

GBTI Contract No.	PCE-I-00-98-00015-00
Task Order No.	PCE-I-21-98-00015-00
Contractor Name:	Chemonics International, Inc.
USAID Cognizant Technical Office:	Office of Economic Opportunities USAID Jordan
Date of Report:	May 4, 2006
Document Title:	SIYAHA Communications Review/Action Plan Final
Author's Name:	Chemonics International, Inc.
Activity Title and Number:	Activity Title Detailed Work Plan Number

SIYAHA Communications Review and Action Plan
FINAL
May 4, 2006

This publication was made possible through support provided by the U.S. Agency for International Development, under the terms of Award No. PCI-I-98-00015-00 and Task No. PCE-I-21-98-00015-00. The opinions expressed herein are those of the author(s) and do not necessarily reflect the views of the U.S. Agency for International Development or the United States Government or Chemonics International.

CONTENTS

EXECUTIVE SUMMARY	1
SIYAHA COMMUNICATIONS OBJECTIVES, AUDIENCES, AND MESSAGES	3
PROJECT BRANDING.....	5
NEXT STEPS FOR COMMUNICATIONS TOOLS AND TACTICS.....	6
Key Tools and Tactics.....	6
Press Releases.....	7
Success and Impact Stories.....	7
SIYAHA.org Web Site	10
Events	12
Reports to USAID	12
Other Tools and Tactics	12
Press Clipping Service.....	12
Steering Committee Meeting Minutes.....	13
Tools and Tactics for Further Evaluation.....	13
E-Newsletter (planned).....	13
Consultant Summaries	13
MONITORING AND EVALUATION	13
CONCLUSIONS.....	14
ANNEXES.....	15
A CONSULTANT’S SCOPE OF WORK.....	15
B INTERVIEWS CONDUCTED FOR THE ACTION PLAN	18
C DRAFT SCOPE OF WORK: DIRECTOR OF PUBLIC AWARENESS AND COMMUNICATION.....	19
D DRAFT AGENDA FOR 1-DAY MEDIA WORKSHOP ON JORDAN TOURISM	21
E AUDIENCES IDENTIFIED FOR SIYAHA	22
F PRESS RELEASE CHECKLIST FOR SIYAHA COMPONENT TEAMS	25
G SUCCESS STORY IDEAS GENERATED FOR SIYAHA.....	26

ACRONYMS

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

EXECUTIVE SUMMARY

Purpose of this report - This communications review/action plan is the product of a 12-day technical assistance assignment undertaken for SIYAHA, the USAID-funded Jordan Tourism Development Project. Among other important objectives, the main objective of the project is implementation of Jordan's National Tourism Strategy. SIYAHA, started in August 2005, recently drafted a communications plan for the life of the project. Upon initial review in the home office by project support staff and a home office-based project communications specialist, it was determined that some immediate actions should be taken. The purpose of this report is to present an assessment of the main communications tools and tactics in place (or planned) for SIYAHA, and make recommendations for immediate action in areas critical to the project's communications objectives and stakeholders. Further, the Action Plan assigns roles and responsibilities in a publications work flow to ensure the project continues to meet its objective of raising national awareness of Jordan's tourism industry until the position of director of communication and public awareness is filled and the director can revise and fully implement the project-wide plan. The consultant's scope of work is shown in Annex A. Interviews conducted and resources consulted for this report are shown in Annex B.

Key Recommendations

Recommendations for action appear within each section of this report. The key recommendations for immediate action in the SIYAHA communications component are as follows:

- Events at this stage of project operations require strategic planning to ensure that resources are being effectively used and that stakeholder expectations are in sync with project results. It is recommended that the events specialist meet with the chief of party and each component team at least 30 days in advance of a training session or event to develop a strategy and action plan for component needs regarding events, including setting objectives, defining audiences, and event coordination among the components. The proposed publications work flow reflects this recommendation by including a planning phase for event materials overseen by the director of communication.
- The hiring process for the position of director of communication and public awareness is moving forward and should be completed as soon as possible. It is critical that the communication strategy and related planning be completed this quarter to rationalize and organize communication and public awareness activities vital to accomplishment of SIYAHA's technical objectives. A draft job description for the position appears in Annex C.
- It is recommended that the position of media specialist be made full time and the position's tasks be more defined when the communications strategy is finalized by the director of communication and the program support component leader. The

pressing need for production of public awareness and media materials makes the current staffing – which adds the media specialist responsibilities to those of the monitoring and evaluation position – inefficient for the current project work load. This is a key position for the project and for the communications team. The recommended work flows and the anticipated communications needs of the project will expand the media specialist’s duties, and full implementation of the communications strategy is likely to expand them further.

- Short-term local resources for English and Arabic language editing should be quickly expanded and systematically accessed to ensure quality control of the project’s numerous communications outputs. The development of the web site and related products makes this particularly important in this quarter.
- A media workshop focused on the tourism industry in Jordan should be held by the project during this quarter to better inform members of the Jordanian media about the sector in which the project operates. The chief of party and several members of the project staff mentioned this as an important next step for the project’s communications activities. A draft agenda for a one-day media workshop can be found in Annex D.

SIYAHA COMMUNICATIONS OBJECTIVES, AUDIENCES, AND MESSAGES

Communications Objectives

The draft communication strategy shows nine overarching communications objectives for SIYAHA. Project staff show an awareness of these objectives in their work and are mindful of the project objective of implementing Jordan's National Tourism Strategy, USAID's relevant strategic objective 10 – improved economic opportunities for Jordanians - and how SIYAHA's project design supports them. The communications objectives as shown in the draft strategy for the project are as follows:

- To introduce the project, its mission, goals, and objectives and planned activities to all stakeholders and the public at large.
- To maintain consistency in the image and language used to present the project to the stakeholders and the general public.
- To inform audiences about SIYAHA's plans and activities to enlist support for the realization of project goals.
- To broaden appreciation and understanding of the added value of tourism to the national economy and its impact on the budget of the Government of Jordan.
- To stimulate understanding about the economic, social, and environmental benefits of tourism for communities.
- To promote tourism as a sustainable way of life, retrieving the authenticity of Jordanian hospitality and lifestyle.
- To increase general awareness of the tourism industry among the Jordanian public.
- To foster attitudinal change toward employment in and interaction with tourism-related projects, activities, and functions.
- To improve access to data and knowledge about Jordan's tourism industry to support decision making.

These objectives should be revisited when the project-wide communications strategy is revised to ensure they remain aligned with the project's goals and stakeholder needs.

The Project's Stakeholders and Audiences

The SIYAHA project includes three main technical components, each with a range of critical audiences and stakeholders, some of whom are the project's audiences for achieving the above communications objectives. Most project staff are very familiar with the stakeholders and audiences in their technical components, having either worked directly with them or worked with them on previous projects.

Audience information is best organized thus far for one of SIYAHA's most critical stakeholders and audience, individual project counterparts within the Ministry of Tourism

and Antiquities (MOTA.) The table showing these counterparts includes an “agenda” column describing what the project will accomplish through work with a particular counterpart within the ministry. See the table in Annex E under external audiences.

Other audiences were identified in the draft strategy and appear as lists, with little targeted analysis. The lists of audiences are also shown in Annex E. Audiences were broken down into the following categories:

External – Project level

External – Component level

Internal

It is recommended that a full audience analysis be completed for each technical component and project-wide as the communications strategy is finalized to ensure all stakeholder groups are well defined, agreed to, informed, and support project activities at the needed levels. The next step by the director of communication should be interviews with stakeholders to discuss what information they need from the project and in what form they prefer to receive it.

Messages

Key and project messages appearing in the draft communications strategy were developed based on an early audience survey completed for one of the technical components and on interviews with project staff. In the events and activities the consultant was able to observe, the project seems to convey one of its general messages well – that tourism is important to the Jordanian economy and the country’s future.

SIYAHA’s message groups are shown in the draft communications strategy in two main categories:

Key messages:

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

Project-related messages:

- Tourism is a people’s industry: people constitute the market, require services from other people, and generate the social, cultural, and economic interactions that have made tourism such an important activity.

- Tourism is our future, the future for the country and for our children, it also makes us part of the larger international community.
- Work in tourism is something to be proud of.
- Tourism is an attractive investment opportunity. Become a new entrepreneur and share your culture with visitors.
- Jordanian people are the link between tourists and the natural and cultural heritage of the country.
- Tourism is an equal opportunity sector, encouraging women to work in tourism-related professions.

Messages are not all sufficiently infused in project activities and should be identified for audience appropriateness and their impact on project implementation during event and publication planning. The key messages are not stated as messages, and should be revised to read more like the project-related messages, which better convey the communications and technical goals of SIYAHA. For example, the second key message should be stated as follows: The private sector is leading the way in development of sustainable tourism while preserving Jordan’s tradition of hospitality.

Key and project messages should be further developed - during brainstorming sessions in a staff meeting or during a team building retreat - for each component and activity, especially the cluster and site development activities. Engaging project staff in this process will help to raise their awareness of the revised messages, and to ensure that the project speaks with one voice.

PROJECT BRANDING

During this assignment, several branding issues had surfaced for the project, most centering on events and the reprinting of project collaterals due to an upcoming relocation of the project office. SIYAHA’s program support component leader, the events specialist, the media specialist, and the consultant met with Kenana Amin, USAID program development specialist in charge of SIYAHA branding and communication. Ms. Amin shares duties for Director of Outreach Communication (DOC) at the Jordan USAID Mission. The results of this meeting are shared below.

Ms. Amin shared with Joanne Giordano of USAID/Washington, SIYAHA’s business card and graphic approach at project start-up. She said Ms. Giordano approved SIYAHA’s name – which appears in a USAID graphically-compliant font as “SIYAHA” – and approach giving as her reason the project’s technical sector (tourism development) and the Mission’s desired profile for the project in Jordan.

Ms. Amin has also approved the project business card during the meeting, the current design of which does not contain the USAID brand. She said she does not favor using the USAID brand on business cards, due to the confusion it can cause. She also approved the project not using the USAID brand on its letterhead, and favors just wording at the bottom to say SIYAHA is a USAID-funded project.

Project staff may be quoted in some types of press articles, Ms. Amin said, but she prefers the project check with her regarding the nature of the publications. The program support leader also discussed issues surrounding branding and grant recipients with Ms. Amin, including the percentage of USAID funding and the corresponding extent of marking required. They agreed to follow grantee marking plans in which some items like menus, for grant-funded restaurants, would not be marked.

Ms. Amin said the project can upload their success stories directly to the Telling Our Story website, www.usaid.gov/stories, but that she and the cognizant technical officer (CTO) should review them for technical content. Regarding events and presentations, Ms. Amin said SIYAHA may brand the first slide in a PowerPoint with the USAID brand, then may use the activity or project brand alone on the remaining slides. But she added that it's preferable to brand all slides if it does not interfere with the overall graphic look.

The events specialist was discussing the presentation for the upcoming Madaba launch event, and shared those slides with Ms. Amin during the meeting. Her preference for program materials is that the SIYAHA brand not appear on them, but that the project be recognized through a line of appropriately placed text. It is recommended that the project continue its practice of obtaining USAID approval on all program materials and follow the proposed publications work flow, which includes a planning task to determine appropriate branding.

The Mission's communications strategy is in draft form in Washington, and Ms. Amin said she would forward it to the Program Support Leader when it is finalized. Ms. Amin shared the broad themes from the strategy for the second advertising/outreach campaign the Amman Mission, planned for this year, and those are:

- America's assistance to Jordan is "people to people"
- America works in partnership with Jordanians in development
- The long history of USAID in Jordan

NEXT STEPS FOR COMMUNICATIONS TOOLS AND TACTICS

Key Tools and Tactics

In its seventh month of operations, the project has in place several key project communication tools and tactics, with others still requiring resources, planning, and development. These tools and tactics were chosen as key to project objectives based on staff inputs, the needs of SIYAHA's broad range of audiences, and the project objective of raising awareness of the tourism industry within Jordan. The program support component leader also requested that tasks for communications content and publications be organized into a work flow, highlighting roles and responsibilities among staff. A

separate work flow is proposed and shown for the project's web site SIYAHA.org, as the site is nearing launch and its maintenance activities are still being finalized for staff.

Press Releases

SIYAHA produces press releases for its numerous events, one before an event (a pre-release) and one afterward (a post release). The communications team also produces press advisories. One event attended by the consultant showed a high turnout by the media and substantial coverage the following day.

The internal work flow for production of press releases was targeted by many staff as requiring some clarification and streamlining, and English and Arabic editing were mentioned as being needed for quality control. The chief of party also requested a checklist be developed for component leaders so that they can better use the releases and provide the communications director with the needed technical information in a timely manner. The draft checklist is shown in Annex F. The proposed publications work flow incorporates recommendations for release development and editing for quality control.

Success and Impact Stories

At the time of this consultancy, the project had no system in place for the production of success or impact stories to communicate the successful outcomes of its activities. The "Communicating Impact" training delivered to the project team during this assignment yielded several story ideas and the project is at a stage where it must begin to provide impact stories to USAID and use them in communications products for all its audiences. The story ideas can be found in Annex G.

Discussions during the training included questions about what constitutes a success story and what doesn't. The communications team is aware that this will require attention and will work with the component teams to ensure that stories reflect SIYAHA's impact rather than focusing on project activities.

The proposed publications work flow incorporates the main recommendations for a successful system of story production, including separate editing tasks and multiple revision tasks. Other recommendations include:

- Training administrative assistants to mine each component's information to date for story ideas to submit to the component leaders.
- Asking the project's CTO how he would like to see success stories integrated into project reports.
- Ensuring that success and impact stories are an agenda item at every communications team meeting and staff meeting.
- Engaging stakeholder groups in development of story ideas and creative methods for use of stories and gathering story information.

The proposed publications work flow for SIYAHA appears below.

Siyaha Publications Work Flow

Communications Director Actions	Component Team Actions	Actions Needed by Others	Timing
Hold strategy and planning meeting with team for all: <ul style="list-style-type: none"> • Event materials • Press releases • Success story production 	Provide as needed: <ul style="list-style-type: none"> • Technical content • sources • Objective • Key message • Audience information • Branding rationale and plan • Distribution list 	<ul style="list-style-type: none"> • Approval of events branding plan by USAID • Approval of content by COP 	<ul style="list-style-type: none"> • Event materials: 30 days before event • Press release : 5-6 days before release • Success story: 10 days before publication
Oversee production and timely delivery of: <ul style="list-style-type: none"> • Project reports (quarterly, annual) • Steering committee minutes 	Technical content	Approval of final content by COP	<ul style="list-style-type: none"> • Annual report: Content due 30 days before delivery date • Qtly. Reports: Content due 15 days before delivery date • Weekly reports: Content due by Thurs. 12 p m. • Meeting minutes: Deliver to members 2 days after meeting
Develop production schedule for reports and each type of content and send to component team and all team involved in production	Approve schedule	Events Specialist set printing schedule with Director for master schedule	Send to team day after strategy meeting
Identify photos in Siyaha archive for use in materials as needed		Access to Siyaha photos from Events Specialist	Early in production schedule
Assign Writer(s)			Per production schedule
Assign Editor	Technical review	<ul style="list-style-type: none"> • Technical review by USAID if needed • Review by COP 	Per production schedule
Review edited content for all publications. Revise as needed.	Final technical review	Final review by COP if needed	Per production schedule
Assign content to translator as needed	Technical review of translation		Per production schedule
<ul style="list-style-type: none"> • Proof read printer proofs (Event materials) 	Approve all final proofs/drafts	Approval for all final content by COP	Per production schedule

• Proof read final drafts (all other content)			
Oversee distribution of all publications	Per distribution list from component team		Per production schedule
Hold post-event lessons learned meeting	Prepare lessons learned to present	COP and other staff as agreed should attend	Per production schedule
Oversee editing, formatting of all content for Web Site	Approve Web versions of all content if needed		Post publication for all content
Provide web-ready content to Web team for uploading		Web team upload content	Post publication for all content
Oversee archiving of all content as appropriate	TBD	TBD	Post publication for all content

SIYAHA.org Web Site

The project Web site is considered an essential component in the distribution of project services and information to stakeholders in Jordan and worldwide. The SIYAHA.org site is being developed by a local firm and nearing launch. Static content has been developed and is being edited and revised. A two-person team, IT Assistant Wesam Khalil and Training/Events Specialist Amjad Sawalha, has been designated in-house to coordinate and upload content. Outside technical assistance will be used as needed. The site will be updated, at the least, on a monthly basis. The work plan shows the site's planned content as follows:

- Descriptions of program services and components
- Requests for proposals and requests for applications
- Grants Beneficiary Handbook and grant applications
- Annual Program Statement
- Press releases
- A monitoring and evaluation function that allows grantees and other stakeholders to feed their information into the performance monitoring plan
- A data capture system that allows interested parties to enter their email for newsletters

It is recommended that project success stories be added as content as shown in the publications work flow. It is also recommended that planning sessions be held between the component teams and the Web team to ensure the content fulfills the communication and technical objectives of the project and flows to the site smoothly with proper quality control mechanisms (technical approval and editing) and roles and responsibilities in place. A proposed minimum content flow is shown below.

SIYAHA WEB SITE CONTENT FLOW

SIYAHA Communications Objective: To improve access to data and knowledge to enhance decision making.

Audiences: Policy makers, MOTA, industry associations, the travel public in Jordan and worldwide.

Task Leader(s)	Order of Tasks	Others Involved	Timing
Communications Director	<u>Provide Content</u> <i>Press Releases</i> -Copy IT Assistant on all final releases for uploading <i>Success Stories</i> -Copy IT Assistant on all final success stories after acceptance by USAID <i>Feature articles</i> -Copy IT Assistant on published features <i>e-Newsletter (when developed)</i> -Post on site via IT Assistant after transmission	IT Assistant for uploading documents COP for content approval	Ongoing
Component 1 Leader	<u>Provide Content within Technical Area</u> -Content TBD <u>Transmit to editor for quality control</u> <u>Transmit to IT Assistant for uploading</u>	-Institutional Reform Specialist for inputs to content and technical quality control -IT Assistant for uploading	Review monthly for new content
Component 2 Leader	<u>Provide Content within Technical Area</u> - Content TBD <u>Transmit to editor for quality control</u> <u>Transmit to IT Assistant for uploading</u>	-Team specialists for inputs to content and technical quality control -IT Assistant for uploading	Review monthly for new content
Component 3 Leader	<u>Provide Content within Technical Area</u> -Survey results - Other Content TBD <u>Transmit to editor for quality control</u> <u>Transmit to IT Assistant for uploading</u>	-Team specialists for inputs to content and technical quality control -IT Assistant for uploading	Review monthly for new content
Program Support Leader	<u>Provide Content for Grants, M&E</u> -Progress reports and SIYAHA results -RFAs - Other content TBD <u>Transmit to editor for quality control</u> <u>Transmit to IT Assistant for uploading</u>	-Grants Specialist -Events, Training Specialist -M&E Specialist	Review monthly for new content
Comm. Director	<u>Updating of static content if required</u>	COP, Component Leaders for approvals	Review quarterly
English editor	<u>Edit all content for web style, liaise with Component Leaders</u>	Component leaders	As assigned
Training/Events Speclst.	<u>Choosing and uploading project photos</u>	Component teams as needed	Monthly
Component Leaders	<u>Liaise with grantees, Grants Specialist to obtain content</u>	IT Assistant for tech assistance, uploading	Monthly updates
IT Assistant	<u>Liaise with stakeholders providing content for technical assistance and quality control</u>	Stakeholders TBD and relevant component team members	TBD

Events

The strong need for strategic planning for events appears in the Executive Summary as a key recommendation. Other recommendations for events include:

- Development of a feedback mechanism, such as an event evaluation forms, from stakeholders, the media, and other attendees on event content and execution to ensure consistency and relevance in presentations and materials.
- The events specialist suggested that he would like to set up an events folder on the project's shared drive that would include timelines, objectives, and audiences included in a description for each upcoming event. The proposed publications work flow includes a planning phase, led by the communications director, for all event materials. The pre-event planning will include setting objectives for an event and its program materials, message identification, branding, and audience identification. Results of the planning phase could be shared on the drive as suggested by the events specialist.

Reports to USAID

The project currently has in place a system for developing and submitting to USAID required reports and technical reports. The project submits weekly reports written by component teams in a template, and uses these as the foundation for quarterly reports. A weekly report content deadline of Thursday at 12 noon is shown in the proposed publications work flow to ensure timely delivery of these reports. All reports are posted on the shared project drive.

The quality control issue of English editing, which includes deliverables, is addressed in the Key Recommendations for project materials, including reports. SIYAHA uses a USAID-branded cover on all its deliverables, which USAID has approved.

Other Tools and Tactics

Press Clipping Service – Currently the events assistant manages a system for assembling press clippings of articles generated by SIYAHA activities and about the Jordanian tourism industry. Emailed summaries are sent to project staff and the CTO daily. The CTO also receives a hard-copy package of articles at the end of each week. Interviews showed that staff in the past have expressed little interest in and did not have time to read the outputs of the service. It is recommended that the clipping service be re-evaluated to enhance its uses to the project through the following:

- As a communications/public awareness monitoring and evaluation tool through simple analysis of frequency and placement of articles, coverage of the tourism industry, length of articles, and other indicators.

- As an activity to support the communications objective of increased access to data and knowledge of Jordan’s tourism industry among stakeholders, by expanding email distribution of the service among interested audiences.

Steering Committee Meeting Minutes – A system for taking, writing, and sharing the minutes of National Tourism Strategy Steering Committee by project staff is in place. Delivery of the minutes was requested by the committee. Staff interviews show only one concern with the system, that of timely delivery to the committee so that all members have adequate time to review them before the next meeting. It is recommended that the communications director oversee the writing and delivery of the minutes, as shown in the proposed work flow, to ensure timely delivery.

Tools and Tactics for Further Evaluation

E-Newsletter (planned) – An e-newsletter is being planned for SIYAHA in the coming months. It is recommended that revision and finalization of the communications strategy include an assessment of this activity for its value to the project, and stakeholder need for it, before resources are committed to its development. The option often mentioned during staff interviews was that an e-newsletter be part of the content on SIYAHA.org and that subscriptions be made available there to interested users of the site and to stakeholders. One option mentioned for content was using a web-friendly version of the project’s weekly email report. If development of the e-newsletter moves forward, it is recommended that it be part of the development of the project’s web site.

Consultant Summaries – Consultants providing technical assistance to SIYAHA currently are required to deliver a two-paragraph description of their project activities and contributions to the project. These documents are called press releases, which leads to confusion and many of the staff did not know their purpose. Staff interviews show that this information is not uniformly captured or mined for any project objective at the moment. The practice dates from a previous project, and the original intent was to review the consultant summaries for success story ideas and engage consultants in public awareness efforts. Until resources can be dedicated to tracking and/or mining this information and a success story process is in place, it is recommended that the practice be suspended.

MONITORING AND EVALUATION

The project performance monitoring plan was not yet fully implemented during this assignment. To lay the foundation for finalizing the project’s communications strategy and its monitoring and evaluation activity, it is recommended that for M&E of communication and public awareness activities in the near term, the following actions can be taken immediately:

- Ensure that a “visual baseline” is captured, especially for tourism site development activities, through photographs of all appropriate project activities. Baseline stories or comprehensive caption information should

accompany the photos, and can be generated by component teams in the relevant technical areas with the assistance of the communications team. The events specialist currently ensures that project activities are photographed and the images are electronically stored and organized. It is recommended that a professional photographer be hired and a work plan for critical baseline photography be developed and implemented jointly by the communications director and the events specialist to complete this task. The work plan should include sites to be photographed, a schedule, and costs.

- Review all survey data compiled to date to assist in message targeting and refine stakeholder information to ensure that adequate knowledge, attitude, and practice (KAP) information is available for communications planning. This review should be done by the communications director, in collaboration with the component leaders, as part of the finalization of the communications strategy. The goal is to identify gaps in the stakeholder groups surveyed - and other audience-related information - so that, if needed, additional KAP surveys can be conducted to provide a baseline for use in impact measurement for communications activities.
- Develop feedback mechanisms such as questionnaires and a comment section on the SIYAHA.org site for modifying and future planning of existing communications tools and tactics, especially events. For example, a simple “E-newsletter Feedback” button on the SIYAHA.org web site could include a question about whether users found the information in the newsletter of value and why. Feedback on events might be obtained by a one-page questionnaire in the event folder, with questions like, “Did the program meet your expectations?” or “Did you find the materials and presentations appropriate for the program?”

CONCLUSIONS

SIYAHA’s communications activities are rapidly moving forward to keep pace with project component activities. Strategic communication and public awareness planning, at the project and component levels, are crucial at this time to enhance component coordination and meet project objectives. The project will also greatly benefit from the hiring this quarter of a director of communication with a clearly defined role and cross-component responsibilities to support continued success in project implementation. SIYAHA should also put in place systems that ensure its impact on Jordan’s tourism industry and the stories of its beneficiaries are clearly communicated to all the project’s stakeholders and audiences, especially the Jordanian public.

Annexes

Annex A

Consultant's Scope of Work

Activity Name:

SOW Title: Project Communications Support and Training

Modification: NA

SOW Date: April 22, 2006 – May 5, 2006

Total LOE: 12

Consultant's Name: Luanne Napoli

Scope of Work

I. OBJECTIVE(S)

The Jordan Tourism Development Program, started in August 2005, has recently drafted a communications plan for the life of the project. Upon initial review in the home office by project support staff and a home office-based project communications specialist, it was determined that immediate actions must be taken to begin implementation of the plan. It was also determined that staff in the field office need training in project communications so that all parts of the plan can be effectively implemented to ensure that good communications practices become interwoven into all project activities.

II. SPECIFIC ACTIVITIES

The Consultant(s) shall use his/her education, considerable experience, and additional understanding gleaned from the reading materials and interviews to:

- 1) Develop in close consultation with the field team an action plan to accompany and operationalize the draft communications plan.
- 2) Train project field staff in communications best practices through a three-part module as follows:
 - a) Review with the team communication needs and current communications processes of the project and train the team in steps needed to implement the communications plan. Review will include all project communications to-date, including impact and success story production, web site content and purpose, media relations and press materials, and events.
 - b) Review USAID branding and marking guidelines and USAID mission communications objectives to ensure that SIYAHA complies in all its communications. Refine templates to use throughout life of project.

c) Review with field staff the five different types of success stories developed by USAID and, in consultation with the project team and home office management consultant, agree on a system for production and dissemination. Explore a variety of uses and types of success stories and impact writing that can be done by all staff. The project's impact stories can be used in progress reports and program materials, and submitted to USAID's Telling Our Story website, the local mission's website, and the project's website.

III. OUTPUTS

Upon completion of assignment, the Consultant shall deliver the following outputs:

- 1) A communications action plan including roles and responsibilities among staff, work flows for communications activities, and activity scheduling.
- 2) Summary presentation to project management team including analysis, recommendations, and next steps based upon review of project communications to date.

IV. READING MATERIALS

Consultant(s) shall read, but is/are not limited to, the following materials related to fully understanding the work specified under this consultancy:

- National Tourism Strategy
- NTS Strategy Implementation Action Plan (April 2005)
- Jordan Tourism Project – Technical Approach
- Draft SIYAHA Communications Plan
- Draft SIYAHA Website Content
- USAID Branding and Marking Requirements
- Other documents as required

V. INTERVIEWS

The Consultant(s) shall interview, but is/are not limited to, the following individuals or groups of individuals in order to fully understand the work specified under this consultancy:

- Ibrahim Osta, Chief of Party
- Suheir Obiedat, Communications Specialist
- Ruba Freij, Program Support Component Leader
- Field office staff
- CTO/USAID Mission
- DOC/USAID Mission
- Others as seen fit and necessary

VI. TIME FRAME FOR THE CONSULTANCY

Unless otherwise specified in writing, the time frame for this consultancy is specified by the expenditure start and end dates shown in Annex C.

VII. LOE FOR THE CONSULTANCY.

The days of level of effort are allocated by location in Annex C.

VIII. CONSULTANT QUALIFICATIONS.

The Consultant(s) shall have the following minimum qualifications to be considered for this consultancy:

Professional experience:

- At least 10 years experience in communications strategy development, managing communications initiatives, and public relations.
- Strong background in editing and writing for donor projects.
- Comprehensive knowledge of Chemonics project communications methodologies.
- Thorough understanding of USAID branding and marking requirements.

Educational Qualifications:

- Communications or public relations degree.

ANNEX B

INTERVIEWS CONDUCTED FOR THE ACTION PLAN

Interviews Conducted

- Pre-assignment briefings, background with home office Project Management Unit: Avrom Ben-David Val, Rebecca Talaga, Benjamin Keating
- Interview with and inputs from Chief of Party, Ibrahim Osta
- Regular Action Plan inputs, direction from Ruba Freij, Leader, Program Support Component
- Briefing with USAID/CTO Eric Johnson
- Briefing with USAID/DOC Kenana Amin
- Interview with Soheir Obeidat, ST Media/Communications Specialist
- Interview with Hadil Al-Barghouti, Monitoring, Evaluation, and Media Specialist
- Interview with Joe Ruddy, Leader, Human Resources Development and Sector Support Component
- Interview with Nour Hassan, Human Resource and Organization Specialist, Human Resources Development and Sector Support Component
- Interview with Shukri Halaby, Leader, Product and Site Development Component
- Interview with Fadia Al-Husseini, Leader, Institutional and Sector Reform Component
- Interview with Meissa Shahateet, Institutional Reform Specialist, Institutional and Sector Reform Component
- Interview with Amjad Sawalha, Training, Events, and Specialty Tourism Specialist

Resources Consulted

- Current SIYAHA Work Plan
- Project Contract
- Project Reports
- Draft SIYAHA Communications Strategy
- National Tourism Strategy for Jordan
- National Tourism Strategy for Jordan Action Plan
- Attitudinal Survey of Tourism in Jordan, April 2006, Middle East Marketing & Research Consultants
- Chemonics Project Communications guidelines, templates

ANNEX C

DRAFT SCOPE OF WORK: DIRECTOR OF PUBLIC AWARENESS AND COMMUNICATION

Director of Communications Job Description

A. Job Title: Director of Communications and Public Awareness

B. Project: Jordan Tourism Program

C. Classification: Long-Term Local Staff

D. Reporting to: Program Support Component Leader

E. Duration: Two Years

F. Principal Position Objectives:

- Use strong interpersonal skills to effectively work with all staff and subcontractors.
- Assist in the development and maintenance of collegial, productive relationships with USAID (when requested), clients, subcontractors, and other private sector and Government of Jordan (GOJ) counterparts while achieving the overall program goals and objectives.
- Provide necessary support for the timely completion of work plan tasks and the achievement of component goals and objectives, as may be modified from time to time in collaboration with USAID/Jordan.
- Produce and manage collateral materials, Web site, and other publications.
- Ensure that all RPFs, task orders, and project documentation are compliant with Chemonics International, USAID branding, and SIYAHA Program policies, and are consistent with overall project objectives.
- Ensure close inter-component collaboration with all SIYAHA Project components, and close collaboration with the Training and Events component of the SIYAHA Program.
- Perform miscellaneous tasks as may be assigned by the Chief of Party or direct supervisor to achieve SIYAHA Program goals and objectives.

G. Specific Duties, Responsibilities, and Accountabilities:

- Plan and manage SIYAHA Program communications initiatives and campaigns in support of SIYAHA Program goals, as directed by Component Leaders.
- Develop, manage, and implement advertising campaigns and public awareness campaigns, utilizing print, audiovisual, and other media
- Plan and execute the communication strategy in collaboration with private and public sector stakeholders.

- Respond to Component Leader requests for communications assistance, and provide creative ideas for using communications tools to improve the effectiveness of SIYAHA component activities.
- Manage the budget assigned to communications activities by each SIYAHA Component.
- Monitor project activities to identify impact and success stories and ensure they are captured, developed, and distributed to USAID and effectively used in project communications products.
- Oversee stakeholder research. Prepare and pre-test communications messages, materials, and programs.
- Organize press content of press conferences, media workshops and media events in collaboration with Events Specialist. Meet with editors, journalists, as approved to support accuracy and interest in tourism reporting.
- Provide technical training related to marketing, communications strategies, and other areas to individuals and organizations working with SIYAHA.
- Manage consultants, vendors, and subcontractors to ensure successful and timely implementation of communications activities.
- Provide senior editing and content oversight to project writers on communications materials including press releases, brochures, newsletters, success stories, and fact sheets.
- In collaboration with the Program Administrator and Grants Manager, lead the preparation process for RFPs, and the selection and award processes for creative services vendors.
- Prepare quarterly reports on communications activities, expenses, results, and effectiveness to the Chief of Party.
- Manage content and assist in preparing monthly and quarterly reporting to USAID.

J. Related Requirements

- Ability to effectively communicate verbally and in written form in both Arabic and English.
- Ability to work in a professional and cordial manner with fellow SIYAHA staff members, visitors, and the general public.
- Ability to work independently with minimal supervision, to prioritize work assignments, to meet deadlines, and to exercise good, professional judgment that reflects positively on the image of SIYAHA and Chemonics.
- Ability to effectively use computer software.

Annex D

Draft Agenda for 1-Day Media Workshop on Jordan Tourism

Objective of the Workshop

This workshop aims to improve accuracy in reporting about the Jordanian tourism industry and USAID objectives in the sector by informing members of the Jordanian press corps about the country's National Tourism Strategy, tourism and its development in Jordan, the activities of SIYAHA: the Jordan Tourism Development Project, and USAID's contributions to the industry's growth.

Morning Session

Welcome and Overview of Workshop

Presenter: COP of SIYAHA, Ibrahim Osta

Introduction to Jordan's National Tourism Strategy

[This and all information should be at the appropriate technical level to make it accessible to journalists and their audiences]

[Presenter: TBD, could be a key MOTA partner]

Tourism in Jordan: History and Potential

[Presenter: TBD, could be sector or site development specialist]

Lunch

Afternoon Session

USAID and Support for Jordan's Tourism Industry

[Presenter: Could be CTO or his choice]

Introduction to SIYAHA

Presenter: COP Ibrahim Osta

Institutional and Sector Reform *[Component presentations should be 10-15 minutes]*

Presenter: Fadia Al Hussein

Product & Site Development

Presenter: Shukri Halaby

Developing HR & Sector Reform

Presenter: Joe Ruddy

Program Support and Grants

Presenter: Ruba Freij

Q&A Session

Closing

Workshop Kit for journalists suggested minimum contents:

National Tourism Strategy

Component Summaries

SIYAHA Project fact sheet, brochure

Selected Success Stories

Selected Press Releases

Selected Press Clippings

Annex E

Audiences Identified for SIYAHA

[extracted from draft SIYAHA communications strategy]

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

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

External: Project-level:

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

**SIYAHA – Jordan Tourism Development Project
Counterparts with MoTA**

MoTA COUNTERPARTS			SIYAHA COUNTERPARTS			AGENDA
Name	Title	Contact Details	Name	Contact Details	Title	
H.E. Mr. Hadidi,	Secretary General	farouk@mota.gov.jo	Mr Ibrahim Osta	iosta@jtour.org	Chief of Party	<ul style="list-style-type: none"> All matters Tourism Development Corporation (Component 2) Council for HRD (Component 4)
Mr Ihab Amarin,	Assistant Sec' General for Technical Affairs	ihab.a@mota.gov.jo	Mr Hatem Tieby Ms Fadia Hussein	htieby@jtour.org fhusseini@jtour.org	Component 1	<ul style="list-style-type: none"> Institutional Reform Tourism Governance Managing Historic Environment
			Mr Shukri Halaby	shalaby@jtour.org	Component 2	<ul style="list-style-type: none"> General (cluster, routes, marketing and product development working group)
			Mr Shukri Halaby	shalaby@jtour.org	Component 2	<ul style="list-style-type: none"> Site Management
Ms. Nisreen Qaryouti	Legal Advisor	nisreen.q@mota.gov.jo	Dr Joseph Ruddy	jruddy@jtour.org	Component 4	<ul style="list-style-type: none"> WTO Consultants
			Mr Hatem Tieby Ms Fadia Hussein	htieby@jtour.org fhusseini@jtour.org	Component 1	<ul style="list-style-type: none"> Legal Reform
Mr. Issa Qaqish,	Head of Professions Directorate	issa.q@mota.gov.jo	Mr Hatem Tieby Ms Fadia Hussein	htieby@jtour.org fhusseini@jtour.org	Component 1	<ul style="list-style-type: none"> Business Processes & Licensing
			Dr Joseph Ruddy		Component 4	<ul style="list-style-type: none"> Enhance the standards and classification system Assessment of the current classification system Enhance the standards & inspection processes and systems
			Ms Diala Khamra	dkhamra@jtour.org	Component 3	<ul style="list-style-type: none"> Tourism Associations
Ms Marah Al Khayat	Projects Design and Developments Director	Marah.h@mota.gov.jo	Mr Shukri Halaby	shalaby@jtour.org	Component 2	<ul style="list-style-type: none"> General (cluster, routes, marketing and product development working group)
Ms Mervat Ha'obsh	Project Director for Protection and Promotion of Cultural Heritage in Jordan	Mervat.h@mota.gov.jo	Mr Shukri Halaby	shalaby@jtour.org	Component 2	<ul style="list-style-type: none"> Heritage Sites
			Ms Diala Khamra		Component 3	<ul style="list-style-type: none"> Heritage Sites
Ms Abeer Saheb	Planning Director	Abeer.s@mota.gov.jo	Mr Shukri Halaby	shalaby@jtour.org	Component 2	<ul style="list-style-type: none"> Executive Privatization Commission
			Ms Diala Khamra	dkhamra@jtour.org	Component 3	<ul style="list-style-type: none"> Community Development Community Based Organizations
Mr. Haidar Qoussous,	Statistics & Tasks of Information Director	stat@mota.gov.jo	Dr Joseph Ruddy	jruddy@jtour.org	Component 4	<ul style="list-style-type: none"> Augmenting tourism research capacity Develop a TSA System Map and assess data sources and standards Prepare a research strategy and plan for JTB
Mr Omar Hayek	Industry Development	Omar.h@mota.gov.jo	Ms Fadia Hussein Project staff per specific component needs	fhusseini@jtour.org Other contacts above	Component 1	<ul style="list-style-type: none"> General SIYAHA Project support not covered above Communication with other governmental counterparts that may be necessary to facilitate project implementation

External: Component-level

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

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

Annex F

Press Release Checklist for SIYAHA Component Teams

Be sure to provide at least 5 days notice to the communications team for press release production and distribution.

1. Discuss with your component team and decide the following questions:
 - Who is the intended audience for this information or event?
 - How does this event or information support the project goals of SIYAHA? Of USAID? Of any project partners?
 - What is “new” in this event - besides the fact that it will happen - or in this information that would interest a news organization or your audience group among the general public?
 - Is all the important information available in a form the media can use? (Has data been turned into digestible information or a success/impact story?)
2. Decide on the technical “bullet points” needed to write an effective press release.
3. Decide on outside sources for interviews and additional information to provide to the communications team.
4. Allot time in your week’s schedule to review release drafts and meet with the communications team for an interview. Designate a component team member to meet with them and review drafts if you are unable to schedule these.
5. Alert the communications team that you would like to develop a press release.
6. Email the communications team the technical bullet points and outside sources.
7. Interview with the communications team, if requested, to provide additional background and information.
8. Review and revise all drafts of the release as requested during production.
9. Give final approval to communications team.
10. Release is distributed.

Annex G

Success Story Ideas Generated for SIYAHA

- Grants launch
- MOU signing with bank and microfinance institutions case study next quarter
- Vocational Training Center for women and girls and its impacts
- Mosaic School stories
- Madaba entrepreneur first person stories
- Hotel school in Aqaba
- Manpower survey and the resulting human resources development strategy
- National arrivals and departures survey/research
- Launch of the Jordan Restaurant Association strategy
- Small-medium business training beneficiary stories
- B2B mentorship program told from the beneficiaries perspective