Aqaba. Siyaha also continued to participate in the evaluation of feasibility and viability reports submitted by an international based company for the planning and development of the school in Aqaba. This process involved extensive meetings and drafting of evaluation reports. We committed to continuing this advisory support and should ADC wish to commission a wider tender

for a master plan, we would partner ADC in this process from terms of reference, to sourcing consultants and to reviewing the plans and reports. Based on our expertise and access to manpower data we can ensure the development of an institution which will meet the needs of the tourism industry both nationally and in Aqaba.

3.2 INDUSTRY RESEARCH AND QUALITY ASSURANCE PROGRAMS IMPROVED

Based on reports from the NTS Strategic Steering Committee meetings there is clearly a need to overhaul the current classification and inspection system in Jordan, not only to address the weaknesses, but also to accommodate the new categories of tourism services as identified in the National Tourism Strategy. To be effective and credible, a revised system must attract support from all quarters of the industry.

An international system does not exist and it is unlikely that it will occur in the foreseeable future. As a result, Jordan cannot rely on an international system to solve the current challenges. The tourism industry in countries where there is no classification system tends to be characterized by a much more extensive incidence of branding. This effectively operates as a substitute for classification.

However, it is difficult to envisage conventional hotel brand development (hotels, restaurants) becoming a dominant feature of the Jordanian tourism industry for so long as a high proportion of properties continue to be independent, family-owned operations. Moreover, the geographic size of Jordan means that the travel patterns of foreign and domestic tourists are less conducive to chain brand development.

This thrust is designed to have two main initiatives:

- a) Enhance the Standards and Classification System for Hotels - we consider that the implementation of an effective national classification system for hotels is an important mechanism to ensure the delivery of a quality tourism product to international and domestic tourists.
- b) Enhance the System for Campsites – we consider the development minimum standards of operation for campsites as an important element in the development of this niche product offering. It is planned that the standards will be piloted in Wadi Rum Desert Reserve.

3.2.1 Enhance the Standards and Classification System for Hotels

The current system has been operating more or less in the same format for the past 14 years; it is generally accepted by MoTA and the industry that the system needs to be updated. During this same period, tourism in Jordan has gained in importance and is now one of the country's major sources of income, this is all the more reason to have an effective hotel classification system which reflects the changed accommodation product. An effective classification system is beneficial as it aids the customers in selecting the accommodation that is right for them. Equally helpful it is to the travel world, relying on recommending dependable hotels to consumers. Last but not least it is the hotels that benefit the most from an updated system by offering opportunities for repositioning the hotel.

The current system is elaborate, focuses on several disciplines simultaneously and lacks transparency. Commissioned reports suggested to bring the classification more down to its core business and to let other disciplines, like Fire Safety and Health & Safety to be handled by the respective specialized authorities. Details on how to construct hotels as included in the current version, should be excluded. The current system is also entirely variable. It is the sum of all points scored that determines the star rating. As such, hotels may fall short on some crucial points that are considered basic minimum standards that should be met under all circumstances. The proposed system will address these matters while also incorporating basic minimum standards. In order to involve the industry more with the process of classification and hotel standards, a self assessment procedure is suggested.

Introducing a new system requires time to adjust. Standards may have changed when compared to the old situation and new criteria need to be met. A transition period of at least one year is suggested to allow hotel management to make changes where needed. Much of the success of the new system will depend on its introduction. Where possible, stakeholders should be involved with this introduction, starting from judging this proposal to introducing the final printed standards manual.

The rationale in introducing a new classification system is to create clarity and security for both guests and hoteliers. This new system will be in line with best practices, cognizant of the specific needs of the tourism market and product offering of Jordan. It will correct positioning of hotel businesses in the Jordanian market which will reflect in a good manner on the reputation of hotels in Jordan worldwide

Revise and upgrade the current classification system for hotels

Siyaha commissioned an international consultant who reviewed the current standards and classification system for hotels in Jordan and based on the review, developed new standards, classification system and inspection processes and procedures which will meet the best practices of hotel classification.

In September 2006, Siyaha agreed with MoTA to introduce hotel classification nationally across Jordan rather than pilot testing in Aqaba first. It was also agreed to create and convene a classification system national steering committee and to establish a senior working group within MoTA to lead and manage the planning and implementation of an enhanced classification system by March 2007. Additionally, activities will support the new system and the development of a classification system for tourist restaurants.

3.2.2 Enhance the standards and inspection systems for Campsites

The Wadi Rum area is a natural attraction of world renowned quality. The vast area offers stunning sceneries, unspoiled wildlife and has significant geological meaning. The last five years or so, local initiatives have emerged, enabling tourist to experience this beautiful area not only during the daytime, but also offering them the opportunity to stay overnight in campsites in, or near the desert.

As outlined in the National Tourism Strategy 2004-2010, tourism is a crucial part of Jordan's economy now and more so in the future. The area of Wadi Rum has been identified as an excellent opportunity for eco-tourism, a niche market that globally shows great growth potential. In the same strategy report, a qualitative analysis of the

various tourist areas of Jordan shows a very clear deficiency in the quality of accommodation in Wadi Rum. To date there is no classification and/or grading for the campsites. Licenses are granted, but not based on minimum standards that should be met. Siyaha's mission is to devise the right classification system for desert campsites.

Diversity describes best the wide range of standards offered currently by the desert campsites in the area of Wadi Rum. Outside of the nature reserve, the camps range from almost 'resort' quality to quite basic and below expectation. Inside the Wadi Rum nature reserve, the camps are similar in terms of standards and services offered. Customers and the travel trade therefore, do not know which type of campsite they book, unless they have knowledge about the local circumstances. In other words, when tourists are looking for a basic desert experience, the more cultivated sites will not be the answer and vice versa.

With the introduction of the proposed classification system, the quality and profile of desert campsites will be raised in more than one way. The standards, both in terms of facilities and services, will raise the quality of sites that are currently underperforming and hence, raise the overall quality of the desert campsite experience in the Wadi Rum area. In turn, this will lead to better word of mouth promotion of tourists who have been visiting. Combined with a much more clear and professional positioning towards the travel trade, this all should translate into generating better revenues and income for all stakeholders.

Increasing the quality of desert accommodation depends not only on the supply side of the market, but also on how this market is facilitated and marketed. Ensuring quality is not only done by checking if standards are met, but equally so, by providing the right support for owners/operators to help them with infrastructural matters and by marketing the desert experience. The National Tourism Strategy 2004-2010 mentions the public-private partnership supporting the private sector, the engine to sustainable growth of the industry. The way ASEZA can demonstrate this partnership, could for example be through the further improvement of the infrastructure for water and electricity, efficient collection of waste from the camps, facilitating building permits, giving workshops on food handling and personal hygiene, etc. Good cooperation between the campsites and the ASEZA authorities will be instrumental in developing this type of eco-tourism and reaching the national goal of doubling the tourism economy in 2010.

Revise and upgrade the current classification system for campsites

An international consultant was commissioned to review the current standards and classification system for campsites in Wadi Rum, and based on this review new standards, a classification system and inspection processes and procedures were developed, which will meet the best practices of campsite classification. The campsite classification standards were also shared with the US Forest Services for incorporation of elements of authenticity and environment protection.

To date, the following activities have been completed:

- Conducted a diagnostic assessment for classification of hotel, guesthouses, tour guides, restaurants and campsites
- Proposed revised standards and classification system
- Negotiated pilot testing and launch with ASEZA

- Commissioned expert to review and validate classification system for self assessment, to include a developed audit and inspection system

3.3 AUGMENTING TOURISM SECTOR'S RESEARCH CAPACITY

3.3.1 Jordan Tourism Board - Strategy for Research Department

Siyaha prepared a research strategy and plan for the Research Department, Jordan Tourism Board (JTB). We supported the preparation of the plan and capacity building in the Research Department to enable a robust research department. The following activities were supported:

- Conducted consultation with key stakeholders
- Conducted a Training Workshop on the 'Importance of Research in all Departments of a Tourism Board' - 22 attended
- Prepared Research Strategy for JTB Research Department

3.3.2 Improve MoTA's Data Management Capacity and Developing the Infrastructure for a Tourism Satellite Accounts System (TSA)

At a meeting in late September 2006 with HE Secretary General, MoTA, it was agreed to establish a senior working group within MoTA to lead and manage the planning and improving of the data management systems in the Department of Information & Statistics. Other activities agreed on are to create of a Tourism Satellite Accounts system national steering committee, to support the revision and upgrading of data management systems in the Department of Information & Statistics, MoTA according to international best practice and to provide technical assistance for the design of a national domestic tourism survey for introduction in March 2007.

3.3.3 Manage the National Tourism Visitors Survey (NTVS)

To date, there has been minimal documenting of research initiatives and mechanisms for improved policy formulation and implementation in the Jordanian or tourism context. There currently exists a gap in terms of measuring and quantifying the economic contribution of the tourism industry to the national economy. There is also insufficient data on marketing information such as visitor motivation and visitor satisfaction. Component 3 supported the development and implementation of the National Tourism Visitors Survey (commonly known as the Arrivals and Departure Survey) (NTVS) by the Department of Statistics, Ministry of Planning and International Cooperation, and the Ministry of Tourism & Antiquities. Siyaha sourced a total funding of JD268,700, with a share funding of US\$96,609.00 (JD 68,400) provided by USAID. The mechanism of funding was via Fixed Amount Reimbursement Agreement (FARA), via the Strategic Activities Fund (SAF).

A FARA application and agreement to implement the National Arrivals and Departures Survey was prepared effective July 1 2006. A signing ceremony between Siyaha and Department of Statistics was held July 5, 2006.

The NTVS will be the backbone of the development of Tourism Satellite Accounts for the country of Jordan. The last NTVS was conducted in 1997 and there is an urgent need to update national tourism data. To this end, we have been working with the

Government of Jordan key institutions responsible for the creation of such a system, including:

- Ministry of Tourism & Antiquities (MoTA)
- Department of Statistics (DoS)
- Jordan Tourism Board
- Department of General Intelligence (DoGI)
- Central Bank of Jordan

A committee comprised of the above, along with the Jordan Tourism Board and has been created to lead this effort. Siyaha worked with DoS and MoTA by providing expert input on the design and plan of the survey and its implementation. Siyaha also supported MoTA in sourcing JD150,000 to support the project.

Implement a National Tourism Visitors Survey

- Supported expert mission for UN/World Tourism Organization (WTO) to advise on Tourism Satellite Account System (TSA), review and evaluated report
- Organized NTVS steering committee for planning and implementation with Department of Statistics, MoTA, Jordan Tourism Board, Central Bank of Jordan, GDI
- Designed , tested questionnaires for DOS
- Prepared documentation to support match funding from MoTA valued at JD150,000.00 and Jordan Tourism Board for JD50,000.00 (total cost of survey estimated at 268,700.00)
- Drafted FARA application & agreements to Department of Statistics to implement the National Arrivals & Departures Survey as of July 1st 2006 for 1 year (12 months) value US\$96,000
- Signing ceremony of FARA was held on 5th of July 2006
- Conducted training for 27 expert field researchers and 1 field supervisor.

SUCCESS STORY: National Tourism Visitors Survey (NTVS)

The National Tourism Visitors Survey (commonly known as the Arrivals and Departures Survey) is the backbone of the development of Tourism Satellite Accounts for the country of Jordan. The last NTVS was conducted in 1997 and there was an urgent need to update national tourism data. To this end, USAID/Siyaha has been working with the Government of Jordan key institutions responsible for the creation of such a system, including:

- Ministry of Tourism & Antiquities (MoTA)
- Department of Statistics (DoS)
- Jordan Tourism Board
- Department of General Intelligence (DoGI)
- Central Bank of Jordan

A committee comprised of the above, along with the Jordan Tourism Board and USAID/Siyaha has been created to lead this effort. Siyaha USAID working with DoS and MoTA has also provided expert input on the design and plan of the survey and its implementation. Siyaha USAID has provided funding support to the Department of

Statistics for the National Tourism Visitors Survey to the sum of US\$ 96,609.00 (JD 68,400) out of a total estimated cost of JD 248,700. HE The Minister for Tourism and Antiquities has been a main supporter of the Survey and has sourced a cost share of JD 150,000 to support the project, matched with JD75,000 cost share from Jordan Tourism Board.

The objectives of the NTVS are to provide accurate national information on the characteristics, behavior and expenditure of inbound and outbound tourism visitors. In particular:

1. To measure the amount of expenditure of tourism visitors;
2. To determine the activities tourists participate in, the transport and accommodation types used and places visited;
3. To provide data for tourism expenditure in the *Tourism Satellite Account*;
4. To provide demographic information about international visitors, their motivation for visiting Jordan, and their satisfaction with their visit to Jordan.

The NTVS is managed and administered by the Department of Statistics, who has planned, managed and is executing the field research. The survey is being conducted at all major ports of entry/exit to obtain a survey sample of 30,000 departing visitors (outbound – those departing Jordan after completing a visit.) and 15,000 arriving visitors (inbound – those arriving back to Jordan from trips abroad). Siyaha initiated the NTVS Steering Committee and supported the design of the sample frame and questionnaire instrument for inbound and outbound surveys. Further support was provided for the field research by funding the cost of recruiting and employing professional surveyors and supervisor to conduct the surveys over a 12-month span.

3.4 ASSOCIATIONS STRENGTHENED

3.4.1 Improving Business Associations

Business associations should be capable of offering their members and clients a full range of value-added, fee-based, or brokered-support services including market segmentation and targeting, market and investment information, logistics, input supply, certification, and training. Recognizing this, the human resource and sector development component's approach will focus on elevating the capacity of tourism-related associations (i.e., those directly involved in tourism as well as key associations that are a



Delegates at Buildings Association Workshop, held in September 2006.

part of the broader cluster) to represent members' interests, contribute to NTS implementation, and deliver services, provide information, and establish and monitor requisite quality standards that will improve the overall quality and competitiveness of member businesses. In addition,

other organizations such as AmCham, the Jordan Business Association, and the Jordan Vision 2020 coalition, among others, offer opportunities to strengthen the cluster through their various activities (e.g., implementation of the Cluster Development Strategy) and possible member investments in tourism.

It is understood that associations such as the Jordan Inbound Tour Operators Association (JITOA), Jordan Hotel Association (JHA), Jordan Restaurants Association (JRA), Jordan Tour Guides Association (JTGA), Jordan Restaurants Association (JRA), Jordan Specialized Tour Guides Association (STG), Madaba Tourism Development Association (MTA), Jordan Society for Tour and Travel Agents (JSTTA), and the Jordan Handicrafts Producers Association (JHPA) are only as strong as their membership. Therefore, and after the initial activities that were geared toward understanding the state of the associations with which the project works, custom-tailored capacity building programs focused on the creation of transparent, best practices operational guidelines and manuals, value adding services, business linkages, policy advocacy that are based on outcomes underpinned in the associations' strategic business plan, will in turn enhance associations' sustainability and the institutionalization of member-driven services.

In Year One Siyaha supported the development of four tourism industry associations in as follows:

Jordan Inbound Tour Operators Association (JITOA):

In July 2006, a Program Development Grant (PDG) valued at \$195,150.00 was awarded to JITOA. The grant was awarded to develop capacity of the Jordanian inbound tour operator segment to develop new markets and attract international tourists, while providing world class service. Programs funded by this grant include:

- Develop and implement a comprehensive certification and accreditation system for tour operators according to international standards;
- Develop and implement an internationally-recognized certifications program in Event Management (implemented in partnership with *George Washington University*);
- Implementation of tourism awareness campaigns;
- Organizing job fairs and workshops;
- Development and publication of a comprehensive Tour Operator manual – A combination of training programs and working guide for employees of inbound tour operators;
- Organizing *Tourism Career Forum* – the first of its kind in Jordan, an event aimed at attracting professionals into the tourism sector.

Jordan Specialized Tour Guide Association (JSTGA):

An international consultant (Ms Susan Stratton) was commissioned to develop the association's strategy and business plan to help the association to become eligible to receive supports from Siyaha.

Jordan Handicraft Producers Associations (JHPA):

In July 2006, exploratory meetings were conducted with (JHPA) an international consultant (Ms Susan Stratton) was commissioned to develop the association's strategy and business plan to help the association to become eligible to receive supports from Siyaha.

Jordan Restaurants Associations (JRA):

An international consultant (Ms Susan Stratton) was commissioned to develop the association's strategy and business plan to help the association to become eligible to receive supports from Siyaha. A small grant valued at \$4,300.00 was awarded to support seminars speakers at the International Hospitality Forum held in September 2006.

Developing Business Mentorship Program

In July 2006, Siyaha commenced the process of developing a business to business mentorship scheme. The objective of this scheme is to facilitate the provision of technical assistance and mentoring by linking successful private sector industry leaders to tourism enterprises and entrepreneurs in the Madaba cluster.

In August 2006, Siyaha completed the preparation of a Mentors Handbook, Mentees Handbook and a Mentorship Scheme Management Manual. Having completed the research, planning and design of the mentorship scheme we proceed to prepare the handbooks, conduct awareness training workshops and launch the implementation phase of the scheme.

3.4.2 Build Institutional Capacity of Tourism Industry Associations

Four actions underpin the project's drive to improve tourism associations: provide ongoing support for tourism associations, support development of industry associations, and improve association planning and programming and developing associations' business planning capability

In July and September 2006, two consultants, experts in association management were commissioned to provide technical assistance to key industry associations in their quest to develop a strategic plan and business plan for the coming three years and assist in the development of a strategy and business plans to key tourism associations. One-on-one meetings and consultations were conducted with Jordan Restaurants Association, Madaba Tourism Associations, Specialized Tour Guides Association, Jordan Handicrafts Producers Association to come up with a strategies and business plans to ensure suitability and also to ensure that they run and operate in a way that would make them eligible to apply to USAID grants. Other associations and NGOs in the sector were given technical assistance by the consultants to help them plan they upcoming activities and event; such as Friends of Archaeology.

In September 2006, an executive series event was held by an expert (Ms Sue Stratton) where 60 tourism association board and executive members were invited to participate and gain knowledge in the field of attracting and retaining members. The audience included CBOs from Wadi Rum and others with an interest in association development.

3.5 IR2: IMPEDIMENTS FACED AND SUSTAINABLE ACTIVITIES**3.5.1 Impediments faced to date**

Manpower and training needs survey – accessing reliable and rigorous data from a broad and diverse range of tourism industry sectors, data from education institutions is usually generated once a year following registration or graduation.

Establishing the Council for HRD – at the embryonic phase of developing the Council for Human Resource Development it was Siyaha’s desire that the organization is formed as an independent PPS Company. However, contrary to general industry support, this model was resisted. In the interest of expediting the formation of the Council we have compromised our position in favor of a Council formed as a strategic business unit under JHTEC, (the Chair of NTS SSC is also Chair of the Board of JHTEC). We plan continued support for the establishment of the Council, be this at a reduced effort until we see proven commitment that it will be a Council based on the aims, philosophy, objectives and infrastructure intended and planned in accordance with international best practice.

Develop professional skills in industry by building capacity in education institutions at Jordan Hospitality and Tourism Education Company institutions – capacity and turnover of administration causing challenges in efficiently expending a PDG grant.

Modernizing VTC Centers – lack of skilled and experienced center managers slows down the speed of implementation, and the lack of appreciation of the economic benefits of tourism training entails extensive efforts in informing and persuading senior management of the value of tourism as opposed to the tangible aspects of mechanic or engineer training. The geographic spread of centers absorbs energy and effort in attending meetings and constant monitoring of implementation progress. All documents require translation and verification into Arabic resulting in slower progress.

Enhancing standards and classification systems for hotels and campsites – the revision of national standards and classification systems is a highly contentious matter because of the SME nature of hotels and campsites, the established world brands who value their company systems and the lifelong investment by entrepreneurs in their properties which are now under pressure to invest further to keep up with international tourism standards. Speed of implementation of revised systems will be determined by efforts to manage change and achieve the process step by step.

Jordan Tourism Board – strategy for research department – supports to JTB are somewhat impeded by the organization’s ability to manage grant support hence depriving the capacity building program of resources.

3.5.2 Sustainable Activities

Modernizing VTC Centers and developing a national curriculum with supporting capacity building and pedagogical supports;

Developing and upgrading Madaba Mosaic School to an institute of higher education and widening its education and training remit to mosaic art and stone restoration;

Developing professional skills in industry by building capacity in education institutions at Jordan Hospitality and Tourism Education Company institutions by training an average of 500 students per year in professional front line skills for the tourism industry;

Enhancing standards and classification systems for hotels and campsites resulting in an improved tourism service and product offered to tourists;

National Tourism Visitors Survey – providing a reliable and rigorous data based of tourism information to influence infrastructural, marketing and services investment;

Improving tourism business associations – Building capacity of associations to become financially sustainable, membership service oriented and adopt a mandatory status.

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

Economic, social, and environmentally sound development in the tourism industry requires strong institutions and up-to-date policies. Siyaha is strengthening government institutions that manage the tourism industry and enhancing the legal and regulatory environment to respond to the vision outlined in Jordan's National Tourism Strategy 2004- 2010 (NTS). Along with building strong institutions poised to realize the goals set out in the national strategy, Siyaha is working with national stakeholders to develop a modern set of laws and regulations that address tourism issues.

Institutional and Legal Reform activities are organized into two primary areas:

- Strengthening the Institutional Framework for Tourism
- Improving legal and regulatory reform

4.1 PUBLIC AND PUBLIC-PRIVATE INSTITUTIONAL ARRANGEMENTS IMPROVED

Activities under this track are subdivided into the following two main tracks:

- a) Institutional Reform of Key GoJ Tourism Institutions
- b) Strengthening Policymaking through Public-Private Collaboration

The goal of these two tracks combined is to create an enabling environment for tourism by building the capacity of the Ministry of Tourism & Antiquities and other key public sector counterparts and strengthening the public policy framework to manage and regulate the tourism industry. This is to be supported by a strong institutional framework according to international best practice and based on the public-private partnership principal on which the National Tourism Strategy is based.

Strong strategic planning, with specific and measurable goals, is a fundamental prerequisite for organizational success. Siyaha is working with key governmental and semi-governmental tourism institutions to adopt modern managerial practices, which will better equip them for putting the national strategy into action according to a focused organizational strategic plan.

Siyaha is working with four organizations to strengthen their operations and build their capacities to effectively achieve their missions as per best practices in public management. These organizations are:

- Ministry of Tourism and Antiquities (MoTA),
- Department of Antiquities (DoA)
- Jordan Tourism Board (JTB)
- Greater Amman Municipality (GAM)

Comment [r1]: Success story for this IR under Year 1, to be developed by Monday: - DoA Strategy for Heritage Management: a milestone achievement by the Department of Antiquities marking the first such strategy for managing Jordan's heritage. This further makes the DoA the first of the tourism institutions of the Government of Jordan to have developed its strategic plan aligned with the National Tourism Strategy.

4.1.1 MoTA Institutional Development

Develop Institutional Framework for Governance of Tourism

An official letter was submitted to the Minister and Secretary General to inform the ministry that the Developing Institutional Framework for Governance of tourism assignment was initiated. However, resistance was voiced by the Secretary General to the assignment, although this activity was part of the original work plan presented to them earlier. As a result the approach was modified, so as to achieve an effective framework for governance of tourism and this is currently being tackled through a number of activities, which are:

- MoTA Strategic Plan Development
- Modernization of the Tourism Law
- Modernization of the Antiquities Law
- Strategy for Heritage Management

4.1.2 DoA Institutional Development

The Department of Antiquities (DoA) plays a key role in the success of conservation, presentation, and management of Jordan's unique national heritage assets. During Year One, Siyaha worked with DoA to develop the Strategy for Heritage Management. This strategy outlines how DoA carries out its mandate in the conservation, preservation and restoration of Jordan's heritage, particularly its archaeological assets. It identifies the appropriate institutional context for DoA in relation to other key entities, and the implications in terms of appropriate staffing, skills, and various disciplines to empower its capabilities to deliver on its mission. The *Strategy for the Management of Heritage in Jordan 2006 – 2010* represents a milestone achievement by the Department of Antiquities. It marks the first such strategy for managing Jordan's heritage, and further makes DoA the first of the tourism institutions of the Government of Jordan to have developed its strategic plan aligned with the National Tourism Strategy.

A. Development of Department of Antiquities Strategy for Heritage Management

- **Agreement on Principle Roles:** A series of workshops and one-on-one meetings were held between the DoA & MoTA (including the Minister & Director General of DoA and their teams) that led to the high-level agreement on re-alignment of roles between the DoA & MoTA, and the approval by DoA on the principle of private sector participation in management of sites.
- **Legal Due Diligence in Planning Control & Land Use:** A legal assessment of roles of DoA & MoTA in planning control and land use was carried out, which identified issues and weaknesses that need to be addressed when reviewing the Antiquities Law and other regulations impacting the heritage.
- **Development of DoA Strategy for the Management of Heritage:** A strategy for the management of heritage in Jordan was drawn up based on the number of assessments carried out. A two-day retreat at the Dead Sea was held to discuss and elaborate on the Strategy document under the patronage of H.E. the Minister of Tourism & Antiquities, with DoA team, MoTA, and representatives of academia and NGO's. A guest speaker was flown from

Malta to share their unique experience in heritage management. The outcomes of the event were notably successful and witnessed the DoA staff and leadership all agreed on a common vision of where they want to be, the five strategic objectives under which they will progress and a template for development. The strategy document has been updated with the outcomes of the retreat and is pending feedback from the DoA on it. Following on from the Dead Sea retreat, a number of meetings were held with the DoA to further address issues proposed in the strategy.



In addition to the outputs of the retreat, the Strategy document further reflected the outputs of two parallel activities: the COE track (*referred to in detail in below section*) as well as that of the site management procedures track (*also referred to in the below section*).

The final strategy document was submitted formally to H.E. the Minister of Tourism and Antiquities, H.E. the Director General of the DoA, H.E. the Secretary General of MoTA, and to USAID for their review and official/final comments. It was sent on Sep 21, 2006 and Siyaha is awaiting feedback from the review at start of the next quarter.

B. Strategy Implementation

Siyaha is working with DoA to build its capacities within the framework of the strategic objectives of the Strategy for Heritage Management, and per the identified priorities.

Development of site management procedures

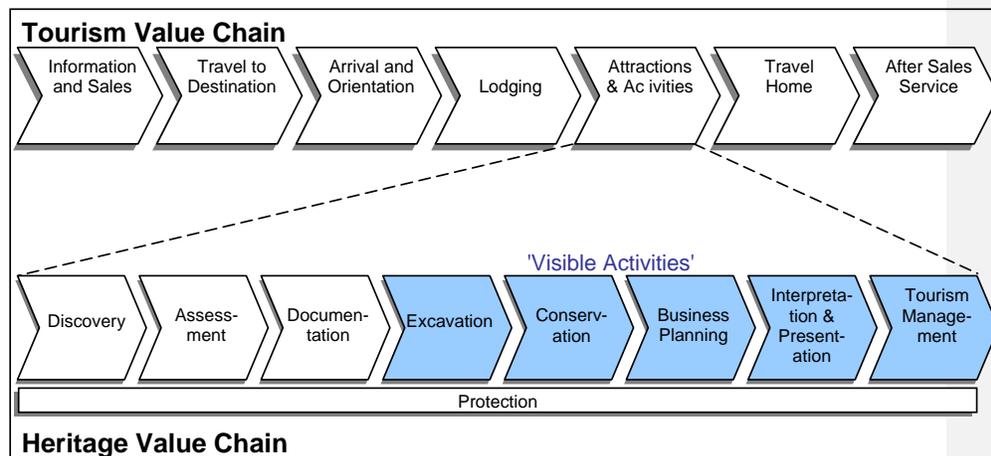
The second strategic objective of the DoA Strategy for Heritage Management calls for the development and application of sustainable use and best-practice management guidelines for heritage. The main outcome sought from this strategic objective to make certain that heritage assets are used in a manner that ensures their sustainability and prevents deterioration. Work was initiated towards this during the fourth quarter of Year One, and these efforts identified that at site level the preparation of a site management plan needs to become the operational basis for the management of the site to ensure the delivery of integrated approaches to the management of antiquities sites in Jordan.

To guide this process a *Manual of Management Planning for Antiquities and Tourism Sites in Jordan* has been prepared by consultant Aylin Orbasli, and is being translated into Arabic to ensure the document is readily available for all site-related staff. The aims of the manual are twofold: (1) to provide a template and operational guidance for the preparation of integrated management plans for the sustainable management of antiquities sites in Jordan, and specifically those that are part of Jordan's growing tourism offer; and (2) for training purposes to introduce these multi-disciplinary teams

to the process of management planning and the effective implementation of management plans.

For the next step consultant Aylin Orbasli will carry out a series of training workshops for DoA, MoTA and other relevant stakeholders. The training will instruct participants on use of the manual for site management. The consultant will also support the development of site management plans for three priority areas, which are to be identified jointly with the Ministry and the DoA in a future quarter.

Figure 1: The Tourism and Heritage Value Chains



4.1.3 Strengthen Institutional Capacity through Centers of Excellence

Due to MoTA's reconsideration of their participation in the COE program, the COE program at three proposed organizations was halted and the approach towards institutional reform was modified. Therefore this track has been terminated. However, work that had been achieved in this respect is as follows:

Comment [r2]: Would add an objective/intro to this activity....explain what this is first. Question as to whether should highlight first that this track has been halted, and then list accomplishments under it, or keep it as such?

- **Identification of a Supplier:** an RFA for a supplier to provide support to MoTA, DoA, and JTB in strengthening their institutional capacity through transforming them into centers of excellence was issued, and through technical and financial competence, Excellence. Inc. were named the chosen supplier. Exc. Inc were awarded a PDG grant with the value of 63,750 JDs to implement COE at three organizations within a year's timeframe.
- **Buy-in & Set-up of COE teams at the three organizations:** Gained leadership buy-in regarding the process through a series of meetings, and had COE employee-teams set up at each of the partner organizations, a central step in the implementation process.
- **Setting the Strategic Planning Framework for each of the three organizations:** As part of the COE Leadership Criteria track a series of sessions was initiated with the three organizations to arrive at their vision, mission, values and strategic objectives, and departmental objectives and action plans. *Achieved milestones:* vision, mission, values, organizational SWOT analysis, and strategic objectives have been established for both JTB and DOA (this track was converged with the initiative of the DoA Strategy for

Heritage Management to substantiate findings of the retreat and build upon them).

- **Benchmarking Assessment:** initiated the leadership assessment benchmark assessment at DoA.

In continuing work on the leadership criterion and the development of strategic planning documents at the three organizations enrolled in the CoE program, a series of action planning sessions were held at two of the organizations. These sessions were conducted at departmental level at the JTB and DoA for the identification of detailed implementation work plans pertaining to the identified strategic objectives.

Also, a meeting was held at MoTA at the beginning of this quarter to brief H.E. Munir Nassar on the limited progress the MoTA COE team achieved for the leadership criterion. Outcomes of the four strategic planning sessions were presented to the Minister who suggested an internal meeting for MoTA staff for the purpose of (1) reviewing and validating the outcomes of the strategic planning sessions, and (2) ensuring the commitment of all team members before Siyaha can resume the strategic planning sessions for MoTA.

Other Implementation Tracks

Museums Capacity Building: A joint meeting was held with DoA, UNESCO and JICA during which potential collaboration among the donor projects for building the capacity of DoA in museum management was discussed. A second follow up meeting will be held towards the beginning of the next quarter to discuss needs identified by DoA.

4.1.4 JTB Institutional Development

Jordan Tourism Board – Recruitment to Build Executive Team

- Surveyed International & Regional Headhunting Companies
- Surveyed Electronic Head Hunting Sites
- Prepared draft Job Descriptions
- Prepared Job Adverts
- Established e site to receive job applications
- Executed the advertisement in three Jordanian newspapers on March 26th, 27th, 28th, and on April 2nd and 3rd.
- Monitored and downloaded all applications
- Reviewed and ‘first cut’ short listed applications (reviewed 175 applications, short listed 27 and selected 12 for consideration).

4.1.5 National Tourism Strategy

Siyaha is supporting MoTA in providing the National Tourism Strategy in Arabic, critical to ensure ownership of the strategy by the staff of MoTA and DoA, as well as other public sector entities, and the various local communities. Language has been previously an issue in communicating the NTS as widely as it needs to be.

A contract was awarded to Copywrite to conduct the final editing and polishing up of the Arabic NTS. The deliverable was submitted towards the end of the quarter. An internal final review is being conducted prior to forwarding the NTS-Arabic

document to MoTA for their approval. This document is expected to reflect the amended goals and numbers based on the recalculations carried out by the Central Bank of Jordan which impacted the base year (2003) from which the NTS numbers are projected from.

4.2 LEGAL AND REGULATORY FRAMEWORK ENHANCED

Along with building strong institutions poised to realize the goals set out in the national strategy, Siyaha is working with national stakeholders to develop a modern set of laws and regulations that address tourism issues and fulfill the National Tourism Strategy needs and objectives. A number of activities under the legal and regulatory reform were initiated in Year One.

4.2.1 Improving Legal and Regulatory Reform

A. Modernize Tourism Law & Secure Buy-in

- **Intensive Stakeholder Consultation:** Two workshops and a series of one-on-one meetings with tourism associations were held to gain their input into the reform of the law and other governing regulations of the tourism sector.
- **Pre-Drafting Checklist of Policy Questions:** areas of policy, regulatory and institutional issues to be resolved in the reform of the law were drawn up in the form of a checklist, to gain policy makers input into some and gain international best practice for others and to reflect the scope for the new modernized law.
- **Drafting of Model Law Based on International Best Practice:** A complete draft of the Tourism Law, including general draft provisions that cover the agreed to outline of the law, including Tourism Resources, Tourism Development and Planning, Tourism Sites and Attractions, Economic and Development Activity in Tourism, and Tourism Enterprise Standards were completed.
- **Development of 1st Draft of "Jordanized" Tourism Law:** currently underway.

It is a lengthy process to get consensus from all parties.

B. Reform of Sectoral Regulation

- **Identification of Structured Methodology:** Developed a set of policy issues/principles to ensure compatibility and consistency of the methodology to reform six sector by-laws. This ensured that the review of the sectoral bylaws is tackled as a major policy reform and not slight amendment of articles.
- **Scoping of Issues:** Series of scoping meetings with MoTA task forces were held to discuss the six bylaws that regulate tourism professions: hotels, tour agents and operators, restaurants, guides, handicrafts, tourism transport.
- **Agreement on Policy issues:** a meeting was held between MoTA's secretary general, the Siyaha team and the IBLAW team to review the results of phase 1

Comment [r3]: This can probably be reworded to link to the intended objectives for this task.

Comment [r4]: Again, need to provide some 'fluff' and rewriting so as to put this in a higher level context, linked to NTS and the regulatory pillar

of the sectoral regulations reform, which focused on scoping issues. Agreement was reached on the approach and policy issues related to the hotels bylaw. No consensus was reached vis-à-vis the policy of regulating restaurants by MoTA. A follow up meeting to discuss the policy issues on the remaining professions by-law, including restaurants, will be set up next quarter. Meanwhile, a meeting with Mr. Zaid Goussouss, head of the JRA, took place in order to obtain industry feedback on the policy and approach of regulating restaurants.

- **The Travel and Tour operators' bylaw:** The travel and tour operators by-law was drafted and submitted by IBLAW, with support from John Downes, and several discussions were held with the minister and secretary general to obtain their feedback on it. This feedback was integrated and a final version was submitted for their official approval.
- **Hotels By-law:** IBLAW submitted the first draft of the Hotels bylaw which was discussed with the MoTA technical team in order to clarify a number of policy issues that should be reflected within the bylaw. The next step is the finalization of the bylaw, with John Downe's support, in order to then submit it officially.

A consultant is being brought in early next quarter to also support these activities and to take the lead in proposing a number of options based on international best practice to regulate the restaurants, handicrafts, tour guides, and tourism transport bylaws.

Comment [r5]: Need to reflect the next steps so as to provide for the big picture, and expected achievements

C. Reform of Associations' Internal Bylaw

A preliminary Unified Template was prepared by Siyaha, and it will be customized to each association in compliance with each professions new bylaw. This will be carried out in Year Two.

D. JTB Bylaw

- **Finalization of JTB Bylaw:** finalized JTB bylaw based on input from Minister and other main stakeholders.
- **Submittal to Bureau of Legislation:** provided support to Minister in discussing this at the BoL, discussions were paused due to other priorities at the Bureau.

E. Supported Set-up of Voluntary Guides Association

Drafting of Association Bylaw: Derived from a template developed by Siyaha for voluntary tourism associations, it was customized according to the tour guides' needs identified through several meetings and discussions with them, and in light of the minister's comments and input.

F. Supporting MoTA's Legal Reform

Siyaha provided legal support and opinion to H.E. the minister on the following issues:

- Tourism transport activities and tourist residency permits
- The Petra Archaeological Park management and amended the draft by-law prepared earlier.

Comment [r6]: Provide an introduction paragraph to this to identify what the purpose of this track is

- H.E. the minister's request for the establishment of the Jordan re-enactment Foundation (JREF).
- The Jordan Museum personnel instructions,
- The Arab Free Trade Agreement
- An investment contract for holy water at the baptism site.
- The legal possibility of MoTA's involvement in collecting funds for marketing Jordan as a tourism destination by adding 1-USD-fee on each hotel night.

Furthermore, Siyaha gave a legal opinion to the secretary general of MoTA and wrote a letter on the legal procedures for tourists' residency permits.

In another area, Siyaha facilitated discussion between ASEZA, MoTA and JTB, which resulted in activating the MoU to strengthen and enhance the collaboration and coordination between MoTA and ASEZA, and between JTB and ASEZA.

4.3 AWARENESS OF TOURISM SECTOR IMPROVED

Though tourism is Jordan's largest industry, it lacks proper support from policymakers due to weak recognition of its true value to the economy. Jordanians at large do not realize the extent of the economic and social impact tourism has on their own incomes and standard of living.

This thrust is designed to have two main initiatives:

- a) *Enhancing general public awareness* - employment in the sector is the choice of last resort due to its stigmatization as being too liberal for women and inferior to other "more prestigious" professions for men. This has resulted in the sector's inability to attract sufficient talented employees. To address these issues, a national public awareness campaign will be implemented, and will mobilize both private sector and GoJ resources to fund it. Our strategy will be based on a comprehensive survey of opinions and attitudes among the public, the tourism industry, and policy-makers. The survey will be conducted through a resource group. On the community level, jobs in tourism will be positioned as the career of choice, while entrepreneurs will be more encouraged to participate in new tourism product development. The population at large will also become more sensitive to tourists' needs. The increase of public awareness also contributes to the accelerated implementation of the NTS, specifically to highlight the importance of tourism, the urgency of supporting regulatory and institutional change that would result in the implementation of the NTS, and increased economic opportunities for Jordan. Increased public awareness also contributes to increase in local tourism activities.
- b) *Mobilizing support from policymakers* – the strategy is to implement an awareness campaign that will focus on policymakers from both the executive and legislative branches to ensure policy reform requirements are prioritized and addressed effectively. This will ensure sufficient GoJ investment in international tourism marketing through the JTB, and the creation of an enabling environment for its growth (such as promoting the concept of private sector management of publicly-owned tourism assets).

Siyaha plans to continue to develop a public awareness campaign through the following:

Plan and Conduct Tourism Awareness Survey

- Position paper on awareness of tourism in Jordan
- Designed five questionnaires, tested, amended and verified
- Advised on research methodology
- FPC for 800 field surveys over five segments in 16 directorates and implemented
- Conducted a national tourism awareness survey
- Reviewed the quantitative analysis report
- Commissioned SOW to enhance quantitative report with qualitative research and report
- Planned consultation process across five target segments in August 2006.

The results from the survey were reviewed and incorporated into a report format and enhanced with qualitative commentary. The report is ready for presentation at an executive series event will be conducted where the awareness survey results will be published. This event will host all industry stakeholders from within the tourism industry, tourism projects, GoJ, education institutes and media people. An important step will lead that that event which is the translation on the survey into Arabic to serve as a reference to future tourism events targeting the specified groups in the survey.

Design and Implement Tourism Awareness Strategy (public awareness and education program)

- Prepared a position paper on tourism awareness
- Commissioned preparation of strategy
- Reviewed strategy and amended
- Planned for publication and consultation on strategy
- Developed National Tourism Awareness Strategy
- Prepared visual presentation on strategy for public events
- Presentation prepared and present to SSC in July 2006
- Plan prepared for dissemination of strategy and to seek buy-in (September 2006).

Plan a Safe Food Handling Campaign for Jordan

- Conducted investigation on Safe Food Handling and public awareness
- Conducted meetings with relevant Authorities
- Sought permission to implement a Food Handling Campaign model developed in Aqaba (with ASEM USAID support) thought Jordan
- Plan to launch in October 2006

4.4 IMPEDIMENTS FACED AND SUSTAINABLE ACTIVITIES

4.4.1 Impediments Faced to Date

- **Centers of Excellence**

Resistance of this track by some MoTA's leadership staff and lack of buy-in of some team members was an obstacle towards the proper implementation of this track and eventually led to the termination of the activity.

- **Institutional Framework for Governance of Tourism**

There was a lack of buy-in on the part of the Secretary General, which led to the cancellation of this track.

4.4.2 Sustainable Activities

- **DoA Strategy for Heritage Management**

The sustainability of this activity can be derived from the fact that the strategy document serves as a planning tool for a period of at least five years.

- **Site management procedures and manual**

If well maintained and updated, the site management procedures and manual would continue to serve as a national reference for site management guidelines.

- **Legal track activities**

The outputs of the legal track under component 1 are mainly related to reforming and modernizing laws and bylaws. And given the nature of legislation, the sustainability of these activities is naturally ensured even when the support of Siyaha ends. “

5. PROGRAM SUPPORT

The administration and operation section of this report covers the start-up period from August 11, 2005 to September 30, 2006, and all operational elements of the project, including procurement, financial, monitoring, evaluation, reporting and grant administration.

Progress to 2005-2006 Date/Achievements

Strengthened staffing

- In order to better meet the needs of the project, the project staff has expanded to 28 percent more staff than anticipated in the project proposal. This resulted in hiring the additional local long-term positions: Regulatory Reform Specialist, Tourism Cluster Development Specialist, Project Management Specialist, and Human Resource Specialist.
- During the course of the year, the following support staff was also hired: bookkeeper, receptionist, training assistant, three administrative assistants, and an IT assistant were hired. We have three expatriate and TCN staff: eight long term professionals from Chemonics International, and four from Al Jidara.
- A Training and Events Management Plan was prepared to ensure processes for workshops, seminars, on-the-job training, internships, study tours and other capacity-building initiatives were followed correctly. Training was conducted to Siyaha staff on the process.
- Staff was educated on SIYAHA systems and procedures, including the MM&E system, filing and emails, and procurements.
- Training sessions held to train relevant staff on contract requirements, Standard Operating Policy manual, administrative procedures, to strengthen the efficiency of staff in carrying out their project responsibilities.

Compliant and standardized financial, management and administrative systems

- Policy and procedures manual was written to meet the project's specific needs.
- Vehicle Management Policy was written to meet project's specific needs.
- The accounting software was set up by the home office field accountant who also trained the local accountant and bookkeeper.
- Opened a bank account for the project with Citi Bank. To ensure that grant funds are not commingled with general program funds, a bank account for the grants was opened with Standard Chartered Bank
- The field office set up several financial reports to generate reports for accruals, as well as budgets by components. Numerous trackers were established to track level of effort, subcontract expenditure, and awards conducted via our RFP process.
- During the mid year, Chemonics home office conducted an assessment of the grants, internal management and administrative systems. In general, the results were very positive. Report concluded that the systems are well established and well used by project staff. Systems are thorough and adhere to the rules and regulations and are designed to be effective and efficient. Few minor adjustments to the systems and processes were recommended to make them more effective and

to ensure absolute compliance with both USAID's rules and regulations and Chemonics home office standard procedures.

Efficient project start up

- Set up and equipped main project office and established operation and management systems
- Set up and equipped two regional offices in Madaba and Wadi Rum.
- Signed lease for 760 sq m at \$xx per sq. This is xx below the current market rate for office rentals in Amman.
- During the first quarter of 2005, Chemonics authorized subcontractors to incur costs in the provision of technical assistance. Chemonics developed subcontract templates and obtained consent and approval for the subcontracts from USAID. All contracts have been signed with local and expatriate subcontracts.
- Procured office furniture to include desks, chairs, file cabinets, book shelves and a boardroom table, as well as fax machines, and integrated digital printer/photocopier.
- In addition to the 17 desktops transferred from the AMIR project, we procured 11 laptops and four additional workstations. A local computer network was set up in the office to facilitate communication and sharing of information.
- Two project vehicles, a minivan and SUV, were procured to facilitate transport of both long-term and short-term team members.
- Two digital cameras were procured to promote the program and communicate via image the site and events conducted. In addition, a scanner to facilitate transmission of .pdf documents) was also procured.

Effective Project Management Systems

- During the first year, our team submitted and received approval on a performance monitoring plan (PMP), which identified key indicators, data sources, data collection process, and targets for the life of the project. Our team met with USAID staff and stakeholders to develop our project results framework. The results framework include:
 - Improved Legal, Institutional, and Enabling Environment to Support Tourism Growth
 - Expanded Investment in Tourism Project Development and Management
 - Enhanced Tourism Sector capacity
- Our team developed an M&E system that provides effective information for USAID's reporting needs and for evaluating the project results and impacts.
- An M&E system was created to establish baseline, annual and life of project, targets, and process for collecting data. Data is being collected as required in the plan.
- A new grants manual was drafted and submitted to USAID for approval during the first 45 days of the program in order to enable rapid solicitation and approval of grants. During the first year, we actively marketed the grants component to targeted, eligible grantees by issuing an Annual Program Statement (APS). In addition, a series of workshops were conducted for applicant organizations and beneficiaries in Madaba and Wadi Rum to guide them through the purpose of the grants program and the application process. We issued two RFAs directed at organizations tied to a specific technical objective with a submission date and a

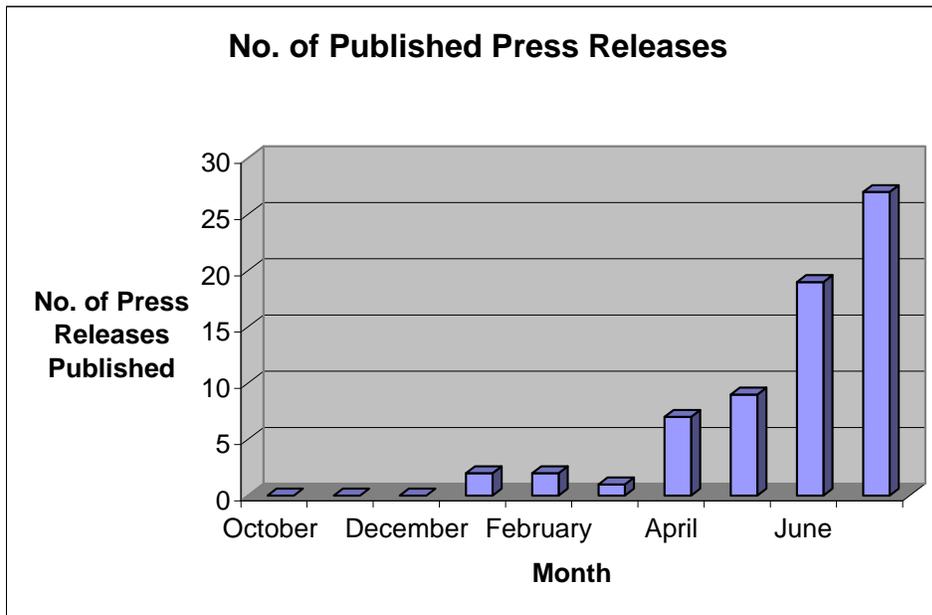
formal review process. Additional one-on-one training was provided on financial management and reporting.

In summary, grants activities set up in Year One:

- Grant-management financial and tracking database
- Drafted and advertised the APS
- Issued and evaluated two RFAs
- Conducted multiple training and awareness workshop for applicants
- Reviewed & evaluated numerous applications and notified unsuccessful applicants
- Conducted pre-award organizational assessments and pre-award evaluations
- Received grant approval by USAID for and awarded Grants for five grants
- Provided follow-up technical assistance
- Conducted post-award administration of the grants that closed during the year
- A Strategic Activities Fund (SAF) Manual was also drafted to govern the needs of issuing funds under the SAF. Five contracts were awarded under the SAF.

Increase project awareness within stakes holders, Jordan, and USAID

- Based on discussion with USAID, stakeholders, and project team, a draft communication action plan was drafted that outlines the communication tools, messages, and new project branding per USAID's new regulations needed for the project.
- The project web site was launched during year one as it was considered an essential component in the distribution of project services and related information to all stakeholders in Jordan and worldwide. The site architecture was developed by a local firm and was submitted to USAID Washington for approval. The website includes:
 - Description of program services and components
 - Requests for Proposals and Requests for Applications
 - The Grants Program, Grants Beneficiary handbook and Grant Applications
 - Press releases and press clippings
 - A data capture system that allows interested parties to enter their email for newsletters
- A monthly e-newsletter was launched during Year One to strengthen public awareness of Siyaha's mission, objectives and initiatives and update industry stakeholders on Siyaha's ongoing and upcoming projects. In addition, the newsletters should enhance buy-in and support among various stakeholders.
- Program staff, USAID and key local partners traveled to various parts of Jordan to inspect the diverse Jordanian product, assess opportunities and weaknesses that require Siyaha support, and engage with local stakeholders for community-based tourism development. These activities were completed in December.
- Siyaha communication team produced 60 press releases mostly during the last four months of the year. The increased awareness of Siyaha's work propelled media to start writing their own stories about the project's mission and various activities



- The Siyaha team conducted a media workshop to improve relations with 12 reporters and editors from six local newspapers (four Arabic and two English) in addition to a program planner from Jordan Television. The journalists were debriefed on Siyaha ongoing and upcoming initiatives and activities. In addition, the main focus was on the critical role the tourism industry plays in elevating economy and state revenues.
- The Siyaha team produced the following performance reports during implementation:

Report	Details
First Annual Work Plan	Chemonics submitted a Year One work plan. The work plan laid the groundwork for program activities during the first program fiscal year. The chief of party lead the work plan preparation, with assistance from other team members. The work plan was updated as frequently as necessary, but at least every quarter after the original submission date. The first annual work plan will include selection criteria, recommendations for a capacity-building system, and a plan for institutional strengthening based on an in-depth needs assessment.
Quarterly Reports	A quarterly report was submitted in October, January, April and July that contains information on each component, including: key accomplishments, activities that took place during the reporting period and that are planned for the next quarter, problems encountered and proposed remedial actions, training events and activities, and program staff/mobilization.
Financial Reports	Financial reports submitted as requested by USAID.
Contract Deliverables (submitted and approved)	Annual Training Assessment and Strategy that assessed current training needs in both the private and public sectors, and proposed priorities and scheduling for training events over the coming year. The Annual Regulatory Assessment and Strategy assessed current regulatory and policy needs, and proposed priorities, specific tasks, and scheduling for the coming year. The Annual Institutional/Association Assessment and Strategy assessed current

institutional needs within the JTB, MOTA, RSCN, and relevant professional and business associations, and other organizations. **The Community Assessments & Strategies formulated** individual plans for each community in how it would benefit from more local issues activism, economic support, environmental assistance, or similar issues. **The Initial Measurement and Evaluation Report** was submitted within 45 days of contract award. This report outlined baseline data for tourism arrivals, private investment going into the tourism sector, and the amount of tax revenue generated from tourism.