



USAID | **JORDAN**
FROM THE AMERICAN PEOPLE

Building Economic Sustainability through Tourism (BEST) Project

SECOND YEAR WORK PLAN
October 1, 2016 – September 30, 2017

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ACRONYMS

| | |
|-------|--|
| ASEZA | Aqaba Special Economic Zone Authority |
| AMEP | Activity Monitoring and Evaluation Plan |
| ATTA | Adventure and Trade Association |
| B&B | Bed and Breakfast |
| CBO | Community-Based Organization |
| DMC | Destination Marketing Company |
| DMO | Destination Marketing Organization |
| DOA | Department of Antiquities |
| DoS | Department of Statistics |
| FAM | Familiarization |
| IMEX | Incentive, Meetings and Events Exhibition |
| IR | Intermediate Result |
| JDZ | Jordan Development Zones Company |
| JFDA | Jordan Food & Drug Administration |
| JTB | Jordan Tourism Board |
| JTBNA | Jordan Tourism Board North America |
| JTD | Jordan Tourism Development Project |
| M&E | Monitoring and Evaluation |
| MICE | Meetings, Incentive, Conferences and Exhibitions |
| MIMAR | Madaba Institute for Mosaic Art and Restoration |
| MOE | Ministry of Education |
| MOHE | Ministry of Higher Education |
| MOI | Ministry of Interior |
| MoL | Ministry of Labor |
| MOTA | Ministry of Tourism and Antiquities |
| PAP | Petra Archaeological Park |
| PDTRA | Petra Development & Tourism Region Authority |
| PLEDJ | Project for Local Economic Development in Jordan |
| PMU | Project Management Unit |
| RFC | Royal Film Commission |
| RSCN | Society for the Conservation of Nature |
| TCC | Tourism Competitiveness Committee |
| TCI | Tourism Competitiveness Index |
| TPF | Tourism Partnership Fund |
| USP | Unique Selling Propositions |
| USTOA | United States Tour Operators Association |
| VTC | Vocational Training Corporation |
| VTI | Vocational Training Institutes |
| WTM | World Travel Market |

SECTION A – PROJECT BACKGROUND AND OVERVIEW

Introduction

This document presents the detailed Year 2 work plan to be implemented by the USAID Building Economic Sustainability through Tourism Project (BEST), Contract No.AID-278-C-15-00010.

This work plan is based on the contract awarded by USAID for implementation by the Chemonics International consortium. It is informed by discussions held throughout various consultations with the Ministry of Tourism & Antiquities, development zones, key tourism associations and NGOs, other public agencies engaged in tourism development, and industry representatives. It is also based on consultation with USAID activities, particularly in the Office of Economic Development &Energy (EDE).

Major BEST Results

- \$90 million in private sector funds leveraged
- 17,000 jobs created outside of Amman (50% targeting women)
- 15% increase in women's employment in tourism
- 30% decrease in seasonal fluctuation
- 20% increase in arrivals
- 30% increase in domestic tourism

BEST Overview. Building on the successes of the USAID Jordan Tourism Development I, II Economic Growth through Sustainable Tourism (EGST), and BRIDGE programs, the Building Economic Sustainability through Tourism (BEST) activity will provide support to increase economic growth and job creation in Jordan's tourism sector. USAID Jordan expects the activity will result in:

- A more enabling environment supportive of competitiveness in the tourism industry;
- Development, maintenance, and improvement of Jordan's tourism assets in ways that increase demand;
- Expansion, development, and deepening of source markets; and
- Increased access to finance for Jordanian businesses and entrepreneurs in the tourism sector.

PARTIAL LIST OF CONSULTATIONS HELD

- Aqaba Special Economic Zone Authority
- Baptism Site Commission
- Jordan Tourism Board
- Jordan Federation of Tourism Associations
- Jordan Inbound Tour Operators Association
- Jordan Hotel Association
- Jordan Inbound Tourism Association
- Jordan Investment Commission
- Jordan Tour Guides Association
- Ministry of Tourism & Antiquities
- Private Investors
- Petra Development & Tourism Region Authority

The USAID BEST project supports USAID's Development Objectives:

- 1) Broad-based, Inclusive Economic Development Accelerated
- 2) Gender Equality and Female Empowerment Enhanced

Project goals will contribute to the following Mission-level intermediate results:

- IR 1.1- Private sector competitiveness increased
- IR 1.2- Workforce development and opportunities for vulnerable groups increased

SECTION B – JORDAN'S TOURISM INDUSTRY

B.1 Jordan's Tourism Industry

Situation overview

Ongoing regional conflicts have continued to place significant pressures on Jordan's economy in the past year. Tourist revenues have been particularly affected while the closure of key trade routes with neighboring countries has also taken its toll. According to the IMF, however, Jordan has done well despite the effects of regional instability. This is largely due to a recovery in industry and mining, with phosphate production reaching a high of 746,200 tonnes. Moreover, the World Bank forecasted GDP growth of 2.5% for the kingdom in 2015 and 3.7% in 2016.

Jordan's tourism industry benefits greatly from a number of competitive advantages including its proximity to large regional feeder markets, diverse landscapes and climates, and the presence of major historical and religious sites. Although regional instability has dampened visitor numbers in recent years, the industry remains an important pillar of the economy, and the Government of Jordan looks to its active contribution to despite the challenges. Projections for tourism growth in the Middle East are positive; the growth forecast is between +2% to +5%, although there is a large degree of uncertainty and volatility. In Jordan, tourism is a key driver of the national economy and in 2014 contributed JD 3.2 billion or 14% of GDP. It is the single largest employer and the highest generator of foreign exchange. Tourism investment is expected to reach \$793 million between now and 2020 and tourism provides substantial job opportunities throughout the Kingdom, but mostly in Amman, Aqaba and the Dead Sea areas. Tourism and real estate developments in Aqaba, Jordan's only coastal city, will help to boost hotel occupancy rates by generating economies of scale across the tourism industry.

Significant International Trends in Tourism*

- International tourist arrivals grew by 4.4% in 2015, and will grow a further 4% in 2016
- Currently contributes 10% to global GDP
- Accounts for 1:11 jobs worldwide
- Constitutes 6% of exports
- 1.8 billion international tourist arrivals forecasted by 2030

UNWTO World TourismBrometer 2016

Regional conflict continues to be a challenge

Regional instability is taking its toll on the tourism value chain. There is a clustering of economic activity in Amman, driven by business, relief and aid visitors who exhibit a different pattern of tourism service consumption than leisure tourists. Leisure tourists (including religious, cultural, eco and adventure) utilize the fuller extent of the tourism value chain, including buses, tour guides, services and crafts by cooperatives, and tour operator services. They also exhibit a wider, more diverse geographic tour patterns, spreading their presence and spending across the kingdom to areas with key tourist draw from north to south. This type of tourism (leisure) has diminished and is offset to a great extent with business tourism mostly clustered in the capital. The challenge for Jordan is to maintain business arrivals, while at the same time returning the leisure segment to growth (with its catalytic impact on overall tourism industry performance). The primary drop in leisure tourism is due to the deteriorating image of the destination as an attractive, stable and safe vacation option.

Competitiveness remains a priority

According to the World Economic Forum - Travel and Tourism Competitive Index Report 2015^[2], the Middle East and North Africa, the United Arab Emirates (24th) leads the ranking in the region's Travel and Tourism Competitiveness Index, followed by Qatar (43rd), Bahrain (60th), Morocco (62nd) and Saudi Arabia (64th). Most of the economies in this region are price-competitive destinations and several have built significant T&T industries in recent years. However, concerns about security appear to have limited international arrivals.

The region's countries can be divided into three groups: (i) those which have created a strong business environment, developed sound infrastructure, grown specific niches and remained relatively safe as destinations (the top five countries in the list); (ii) those that maintain great tourism attractiveness, but have experienced safety and security concerns or infrastructure limitations (Egypt, Tunisia, Jordan and Lebanon); and (iii) those that are not leveraging their T&T capacity enough (all the others)

Jordan is ranked 8th in the Middle East and North Africa T&T Competitive Index, and 77th in the global index.

The need to improve the enabling environment to support competitiveness of the tourism industry remains a priority. By initiating the National Tourism Strategy process and by developing the Tourism Competitiveness Index, MoTA and the private sector have demonstrated their willingness and ability to act decisively to meet the challenges of fostering an environment that promotes inclusive economic expansion. The Jordan Tourism Board has similarly engaged in progressive steps to ensure its marketing strategy is equipped to be responsive to rapidly changing consumer preferences and increased demand for authentic, engaging local experiences from the international marketplace.

Year 1 witnessed good reform momentum led by MoTA and commitment to improving procedures within MoTA that affect tourism business growth and operation. BEST supported MoTA in adopting new policies and procedural reforms that help enhance industry-wide competitiveness and support tourism growth. These include: the amended Tour Guides and Tour Guides Association Bylaws; MoTA's Industry Steering Committee SOPs; and legal instructions pertaining to Sites Management Bylaw.

Launch of New Tourism Investment Incentives

Incentives granted previously to the tourism sector under the Investment Law were not comprehensive enough to encourage investment in tourism, and omitted key enterprises, such as restaurants, from the list of entities covered. During Year 1, the government announced a new set of investment incentives for the tourism sector that focus on governorates outside Amman. This will foster domestic and foreign investments, and support development of tourism products and experiences across Jordan. More recently, the government announced electricity tariff reductions for the hotel and restaurant sectors.

^[2]World Economic Forum - Travel and Tourism Competitive Index Report 2015

B.2 Sample Opportunities Informing the Work Plan

Overall considerations

Despite regional turmoil, pent-up demand for the region presents opportunities for Jordan in the medium term. To capitalize on this, the sector must take advantage of a number of strategic opportunities, and implementation of high-priority strategic interventions is necessary to achieve Jordan's ambitious vision. For example, there is still a great deal to be achieved – including better segmentation of the market aligned with Jordan's competitive strengths, and identifying and targeting 'intrepid' travelers – those who are not as sensitive to fears regarding safety and security.

The Year 2 work plan is informed by Year 1 activities and achievements, as well as lessons learned. BEST will continue to implement activities initiated in Year 1, and will introduce new ones that consider recent industry regulatory reform advanced by MoTA, the updated government investment incentives for tourism, and new tourism policies like engaging the private sector in tourism site management.

An emerging national strategy

The National Tourism Strategy (NTS) update initiated in Year 1 will continue with the view to articulate a shared vision to further develop the sector and highlight the political will of key counterparts. Limited coordination among partners in the past has hampered full implementation and impeded efforts to improve the environment for economic growth. Private sector engagement in policy advocacy can also be strengthened.

Role of the Jordan Tourism Board

The Jordan Tourism Board's (JTB) ability to raise international demand and underpin growth is restricted by a challenging regional situation, limited funding, and a business model that can be improved to deal with a more demanding and sophisticated international marketplace. As per discussions with the Minister of Tourism and Antiquities and the JTB, it emerged as a priority to consider ways to strengthen JTB capacity, sharpen the Jordan brand, increase cooperative marketing and strategic communications, and expand digital promotion.

Expanding jobs and qualified workforce

Vocational institutes graduate more than 2,000 Jordanians a year, eager to work in hotels, restaurants, and related industries. However, large hotels and resorts struggle to fill mid-level operatives and supervisory positions due to a lack of qualified graduates. Jordan needs more current and cutting edge college programs to produce candidates with the needed practical skills who are ready for employment. With more than 25,000 new jobs predicted over the coming five years, ample opportunities exist to break remaining barriers for women and youth to enter the sector. As more women enter the workforce, gender equality needs to be tackled immediately among employers, lenders, and government. The deficit in skilled labor supply is estimated at around 15,000 and possibly more due to labor flight to the Arabian Gulf.

Enhancing sites as core draw

Jordan's natural and archeological attractions are numerous, unique, and recognizable to the global traveler. Many sites suffer from poor, uncoordinated conservation efforts. Management, presentation and visitor servicing of these assets further suffer from weak management capacity, a limiting regulatory environment and overlapping responsibilities. A private sector-oriented model for site management and commercialization, while protecting value and significance, can cause transformative change.

Diversifying product offerings

Jordan is currently ranked second in the Middle East on the Adventure Tourism Development Index, and 12th overall amongst developing countries. This competitive strength can be built upon, and a focus of this work plan is to underpin the development of the 640km Jordan Trail, which will act as an anchor project for this industry, while exciting new experiences are also being offered in partnership with the Royal Aerosports Club of Jordan.

Linkages to spread tourism benefits across Jordan

Growth in the Free Independent Traveler (FIT) market demands better transportation, and BEST will collaborate closely with JETT to see 15 new routes / tours rolled out, which connect key destinations and introduce city tours. Implementation of the Distinctive Destinations Program, (based on Mexico's *Magical Towns* model) to grow tourism to Jordan's secondary destinations, will commence in the first destination in the coming year. This follows on from a competitive process that saw Ajloun, Jerash, Karak, Madaba and Salt all develop their tourism plans in Year 1 under new public-private partnerships. MoTA has adopted this program as a long-term model for Jordan. In addition, unemployment in Jordan is estimated at 13 percent and is especially prevalent among youth and women. The concentration of economic activity within a few major population centers, such as Amman, leaves few economic opportunities for secondary cities and rural communities. This calls for expanded effort to develop tourism outside the capital to spread benefits across Jordan.

Catalyzing domestic and foreign investment

In 2016, the government announced a new set of investment incentives made available to the tourism sector. These focus on governorates outside Amman and encourage investments in hotels, restaurants, amusement and recreational parks, and conference centers. USAID BEST sees this as an opportunity to increase domestic and foreign private sector investment in tourism to allow interested parties to reap the benefits of this investment scheme.

JIC, with USAID BEST, intends to formulate a Tourism Master Plan for the Ajloun Development Area to allow investors to take advantage of investment incentives and guide the development of Ajloun as a tourism destination. The plan will also enable identification and development of investment concepts, tourism experiences and priorities in an efficient, balanced and sustainable way that benefits the local communities and Jordan in general. BEST sees opportunities like this as a way to support large scale tourism developments, which have potential for large-scale job creation and high impact investments.

Expanding access to finance

Access to finance by small and medium enterprises (SMEs) is challenged by a lack of loan programs catered specifically to the tourism sector. Filling this gap is an opportunity that USAID can capitalize on by working with loan applicants and the banking sector. By executing information sharing agreements and MOUs with multiple commercial banks around Jordan, and linking them to BEST's grant mechanism, which allows for loan applicants to receive specialized consulting, training, and capacity-building services, BEST can help tourism loan applicants to mitigate potential risks of investment and increase banks' willingness to lend as a result.

Potential international partnerships.

The emerging partnership with Air BnB and the partnership with TripAdvisor are examples of how BEST can capitalize on relationships to create new opportunities for Jordan and scale up USAID investments. We will maintain vigilance and explore collaborations with international resource groups such as the United Nations World Tourism Organization (UNWTO). As the leading international tourism body, the UNWTO has a wealth of resources and approaches that may be useful for Jordan.

SECTION C – DETAILED WORK PLAN

C.1 Critical Assumptions

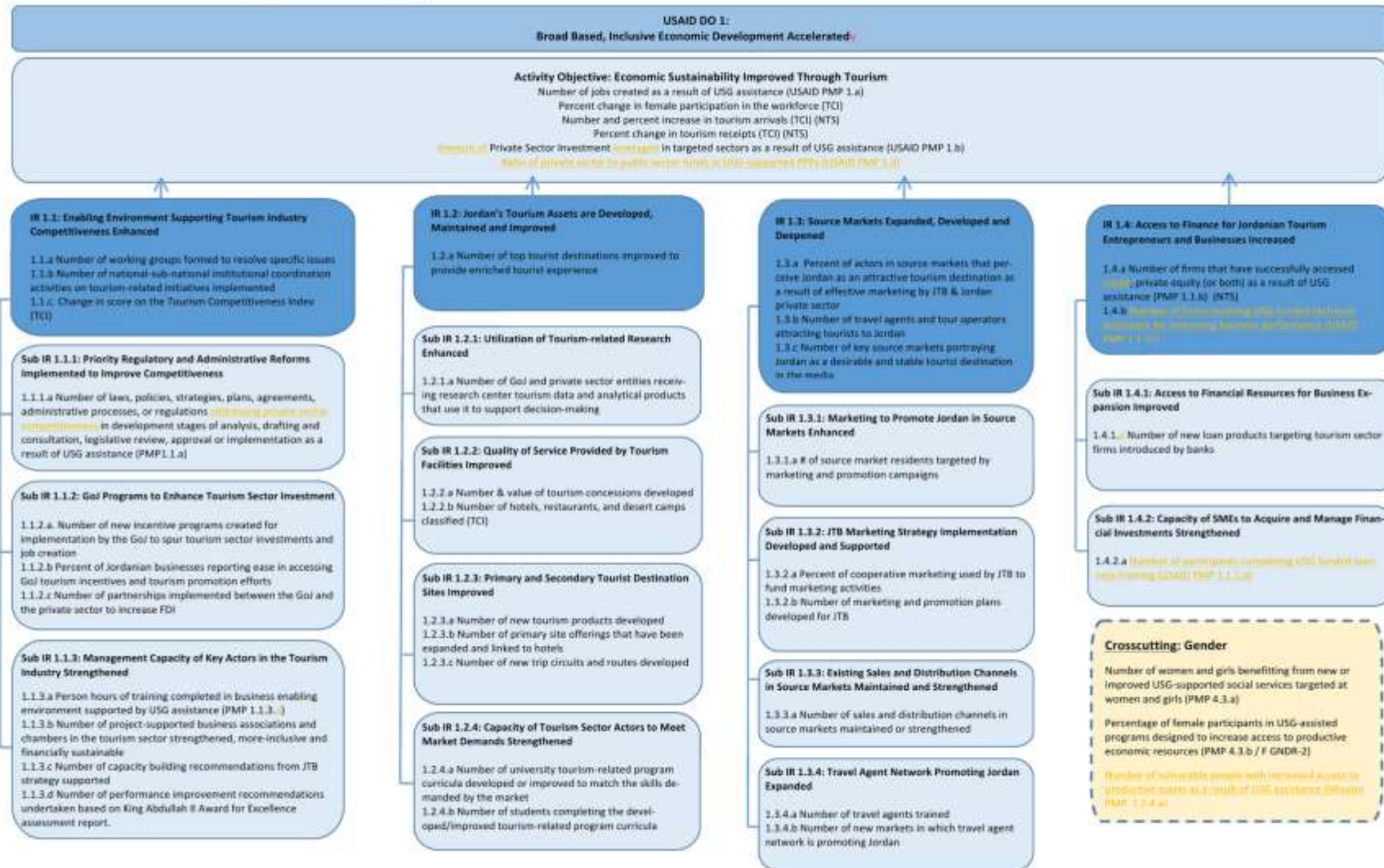
Impacting Project Implementation

For the project to achieve its objectives and timely completion of its deliverables, the following assumptions have been identified:

- The security situation impacting Jordan's tourism does not deteriorate further.
- Key project counterparts, such as MoTA, DoA, PDTRA and ASEZA undertake managerial, policy or development actions in a timely fashion and allocate sufficient financial investments for their respective cost contribution of the agreed activities.
- Sufficient Government of Jordan financial support for JTB budget materializes.
- Readiness of willing and able partners to implement programs in local communities.
- ASEZA to co-fund physical upgrades at the castle and museum in Aqaba.
- Operation of the Site Management Bylaw depends on MoTA's and DoA's political will to engage the private sector in cultural asset management.
- GDA funding is potentially available through USAID Jordan for the Aqaba hospitality training academy.
- JTB-related activities are contingent on the board approving the JTB three-year strategy. Creation of a MICE SBU is contingent on support from JTB and MoTA as well as JTB assigning two fulltime staff to the Bureau.
- Overall support to JTB is contingent on a mutual understanding that will be detailed and agreed through an MoU; grants will be the main mechanism for extending such support.
- MoTA adopts the Restaurants Bylaw amendment to reflect the proposed classification system. Should a need for significant project resources be required to build on this, BEST will facilitate a PIL to be signed between MoTA and USAID.
- MoTA to provide commitment and support to implement institutional enhancements and improve performance with respect to KAA Excellence model.
- MoTA to provide ministerial level leadership, including active engagement, support, and oversight by the Secretary General for the update and implementation of the National Tourism Strategy and the King Abdullah II Award for Government Performance and Transparency Excellence Model.
- National Tourism Strategy is approved in Quarter 1, to enable BEST to roll out targeted supports to underpin implementation immediately thereafter.
- MoTA implements the institutional changes and requirements recommended to set up and activate the Strategy Implementation Unit at the ministry and integrate within the its organizational structure and standard procedures.
- MoTA to dedicate the staff needed to support coordination of activities necessary to implement the NTS and other activities carried out under the MoTA in-kind grant agreement via the TPF.
- Jordan Investment Commission remains interested in collaborating with USAID BEST on activities listed in this work plan.

C.2 Results Matrix

BEST Result Framework (Updated 10.13.16)



C.3 Detailed Work Plan

The following pages present the detailed work plan for the fiscal year 2017. It is presented in the sequence of Section C of the original contract. Work plan sections are designed to achieve specific deliverables, and in various instances several deliverables may be achieved by an activity. In other cases, several activities will be required to be completed for a deliverable to be achieved.

Contract Deliverables

| C.4.1 General Tasks | | Complete? (Y/N) |
|--------------------------------|---|----------------------------|
| C.4.1.1 | A five-year Tourism Competitiveness plan completed for the tourism value chain. | Y |
| C.4.1.2 | A methodology and index developed and used for measuring the impacts of the tourism activity on value chain competitiveness. | Y (prototype completed) |
| C.4.1.3 | Solicitation for partnership grant proposals completed on an annual or rolling basis and sub-awards made to appropriate organizations with the Contracting Officer Representative's approval. | Y |
| C.4.1.4 | A website is maintained throughout the life of the tourism activity. | Y |
| C.4.1.5 | A monthly newsletter is issued in electronic format. | Y |
| C.4.1.6 | Increased participation of women in the workforce supporting the tourism sector. | Ongoing |
| C.4.1.7 | At least \$90 million in private sector funding leveraged through PPPs to further goals and objectives of the tourism activity. | Ongoing |

| C.4.2 Component I: Enabling environment supports tourism industry competitiveness | | Complete? (Y/N) |
|--|---|---|
| C.4.2.1 | <ol style="list-style-type: none"> 1. At least six (6) new policies and procedural reforms developed for implementation by the GoJ that yield increases in tourism sector competitiveness, as measured by the tourism activity competitiveness index. 2. New incentive programs created for implementation by the GoJ to spur tourism sector investment and job creation. Particular focus should be on increasing incentives for investment in secondary sites and developing facilities for budget and domestic tourists. | <p>4/6 Policies and Procedural Reforms Developed</p> <p>N</p> |
| C.4.2.2 | <ol style="list-style-type: none"> 1. Institutional assessment of the Jordan Tourism Board completed. 2. JTB strategy developed and implementation supported. 3. Jordanian businesses and entrepreneurs more easily take advantage of GoJ incentives and tourism promotion efforts. | <p>N</p> <p>Ongoing</p> <p>N</p> |
| C.4.2.3 | <ol style="list-style-type: none"> 1. NTS implementation accelerated due to better coordination amongst GoJ institutions, as measured by the tourism activity competitiveness index. 2. Improved national-sub-national institutional coordination on tourism-related initiatives. | <p>Ongoing</p> <p>Ongoing</p> |
| C.4.2.4 | With USAID support, a strong, well-coordinated and strategic partnership between the GoJ and the private sector has led to an increase in Foreign Direct Investment (FDI) and other types of investment in the Jordan tourism sector. | N |
| C.4.2.5 | Business associations and chambers in the tourism sector strengthened, more-inclusive, and financially sustainable. | Ongoing |
| C.4.2.6 | Establishment of working groups facilitated to resolve specific, localized tourism-related issues. | Y and ongoing |

| C.4.3: Jordan's tourism assets developed, maintained, and improved to increase demand | | Complete? (Y/N) |
|--|---|---|
| C.4.3.1 | <ol style="list-style-type: none"> 1. Development of a sustainable research center facilitated, possibly in collaboration with the University of Jordan or JTB, to coordinate and analyze tourism-related data, formulate forecasts, and provide such information for decision making. 2. Initial tourism sector data collection and analysis performed to inform product development meeting the desires of source markets. The initial collection and analysis should serve as the model to be followed by the research center. 3. Research center tourism data and analytical products consistently utilized by GoJ and private sector to support decision-making. 4. A website providing current data and research center analytical products is developed, implemented, and sustainably maintained by the research center. | <p>Ongoing</p> <p>Y (Year 1 data)</p> <p>N</p> <p>N</p> |
| C.4.3.2 | <ol style="list-style-type: none"> 1. Implementation of national and mandatory best practice standards at hotels, restaurants, desert camps, and medical tourism facilities supported. 2. Primary site offerings expanded, enhanced, and linked to hotels and resorts, resulting in longer stays and higher receipts per night stayed. 3. Top five (5) tourist destinations improved to provide enriched tourist experience. Areas of focus might include site presentation, information, ticketing, cleanliness, and local guide capacity. | <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> |
| C.4.3.3 | Ten new tourism products developed or scaled up, five of which are linked to secondary sites, each attracting at least 50,000 tourists per year by the end of the contract. | N |
| C.4.3.4 | At least five new trip circuits or tour routes developed. At least two routes must incorporate at least one overnight stay at a secondary tourist site in the itinerary. | Ongoing |
| C.4.3.5 | <ol style="list-style-type: none"> 1. Assessment conducted identifying needs of tourism industry and university curriculum shortfalls. The assessment must A) survey various tourism sector firms hiring or employing university-level graduates to determine the skills they seek in job applicants and B) survey Jordanian universities' tourism-related programs to determine adequacy of the curricula in meeting the tourism sector's skill demands. 2. Based on the assessment conclusions, university curricula developed and/or improved to match skills demanded by firms in the tourism sector. | <p>Y</p> <p>Ongoing</p> |
| C.4.3.6 | At least five outsourced tourism concessions developed due to contractor's efforts. | N |
| C.4.3.7 | Purchases of Jordanian SME goods and services by major hotels, large tour operators, and other large tourism sector firms cumulatively increased by at least 20 percent. | N |

| | C.4.4: Source markets expanded, developed, deepened | Complete? (Y/N) |
|---------|---|--|
| C.4.4.1 | <ol style="list-style-type: none"> 1. Current marketing and promotion techniques, messages, and effectiveness in key source markets evaluated. The evaluation should aim to comprehend what works and what falls short, as far as enticing source market residents to visit Jordan. Findings and recommendations must be incorporated into new marketing and promotion efforts. 2. Jordan portrayed as a desirable and stable tourist destination in key source market media. 3. As a result of effective marketing by JTB and the private sector, Jordan perceived by source markets as an attractive tourist destination. Utilization of e-marketing and e-selling by the private sector must be emphasized. 4. Cooperative marketing utilized by JTB to fund at least 20 percent of JTB's marketing activities. 5. Destination marketing organizations established and utilized in at least two primary destinations. | <p style="text-align: center;">Y</p> <p>Ongoing</p> <p>Ongoing</p> <p>N</p> <p>N</p> |
| C.4.4.2 | <ol style="list-style-type: none"> 1. Travel agent network promoting Jordan expanded to new markets. 2. Existing sales and distribution channels in source markets maintained and strengthened. 3. Increased number of travel agents and tour operators attracting tourists to Jordan. | <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> |
| | C.4.5: Increased access to finance for tourism businesses and entrepreneurs | Complete? (Y/N) |
| C.4.5.1 | Increased access to debt financing for medium-term lending and working capital in the tourism sector. | Ongoing |
| C.4.5.2 | Increased ability of start-ups and SMEs to prepare business plans and financial information in a way that attracts lenders and equity investors. | Ongoing |
| C.4.5.3 | Increased number of ventures supported by start-up capital funds. | Ongoing |

C.4.1 General Tasks

C.4.1 Deliverables

1. A five-year Tourism Competitiveness Plan completed for the tourism value chain.
2. Methodology and index developed and used for measuring the impacts of the tourism activity on value chain competitiveness.
3. Solicitation for partnership grant proposals completed on an annual or rolling basis and sub-awards made to appropriate organizations with the Contracting Officer Representative's approval.
4. Website is maintained throughout the life of the tourism activity.
5. A monthly newsletter is issued in electronic format.
6. Increased participation of women in the work force supporting the tourism sector.
7. At least \$90 million in private sector funding leveraged through PPPs to further goals and objectives of the tourism activity.

C.4.1.2 DEVELOP TOURISM COMPETITIVENESS INDEX

C.4.1.2 Deliverable

Tourism Competitiveness Index

In Year 1, BEST produced a prototype Jordan Tourism Competitiveness Index through consultations with public and private tourism industry stakeholders that was presented and accepted by the Tourism Competitiveness Committee (TCC) and MoTA. As 2015 was the first year of the TCI, there was no previous year to compare to and track changes to overall competitiveness over time. Therefore, the index will subsequently be updated yearly, to measure progress and prioritize future activities.

In Year 2, BEST will maintain and improve the TCI, producing an annual analytical report, and engage with the public and private tourism stakeholders to maintain their buy-in and interest in the index. This will be done through partnership with MoTA to present index findings to the TCC and industry stakeholders annually, explaining the effects of various factors on the overall score to outline priority growth areas.

Milestones

- Year 2 TCI annual analytical report researched and produced – Q3, 2017
- TCI results widely published and disseminated to public and private tourism stakeholders – Q3, 2017
- Seminars conducted in Amman and Aqaba to elaborate the TCI and obtain input from industry stakeholders regarding addressing the Index results – Q3, 2017

C.4.1.3 IMPLEMENT TOURISM PARTNERSHIP FUND SUB-AWARDS PROGRAM

C.4.1.3 Deliverable

Grants launched and awarded

The Tourism Partnership Fund (TPF) will support the goals and objectives of the contract, and serve as a catalyst for investments and competitiveness. The TPF is a strategic resource that BEST will use to achieve project targets, mobilize funds to contribute to industry competitiveness, promotion, job creation and enhance tourism products, assets, and enterprises. Through the fund, the project will seek to leverage at least \$75 million of non-USAID funds from the government, the private sector, and other donors.

BEST will use the TPF to provide targeted support to sector stakeholders, such as in-kind technical assistance and tourism promotion for JTB, local SME development, tourism product and asset enhancement, policy planning and implementation, and institutional capacity building. BEST will seek grant applications or concept papers for implementation of activities designed to increase tourism and enhance levels of excellence. The grants will be awarded and implemented in accordance with USAID and US Government regulations governing grants under contracts and USAID BEST project's internal grant management policies. BEST grants must directly lead to meeting the project's objectives and results. Applications in Year 2 will be evaluated using a strategic cost-benefit analysis aimed at supporting the tourism sector and will ensure that TPF grants promote tourism development in both primary and secondary sites across Jordan. Job creation will be at the forefront of our evaluation criteria, along with the following considerations:

- Does this activity augment or build on an existing grant or project activity?
- Does this support extend the impact of BEST's past or ongoing investments in a strategic way?
- Does this activity enable BEST to achieve results we have not met already?
- Is this grant targeting an area that BEST has not supported yet?
- Is our proposed level of investment commensurate with the number of jobs and leverage proposed?

Annual Program Statement

An Annual Program Statement announcing the grant program will be communicated to the industry. The announcement will serve as a call for generating tourism development grant applications that will contribute to achieving project objectives. Applications resulting from the APS generally pertain to ideas proposed by applicants.

Requests for Applications (RFAs)

In addition to the APS, one or more announcements will be made via special requests for applications (RFAs). Some RFAs will be designed to be topic-specific, such as: implementation of a specific international promotion and sales initiatives (i.e. cooperative marketing); the Distinctive Destinations (Magic Towns) program; establishing and operating the Tourism Research Center; and other specific initiatives that reflect various NTS implementation needs. RFAs will promote competition among various potential applicants to generate the best ideas.

Illustrative activities eligible for grant funding

The following grant support areas will be considered for future funding under grants:

1. Strengthened key public and private national tourism institutions and sector governance
2. Improved national tourism strategy creation, policy planning, legal and regulatory framework for tourism
3. Innovation in the tourism industry
4. Improved archaeological and heritage sites conservation
5. Better environmental protection of natural resources that are linked to tourism sites
6. Improved interpretation and presentation of sites
7. Improved and expanded diversity and authenticity of themed tourism destinations
8. Creation and promotion of specialized tourism products and services
9. Strengthened competitiveness of tourism enterprises and increased investment
10. Improved tourism marketing and international destination promotion
11. Enhanced skills of human resources in tourism and hospitality
12. SME development and improved access to capital
13. Improved tourism services and experiences, and improved enterprise quality assurance
14. Increased awareness of the value and attractiveness of tourism careers
15. Gender integration in tourism services and hospitality

Milestones

- Issuing (Annual) Program Statement- Q1, 2017
- Starting training or awareness on the grants program, this may include individual training to grantees, or toward target clusters- Q2, 2017

Following is a summary of various Tourism Partnership Fund grant types.

| TOURISM PARTNERSHIP FUND GRANT TYPES | | | | |
|---|---|---|---|--|
| Characteristics | | Fixed Amount Award | | |
| | Simplified Grant | (FAA) | Standard Grant | In-Kind |
| Purpose | Activities of short or long term duration that cannot easily be discerned in milestones | Activities of short duration, implementation costs are certain, milestones easily discernible | Activities of longer duration, for grantees with solid management and accounting capabilities | For grantees with limited financial management capacity; procurement done directly by BEST |
| Payment type | Reimbursement upon presentation of receipts | Fixed amount based on completion of milestones | Cost reimbursement or advances and liquidation | All activities are paid for in-kind by BEST |
| Maximum Amount | Simplified Acquisition Threshold for non-U.S. grantees&\$150,000 for U.S. grantees | Determined on a case-by-case basis; Chemonics guidance is \$500,000 per year for a total \$1.5 million over three years;\$100,000 for U.S. grantees | No maximum for non-U.S. grantees, \$100,000 for U.S. grantees | No maximum for non-U.S. grantees, \$100,000 for U.S. grantees |
| Advances | Yes, on an exceptional basis only with advance approval in writing from Chemonics' CFO | Yes, with advance approval in writing from Chemonics' CFO. Initial milestone payment permitted but cannot exceed one month's worth of expenses, 30% of the total budget or \$150,000-whichever is less. | Yes, provided grantee meets financial requirements to receive an advance. Initial milestone payment permitted but cannot exceed one month's worth of expenses, 30% of the total budget or \$150,000-whichever is less, subsequent advances may not exceed 30 days' worth of expenses. | No |
| Certainty of Costs | No, there is a ceiling price for the grant, and the grantee is reimbursed based on incurred costs and receipts. | Yes, a fixed cost is set for each milestone. Adequate cost information must be available to determine and negotiate the fixed price. | No, there is a ceiling price for the grant, and the grantee is reimbursed based on incurred costs and receipts. | Yes, but may fluctuate depending on actual expenditures made by Chemonics. |
| In-kind element | Yes | Yes | Yes | Yes |
| Cost share or contribution * | Encouraged | Not applicable | Encouraged | Encouraged |
| Sub-awards | No | No | Yes, provided the grantee has the management capacity and financial ability to monitor sub- grants | No |
| Indirect costs | No | Yes, provided the grantee has audited financial statements to support the indirect rate | Yes, provided the grantee has audited financial statements to support the indirect rate | No |
| Pre-award | Yes | Yes | Yes, if advances are provided, a more | Yes (not as extensive) |

| TOURISM PARTNERSHIP FUND GRANT TYPES | | | | |
|--|---|---|---|--|
| Characteristics | Fixed Amount Award | | | |
| | Simplified Grant | (FAA) | Standard Grant | In-Kind |
| risk assessment | | | extensive determination must be conducted (see above) | |
| Procurement | Goods and services purchased must comply with 22 CFR 228 regulations and relevant Standard Provisions. No single item having a useful life of more than one year and an acquisition cost of \$5,000 or more can be purchased (exceptions exist if the Standard Provision is included). Advance approval is required for procurement of transactions \$3,000 or above. | All goods and services purchased must comply with 22 CFR 228 regulations and relevant Standard Provisions. Advance approval is required for procurement of transactions \$3,000 or above. | All goods and services purchased must comply with 22 CFR 228 regulations and relevant Standard Provisions. If a grantee has the capacity to conduct the procurement themselves, advance approval is required for all transactions \$3,000 or above. | All goods and services will be purchased by the project and provided to the grantee in-kind. |
| International airfare | Yes | Yes | Yes | No (some exceptions) |
| Incrementally Obligated | Allowed | Allowed | Allowed | Allowed |
| Construction and Infrastructure Projects | No | No | No | No |
| Mandatory and Required as Applicable Standard Provisions | Required | Required; specific Standard Provisions for FAAs exist | Required | Required |
| Certifications | Required | Required | Required | Required |
| Audit | Required if grantee expends more than \$300,000 per year in USAID funds. Required for U.S. organizations expending over \$500,000 per year in U.S. federal awards | Not required for non-U.S. organizations Required for U.S. organizations expending over \$750,000 per year in U.S. federal awards | Required if grantee expends more than \$300,000 per year in USAID funds. Required for U.S. organizations expending over \$750,000 per year in U.S. federal awards | Not applicable |

**Cost-sharing will be encouraged for all grantees, but not required, to increase grantee buy-in to the grant activity by creating a financial stake in the success of the program. The actual cost share percentage will depend on the nature of the activity and the ability of the grantee to contribute. It may be in-kind or in cash.*

C.4.1.4 DEVELOP BEST PROJECT WEBSITE AND DIGITAL TOOLS

C.4.1.4 Deliverable

Project website developed and maintained

A new website

In Year 1, BEST upgraded the existing website operated by its predecessor EGST. A new BEST website is under development and is expected to be launched late 2016. In the meantime, updates are being made and information shared on the existing website carried over from EGST to allow for a continued online platform. The new website will have a contemporary look, be more dynamic and link to the project's social media channels so that stakeholders may engage in real-time updates and discussions. The website will be used to promote USAID tourism investment activities, success stories and show continuity of such investments over time. The website will also showcase the latest project news and activities and be an online resource for USAID tourism project documents, references and tourism-related resources. One of its purposes is to be a comprehensive resource for information about Jordan's tourism sector and developments taking place. A calendar of industry and project events, guidance on applying for TPF funds, promotion of access to finance opportunities and the recently developed Tourism Competitiveness Index will also be available on the site.

Social media presence

In addition to the website, USAID BEST's online presence includes a number of regularly maintained social media channels. A social media strategy will be developed to guide creation of vibrant and engaging social media content across all key social platforms, while seamlessly linking followers to the BEST website. The project's social media channels will thus be utilized to regularly disseminate information to targeted audiences. The Facebook page shares information, news and stories about BEST efforts, along with updates about Jordan's tourism sector and its development. Attractive photographs, engaging messages and short videos are used to relay stories and messages, and the channel is also used to share requests for proposals, quotations, job opportunities, grants announcements and others. The page's fan base has organically increased by 30% since Year 1, and in Year 2 further efforts will be made to boost the number of fans through planned paid promotions of posts. Other social media channels will continue to be used, including Twitter for sharing tourism development news and during events. Tourism news and articles will be posted on LinkedIn. An Instagram account has been set up to share photo updates and a Snapchat account will be opened to reach a youth audience and promote and cover tourism and project-related events, field visits, latest initiatives and other relevant information. The project YouTube channel will be revived with new videos about tourism and the USAID tourism project.

Visitor numbers, engagements and interactions across all social media channels and the website will be monitored and reported on regularly, with this information being used to update the relevant strategies as needed.

Milestones

- New website launched Q1

C.4.1.5 PUBLISH MONTHLY ELECTRONIC NEWSLETTER AND ONGOING MEDIA RELATIONS

C.4.1.5 Deliverable

Monthly e-newsletter

C.4.1.5.1 Electronic newsletter

BEST issues a monthly e-newsletter distributed to USAID, government counterparts, beneficiaries, private sector stakeholders and other donor projects. The English-Arabic newsletter features new items about the project's latest efforts and activities, success stories and upcoming industry and project-sponsored meetings and events. Newsletters are shared via Facebook and the project website, and are archived on the website.

C. 4.1.5.2 Project communication and media relations

BEST maintains strong media outreach activities concerning the tourism industry and the project's work to develop it. Press releases are issued to share news of new activities, initiatives, developments within the tourism sector implemented in collaboration with USAID BEST, as well as to share impacts and updates. The project also maintains strong relations with the media, keeping them well-informed by inviting media representatives regularly to events and providing relevant information. The project will seek to further develop media relations and cooperation with online news media, local radio stations and others as relevant. Activities may include familiarization trips for members of the media to tourism attractions around Jordan and holding specialized training workshops, seminars or awareness sessions about latest developments in the tourism industry.

4.1.5.3 Electronic and print communication materials

General communication material for the project has been developed in both languages, and this will be updated as needed. These include the project brief and factsheet per USAID's template, for distribution to media, stakeholders and partners. Also, project stationary, backdrops, and banners. Thematic factsheets about specific initiatives have been developed for use on the website and sharing with media or stakeholders as needed, and work will continue on these to cover all the project's areas of work. As the foundational efforts of Year 1 begin to grow and impacts start to materialize, success stories will be recorded and shared, in written, photograph and video format. Other programmatic materials will be developed during the course of implementation as necessary. Printed material produced for the project, grantees or partners will be reviewed to ensure that correct USAID branding is applied, as well as supporting the production and quality of communication materials for events such as invitations, email blasts and other needed items.

C.4.1.6 SUPPORT INCREASED OPPORTUNITIES FOR WOMEN IN THE WORKFORCE

C.4.1.6 Deliverable

Increased participation of women in the workforce supporting the tourism sector

BEST takes a two-pronged approach to addressing gender considerations. First, it ensures that all project activities focus on promoting gender equity in a way that contributes to increased women employment and upward mobility. The Pathways to Professionalism program will play an important role in providing access to women in the workplace. Second, we will focus on increasing the number of women tourism professionals and women-owned tourism businesses engaged in the sector. In Year 1 BEST formed an internal gender taskforce comprised of project staff across components to ensure all activities are reviewed through a deliberate gender lens. This will result in enhanced effectiveness in optimizing gender sensitive approaches and outcomes for all grant and non-grant activities.

See section C.5.1 “Gender” below for detailed activity plans.

C.4.1.7 BROKER PUBLIC-PRIVATE PARTNERSHIPS (PPPs)

C.4.1.7 Deliverable

At least \$90 million in private sector funding leveraged through PPPs

Successful development of the tourism industry requires the combined effort of the public and private sectors. BEST will continue to explore opportunities to facilitate public-private partnerships (PPPs) that capitalize on public sector resources with investment and competencies of the private sector to scale up development impacts.

A. Seek additional opportunities to leverage partnerships and sponsorship for existing project-supported activities.

During Year 1 project implementation, BEST identified several such opportunities, primarily through its TPF grant mechanism (such as JHRC and Berenice). Now that several grants have been awarded, BEST will make a dedicated effort to look at those existing partnerships and determine whether opportunities exist to seek additional private sector resource contributions that can both add to, or potentially offset our existing commitments and investments.

B. Build-on existing PPP opportunities identified

Building on the PPP initiatives explored in Year 1, below are initiatives selected for early action in Year 2:

- Support tourism master planning with JIC to spur tourism investment and PPPs. See Component 1.
- Support MoTA to operationalize the site management bylaw to secure PPPs in managing sites and visitor experiences. See Component 2 – Tourism Assets Developed.
- Develop cooperative marketing campaigns. See Component 3 - Source Markets Developed.

- Public-private partnership to improve quality of workforce at major resorts and hotels. See Component 2 - Tourism Assets Developed.
- Pursue other potential opportunities through Global Development Alliance (GDA) funding or the USAID Washington, DC-based AMEG mechanism (to be identified during the course of implementation).

C.4.2 Business Enabling Environment Supports Competitiveness

C.4.2 Deliverables

1. At least six new policies and procedural reforms developed for implementation by the GoJ that yield increases in tourism sector competitiveness, as measured by the tourism activity competitiveness index.
2. New incentive programs created for implementation by the GoJ to spur tourism sector investment and job creation. Particular focus should be towards increasing incentives for investment in secondary sites and developing facilities for budget and domestic tourists.
3. Institutional assessment of the Jordan Tourism Board completed.
4. JTB strategy developed and implementation supported.
5. Jordanian businesses and entrepreneurs more easily take advantage of GoJ incentives and tourism promotion efforts.
6. NTS implementation accelerated due to better coordination amongst GoJ institutions, as measured by the tourism activity competitiveness index.
7. Improved national-sub-national institutional coordination on tourism-related initiatives.
8. With USAID support, a strong, well-coordinated and strategic partnership between the GoJ and the private sector has led to an increase in Foreign Direct Investment (FDI) and other types of investment in the Jordan tourism sector.
9. Business associations and chambers in the tourism sector strengthened, more-inclusive, and financially sustainable.
10. Establishment of working groups facilitated to resolve specific, localized tourism-related issues.

Background

For Jordan to succeed in achieving its national vision for tourism in an increasingly competitive international tourism marketplace, industry-wide competitiveness must be enhanced. This can only be achieved by working in partnership with the Ministry of Tourism and Antiquities (MoTA) and other public and private sector stakeholders. Such a partnership needs to be based on continual dialogue among industry actors to ensure dynamic policymaking and effective execution.

Year 1 witnessed good momentum on reform led by MoTA and commitment to improving some procedures within MoTA that affect tourism business growth and operation. BEST supported MoTA in developing and facilitating the adoption of new policies and procedural reforms that contribute to enhancing industry-wide competitiveness and support tourism

growth. These include the amended Tour Guides and Tour Guides Association Bylaws; MoTA's Industry Steering Committee SOPs; and legal instructions pertaining to Sites Management Bylaw. Also, in Year 1, MoTA initiated the update of the Jordan National Tourism Strategy (NTS) 2016-2020, ensuring synchronization with the Government of Jordan (GoJ) Vision 2025 economic development strategy. The NTS 2016-2020, when complete, will serve as a platform for sector-wide competitiveness improvement planning and enhanced governance.

Building on progress made and lessons learned in Year 1, BEST will continue to support activities that improve competitiveness of the tourism industry and lead to business growth and investment linking to both the National Tourism Strategy and Tourism Competitiveness Index. These include improving tourism competitiveness policy planning and formulation, regulatory and administrative improvements, tourism institutions capacity strengthening, and expanded sector partnerships.

Major support will be provided to MoTA through the in-kind grant agreement executed in Year 1, which includes the following:

- Strengthening the institutional capacity and performance of MoTA via the King Abdullah II Award for Excellence in Government Performance and Transparency Model.
- Support implementation of the National Tourism Strategy (2016-2020).
- Support MoTA to realize its vision in garnering private sector investment and involvement to improve site presentation and visitor servicing.
- Fast track the implementation of the hotel classification system.
- Follow up on the restaurant classification system in Aqaba and kick-start the restaurant classification system under MoTA.
- Tourism Satellite Accounts review and recommendations.
- Strengthening MoTA's communication capacity

C.4.2.1 IMPROVE THE TOURISM BUSINESS ENABLING ENVIRONMENT TO SUPPORT COMPETITIVENESS

C.4.2.1.1 Deliverable

At least six new policies and procedural reforms developed for implementation by GoJ to increase tourism sector competitiveness

Enhancing the business enabling environment will catalyze improvements in tourism experiences and sites, promotion of investment across Jordan, and enhancement of international competitiveness. BEST will build on Year 1 accomplishments and momentum of reform, by continuing to support initiatives that further advance competitiveness of the sector as identified by sector stakeholders.

C.4.2.1.1 - Support GoJ policy formulation and administrative enhancements for competitiveness

A. Support policy and regulatory reform priorities identified by stakeholders

BEST will continue to provide technical support to public and private sector partners and stakeholders to tackle identified priority policy and regulatory reforms. Support will include conducting needed technical studies, assessments and research as part of the in-kind grant agreement to MoTA to identify priorities for policy, regulatory and administrative reform. BEST will also support MoTA in conducting regional consultation meetings that feed into the NTS update. Further policy and regulatory reform priorities could be identified by stakeholders as an outcome of the NTS consultation meetings or the TCI.

Milestones

- At least one specific reform priority identified by stakeholders linked to NTS and TCI – Q2, 2017

B. Support Administrative Reform and Procedural Improvement Initiatives

BEST will support enhancement of administrative procedures and streamline processes as identified and prioritized by MoTA and industry stakeholders. Based on consultations, possible Year 2 administrative and procedural enhancements could include:

- i. Development of legal instructions to enhance implementation of amended bylaws, possibly tour guides and tour guides association bylaws, in coordination with MoTA.
- ii. Develop MoTA-Industry Tourism Committee SOPs (a public-private partnership). In Year 1, BEST prepared and presented the draft SoPs to the steering committee representatives. In Year 2 the project will support MoTA in presenting the SoPs to the National Tourism Council, so as to finalize and circulate a designed version among the tourism committee members. Finalization of the SoP is dependent upon participation of JFDA and approval from JRA and JHA.
- iii. Disseminate the ‘Tourism Enterprises Start-up and Licensing Guidebook’. In Year 1, in partnership with MoTA, BEST prepared and designed the Tourism Enterprises Start-up and Licensing Guidebook. In Year 2 BEST will support MoTA to circulate the guidebook to tourism enterprises and share it via MoTA’s website. In addition, BEST will prepare and publish a how-to guidebook on ‘Starting a Guest House’ as a prototype among a series of other guidebooks.

Milestones

- Final draft of the SoPs presented to the National Tourism Council and approved– Q1, 2017
- SOPs designed, printed and circulated – Q2, 2017
- Joint Inspection and Quality Control checklist integrated within MoTA-Industry Tourism Committee SoPs – Q1 + Q2, 2017
- Tourism Enterprises Start-up and Licensing Guidebook to tourism enterprises circulated and uploaded on MoTA website – Q1, 2017
- A how-to guidebook on ‘Starting a Guest House’ designed and published – Q2, 2017
- Guide for local community groups and entrepreneurs promoted – Q3, 2017
- How-to guidebooks for cafés and produced and published– Q4, 2017

- Training sessions for restaurant and campsite owners conducted– Q3, 2017

C.4.2.1.2 New incentive programs created to spur investment

C.4.2.1.2 Deliverable

New incentive programs to spur investment and job creation, particularly at secondary sites and for facilities for budget and domestic tourists.

C.4.2.2.3 Deliverable

Jordanian businesses and entrepreneurs more easily take advantage of GoJ incentives and promotion efforts

A. Partner with Jordan Investment Commission to Catalyze Tourism Investment

Incentives previously granted to the tourism sector under the Investment Law were not comprehensive enough to encourage investment in tourism, and omitted key enterprises such as restaurants from the list of entities covered. During Year 1, the government announced a new set of investment incentives that are available to the tourism sector that focus on governorates outside Amman and encourage investments in hotels, restaurants, amusement and recreational parks, and conference centers. Consultations with the Jordan Investment Commission (JIC) revealed the need for establishing implementation mechanisms to ensure greater awareness of and access to these newly formulated incentives. BEST sees support to JIC and MoTA for this purpose as an opportunity to increase domestic and foreign private sector investment in tourism to allow interested parties to reap the benefits of this investment scheme. Accordingly, this will be a focus of the Year 2 activities, especially promoting these incentives in governorates outside Amman. BEST will also aim to link major tourism development projects and enterprises seeking access to finance with prospective tourism investors and lenders.

Specifically, BEST’s support in this area will entail:

1. Capacity building of JIC’s staff in tourism:

BEST will offer tourism awareness training to JIC’s “Investment Facilitation and Incentives Directorate” staff to improve their knowledge and understanding of the tourism sector, and improve processing and granting of investment incentives to tourism businesses within the different tourism sub-sectors.

2. Attract domestic investment to develop tourism products and experiences:

BEST will develop communication material and content to promote the new incentives scheme. This includes development of needed guidebook, material, flyers, and creating content on tourism on JIC’s web site.

3. Support JIC tourism investment promotion activities

BEST will support JIC in organizing road shows, meetings and briefing sessions for the industry and prospective investors in different governorates, and will raise prospective entrepreneurs awareness about new tourism loan products to encourage investment. This may include organizing road shows abroad to promote and present tourism investment opportunities, and reach out to investors in the Gulf and the US, with a focus on bringing investments primarily to Ajloun and Dead Sea.

4. Advise on design and tendering of Ajloun Tourism Master Plan

Support JIC's efforts to request proposals to develop a tourism master plan for the Ajloun Development Zone by developing the Terms of Reference of the study, and providing technical assistance and advice for tendering and evaluation. BEST's support to develop the tourism master plan will enable investors to take advantage of investment incentives, guide the development of Ajloun as a tourism destination, and identify and develop investment concepts, tourism experiences and priorities in an efficient, balanced and sustainable way that benefits the local communities and Jordan in general.

B. Explore new investment opportunities in development zones

BEST will explore areas of collaboration with development zones that have developed master plans with a tourism focus, such as Dead-Sea, Ma'an, and Petra development zones. Should any of these present viable options for meaningful results, specific interventions will be designed and implemented with USAID consultation.

Milestones

- Tourism awareness training conducted for JIC staff - Q1-Q4, 2017
- Communication material, guidebook, and content to promote the new tourism investment incentives schemes developed - Q2, 2017
- Depending on JIC action and co-funding, promotional road shows to prospective investors held in different governorates - Q1-Q4, 2017
- Investor awareness of new tourism loan products to encourage investment raised. Q1- Q4, 2017
- Draft Terms of Reference for Tourism Master Plan for Ajloun Development Area for JIC completed– Q2, 2017
- JIC supported in organizing road shows abroad to promote and present tourism investment opportunities, and reach out to investors in the Gulf and the US, with focus on bringing investments primarily to Ajloun and Dead Sea - TBD
- Depending on JIC action and co-funding, promotional familiarization visits for investors to tourism investment zones and road shows to prospective investors in the Gulf and other countries organized - TBD

C.4.2.2 SUPPORT PUBLIC INSTITUTIONS OPTIMIZE RESOURCES AND POLICIES

See C.4.2.2.3 A. on efforts to obtain the King Abdullah Award for Excellence for MoTA.

C.4.2.2.1 – CONDUCT ASSESSMENT OF JORDAN TOURISM BOARD FOR ENHANCED PERFORMANCE

C.4.2.2.1 Deliverable

Institutional assessment of the Jordan Tourism Board completed

In Year 1 it was envisioned to enroll the JTB in the King Abdullah II Award for Excellence, under which process an organizational assessment would have been carried out. JTB chose not to pursue this track. Also in Year 1, a marketing assessment was completed which

addressed much of the JTB institutional considerations. Since this this deliverable calls for a separate report, one will be submitted in Quarter 1. It will build on the marketing assessment work, and on the JTB marketing strategy work underway.

C.4.2.2.2 – Support JTB strategy development and implementation

C.4.2.2.2 Deliverable
JTB strategy developed and implementation supported

See Section C.4.4.2.1 A discussing JTB’s effective implementation of new marketing strategy.

C.4.2.2.3 – Strengthen institutional capacity of MoTA and other key public institutions

A. Strengthen MoTA capacity via the King Abdullah II Award for Excellence

BEST will support institutional strengthening of MoTA using the King Abdullah II Award for Excellence model. Year 2 will build on the foundations laid in Year 1 through delivery of advanced training via the King Abdullah II Center for Excellence (KACE), providing advisory to MoTA’s Excellence Champion Team, and encouraging internally-driven reforms to improve MoTA’s institutional performance and sustainability of interventions. BEST’s Institutional Development Advisor, hired to support the implementation of NTS under the TPF grant, will also be supporting internal efforts to improve MoTA’s institutional performance. BEST will encourage close collaboration between MoTA’s Excellence Champion Team, KACE, and the Ministry of Public Reform for support in improving internal systems and procedures.

Key Year 2 undertakings include:

- Conduct advanced training through KACE. These will cover the following:
 - Approved mentor training: this qualifies participants to manage excellence projects and their organizations’ participation in the award, and then support participants to translate assessment reports into action plans.
 - Certified EFQM Assessor training: this qualifies participants to become assessors in excellence awards in Jordan and internationally.
- Support and facilitate MoTA engagement with current and former public sector Excellence Champions from other ministries (e.g. Ministry of Planning and International Cooperation) to learn from their success stories and their path to achieving them, in preparation for MTA’s participation in KAA’s next cycle.
- Support the organization and delivery of strategic planning retreat and workshops to develop MoTA’s Executive Plan, a requirement under the KAA model and criteria.

Milestones

- Approved mentor training delivered through KACE for 15 selected members of MoTA Excellence Champions Team – Q1, 2017

- Certified EFQM assessor training conducted through KACE for eight MoTA staff members of MoTA Excellence Champions team - Q4, 2017
- Strategic Planning Retreat/Workshops to develop MoTA’s Executive Plan organized - Q4, 2017

To succeed, MoTA needs to make internal investments and organizational commitments toward the process. The table below presents lessons learned from working with MoTA during Jordan Tourism Development Project II, to help attain better results in the future.

| Lessons Learned to Overcome Potential Challenges | |
|--|--|
| These are the expected challenges and constraints that are mostly applicable to MoTA, but are also relevant to work with other entities. | |
| Challenges & Constraints | Mitigating Action |
| Project delays and slow response | Full leadership support and active involvement by the participant organization |
| Loss of previously trained staff from fifth cycle | Involve all previously trained staff in the Excellence |
| Lack of interest by employees to volunteer for the Excellence Teams | Announce motivation and rewards scheme for Excellence Teams |
| Limited MoTA staffing in light of attrition | Presence of qualified staff to all Excellence Teams (5 to 8) |
| Working teams need re-distribution of work to allow more focus on the Excellence process | Announce authorities and responsibilities in Excellence implementation with more explicit senior leadership involvement (Minister/Secretary General) |
| Delayed approval of plans and developed approaches | Include decision making timeframe for approvals |

C.4.2.3 STRENGTHEN INSTITUTIONAL RELATIONSHIPS TO ACHIEVE NATIONAL TOURISM STRATEGY GROWTH OBJECTIVES

C.4.2.3.1 Accelerate implementation of the National Tourism Strategy

C.4.2.3.1 Deliverable

NTS implementation accelerated due to better coordination amongst GoJ institutions

A. National Tourism Strategy implementation facilitated and accelerated

The responsibility of achieving goals of the national tourism strategy (see section C.4.2.4.1) will rest upon multiple stakeholders. To avoid past weakness in NTS implementation, BEST will support the creation a specialized unit at MoTA to monitor, coordinate and report on strategy implementation. This will be achieved by appointing a full time institutional development advisor for a period of 18 months through MoTA’s in-kind grant. The candidate will undertake regular follow-up on legislative or administrative actions required from various government institutions, and coordinate with private sector stakeholders, ensuring responsibilities are being adhered to. In addition to updating the NTS, the Institutional Development Advisor will facilitate production of annual work plans for the strategy. BEST will then work with partners to support implementation of specific priority initiatives

identified by the strategy. These will be identified during the course of the work plan year and reported on under this work plan area.

Milestones:

- Institutional Development Advisor hired - Q1, 2017
- Specialized unit established at MoTA to plan, monitor, coordinate and report on strategy implementation - Q2, 2017
- Annual work plan produced for the implementation of the NTS stating clear responsibilities, deliverables, and attainable deadlines - Q4, 2017
- Monitoring and evaluation system developed to monitor and track implementation of the NTS - Q4, 2017

C.4.2.3.2 Improve coordination among national-sub-national institutions

C.4.2.3.2 Deliverable

Improved national-sub-national institutional coordination on tourism-related initiatives

A. Improve public institutional administration of enterprise inspection and quality control

In May 2015, the Cabinet of Ministers approved the *Joint Inspection & Quality Control Committee* to harmonize the work of 11 public organizations involved in inspection of tourism establishments such as restaurants, coffee shops and hotels. The committee comprises MoTA, the Greater Amman Municipality (GAM), other local municipalities who host tourism projects, the ministries of labor and interior, as well as other relevant entities. In Year 1, BEST established a Joint Inspection Unit Steering Committee and developed and presented the ToR and Standard Operating Procedures (SOPs) for the unit. In Year 2, and after getting the SOPs approved, the project will continue its support to MoTA by conducting an awareness campaign to promote compliance, produce a guidebook for distribution on the MoTA website, and train inspectors on audit inspection procedures.

Milestones

- Guidebook in print and electronic version for MoTA website prepared- Q1, 2017.
- Tourism Inspection & Quality Control SoPs approved- Q1, 2017.
- Awareness campaign to promote the guidebook conducted- Q2, 2017.
- Training for inspectors in areas of communication, standards of transparency and professional on-site application of the inspection regime completed- Q3, 2017.

B. Prepare a tourism workforce development plan

BEST will engage MoTA, Ministry of Labor, VTC, Ministry of Education, Ministry of Higher Education and ASEZA to prepare a plan to be launched to the industry to guide both industry and academia in future workforce development initiatives.

Milestones

- Plan to guide both industry and academia (MoTA, MoL, VTC, MoE, MoHE and ASEZA) in future HRD initiatives to prepared and published- Q1, 2017.
- Workshops in main tourism regions to publish plan conducted- Q2, 2017.

- HRD plan presented to industry stakeholders approved- Q3, 2017.
- Human Resource Managers Advisory Committee in Amman, Dead Sea, Aqaba and Petra (C.4.3.5.1 A) consolidated and expanded-Q4, 2017.
- Terms of reference for committees in Amman and Dead Sea, Aqaba and Petra approved-Q2, 2017.
- Capacity building support to human resource managers through an on-line HRM Program offered by Society for Human Resource Management USA (SHRM) provided- Q2, 2017.
- Human resource managers selected for SHRM and registered – Q2, 2017.

C.4.2.4 INCREASE PUBLIC-PRIVATE COLLABORATION ON REFORM & INVESTMENT

C.4.2.4.1 Formulate public-private vision for tourism growth via National Tourism Strategy

C.4.2.4.1 Deliverable

Strategic partnership between GoJ and private sector increases foreign and direct investment

Tourism is Jordan’s largest generator of foreign direct investment (FDI) and is a key catalyst of domestic investment. BEST will support MoTA, relevant government bodies and Jordanian businesses to identify and respond to a common vision to attract foreign and catalyze domestic investment through an updated national tourism strategy. While the National Tourism Strategy for the 2011-2015 period had wide support, private sector stakeholders have frequently complained of lack of implementation and follow up. As the strategy ended in 2015, BEST supported MoTA in facilitating a review of the accomplishments, shortfalls, and lessons learned in order to guide development of the NTS 2016-2020. By fostering a common vision for tourism cluster competitiveness within the public sector, BEST will help accelerate achievement of NTS goals. This will be achieved as follows:

A. Develop National Tourism Strategy 2016-2020

BEST will work with MoTA and industry partners on finalizing the NTS 2016-2020 initiated in Year 1, ensuring it is in sync with the Government’s new Vision 2025, which provides a path for growing Jordan’s economy. The new five-year national tourism strategy will be followed by an implementation plan to realize competitiveness-enhancing results. The ultimate objectives will be to develop Jordan as a distinctive destination offering diverse, year-round visitor experiences that will enrich the lives of Jordanians and their guests. This will be achieved as follows:

- Facilitate a series of regional stakeholder consultation workshops to seek input from various facets of the tourism cluster to develop sector goals.
- Compose a competitiveness-oriented strategy
- Launch the new strategy and promote it across Jordan’s regions to catalyze nationwide buy-in and promote tourism SME opportunities and jobs.
- Following finalizing of the NTS, produce a Year 1 strategy work plan.

Milestones

- NTS structure and strategic framework validated by MoTA, NTS committee chairs, and

stakeholders - Q1, 2017

- Regional stakeholder consultation workshops to seek input from various facets of the tourism cluster to develop sector goals facilitated - Q1, 2017
- Draft National Tourism Strategy 2016 to 2020 produced - Q2, 2017
- New strategy launched and promoted across Jordan's regions - Q3, 2017

C.4.2.5 STRENGTHEN TOURISM SECTOR ASSOCIATIONS AND CHAMBERS

C.4.2.5 Deliverable

Business associations and chambers strengthened

BEST will implement customized capacity building activities to strengthen tourism-related business associations to become more capable of supporting the sector and their members. Tailored interventions using technical assistance and TPF funding will be provided to build capacity and support improved internal governance, fundraising, external relations, and advocacy. For example, with BEST support JRA implement a grant which aims to revise its current advocacy programs and improve sector competitiveness. Specific interventions are detailed as follows:

A. Improve welfare and quality of professional tour guides

BEST awarded a grant to the Jordan Tour Guides Association (JTGA) to improve the marketability and demand for Jordanian tour guides, develop two Amman guided walking trails (Al Balad trails), conduct specialized interpretation techniques training to up skill guides for the MICE market, improve professional standards of tour guides, support a school tourism awareness campaign via the 'Tourism Awareness Ambassadors Program', and build capacity of JTGA to manage donor funding. In Year 2, BEST will work with the association and its new board of directors to begin implementation of these grant activities.

B. Support to classified restaurant sector via JRA

BEST awarded a grant to Jordan Restaurant Association (JRA) to support improved professional assistance and training that respond to the needs of its members. BEST is also working with JRA to raise industry awareness about the planned new restaurant classification system (once adopted) and best practices in food safety and hygiene. With BEST support, JRA will create more effective mechanisms to facilitate and share information on job opportunities available in the restaurant sector, and to identify areas that impede competitiveness of the industry for JRA to pursue through its advocacy agenda.

C.4.2.6 FACILITATE WORKING GROUPS FOR LOCAL ACTION

C.4.2.5 Deliverable

Working groups facilitated to resolve specific tourism-related issues

BEST approach to implementation is grounded in creating and facilitating partnerships among various stakeholders impacting tourism. The Year 2 work plan entails the creation or facilitation of a variety of working groups in order to achieve national tourism strategy

objectives as well as those of the project. These working groups are discussed throughout the document.

C.4.3 Tourism Assets Developed

C.4.3 Deliverables

1. Development of a sustainable research center facilitated, possibly in collaboration with the University of Jordan or JTB, to coordinate and analyze tourism-related data, formulate forecasts, and provides much information for decision making.
2. Initial tourism sector data collection and analysis performed to inform product development meeting the desires of source markets. The initial collection and analysis should serve as the model to be followed by the research center.
3. Research center tourism data and analytical products consistently utilized by GoJ and private sector to support decision-making.
4. A website providing current data and research center analytical products is developed, implemented, and sustainably maintained by the research center.
5. Implementation of national and mandatory best practice standards in hotels, restaurants, desert camps, and medical tourism facilities supported.
6. Primary site offerings expanded, enhanced, and linked to hotels and resorts, resulting in longer stays and higher receipts per night stayed.
7. Top five tourist destinations improved to provide enriched tourist experience. Areas of focus might include site presentation, information, ticketing, cleanliness, and local guide capacity.
8. Ten new tourism products developed or scaled up, five of which are linked to secondary sites, each attracting at least 50,000 tourists per year by the end of the contract.
9. At least five new trip circuits or tour routes developed. At least two routes must incorporate at least one overnight stay at a secondary tourist site in the itinerary.
10. Assessment conducted identifying needs of tourism industry and university curriculum shortfalls. The assessment must A) survey various tourism sector firms hiring or employing university-level graduates to determine the skills they seek in job applicants and B) survey Jordanian universities' tourism-related programs to determine adequacy of the curricula in meeting the tourism sector's skill demands.
11. Based on the assessment conclusions, university curricula developed and/or improved to match skills demanded by firms in the tourism sector.
12. At least five out-sourced tourism concessions developed due to contractor's efforts.
13. Purchases of Jordanian SME goods and services by major hotels, large tour operators, and other large tourism sector firms cumulatively increased by at least 20 percent.

Background

Jordan's tourism assets are rooted in the heritage and landscape of the country, the richness of its culture at the crossroads of civilizations, and the ambition and hospitality of its people. To date, cultural heritage has been a core draw for international visitors. This is a recognized strength that needs to be further built upon. Alongside this, the tourism offering in Jordan needs to be further deepened to enable today's visitors to engage in authentic experiences of the country. These can be extended and their contribution to the local economy enhanced. Tourism products include experiences ranging from authentic experiences at local level, adventure tourism, nature tourism, events, and new ways of seeing and experiencing Jordan through routes and trails.

Tourism assets also encompass the hospitality industry, as well as products and services supporting the visitor experience. Within this, Jordan's workforce and educational institutions are critical components of the tourism asset base, and further investment is required here to ensure that labor supply can meet demand; particularly in relation to new hotels and vacation properties scheduled to open in Jordan in the coming years. Finally, a solid tourism research base is a critical asset in the development of any tourism industry; both in relation to capacity, and the data to guide decision-making and investment.

USAID BEST has made significant progress on a number of deliverables in Year 1, with grant activities and technical support underpinning the enhancement of primary and secondary site offerings, exciting new products and trip circuits / routes already in development; tourism research deliverables progressed and assessment of university curricula to meet industry needs also advanced.

Approach to developing Jordan's tourism assets in Year 2

In Year 1 BEST announced a broad-based Annual Program Statement as well as a Tourism Innovation RFA as support scheme to catalyze investment in product development initiatives under the Tourism Partnership Fund (TPF). These announcements yielded BEST investments in a diverse array of pilot programs that demonstrated excellent prospects for growth and scalability. BEST will continue to support and closely monitor these activities in Year 2, and through an adaptive learning approach determine whether more intensive and systematic investment will aid in scaling-up these products and models in the coming years. BEST will also exert a more targeted and focused program of support with clearly defined TPF schemes offering incentives to catalyze the industry around the NTS's strategic vision for Jordan's tourism product.

To fortify significant investments made in the conceptual design and launch of flagship programs such as the Jordan Trail and Distinctive Destinations Program in Year 1, BEST will:

- Transition into supporting the development of diverse, unique and authentic experience offerings throughout the smaller villages and communities along the Jordan Trail, while continuing to build the organizational and marketing capacity of its custodian, the Jordan Trail Association (JTA).
- Deliver associated technical assistance and investment support to the city designated as the winner of the first-ever national 'Distinctive Destinations' competition, modeled after Mexico's Magic Towns. Harnessing community-industry-municipal collaboration BEST support will help them identify and promote their unique tourism offerings and

transform their destination into one with distinct appeal to domestic and international travelers.

To increase access to and link attractions among Jordan's primary and secondary sites, BEST will work with the Jordan Express Tourist Transportation Company (JETT) to launch 15 new routes/tours that will be equipped with modern interpretation equipment and provide enhanced customer experiences. BEST will also engage further with PDTRA to diversify and enhance experiences at Petra Archeological Park that improve the livelihoods of the gateway community, as well as safeguard the unique archaeological assets of Petra. BEST will enhance hospitality skills and improve the customer service capacity of Jordan's work force by expanding industry partnerships with more of Jordan's premiere hotels and engaging them in the highly successful Pathways to Professionalism scheme. Building on insights gleaned from various industry and university curriculum assessments, BEST will foster improved industry-academia linkages that ensure tourism curriculum meets industry needs. BEST will also advance its significant progress in hotel and restaurant classification and pursue further development of the design and business approach required to execute the development of a Tourism Research Center.

BEST's development of tourism assets will continue to see:

- Improved research for investment and decision making
- The quality of Jordan's hospitality upgraded and diversified
- A sharper, more exciting and more integrated product offering
- Educational institutions improved to produce better prepared graduates for the marketplace

C.4.3.1 ESTABLISH TOURISM RESEARCH AND ANALYSIS CAPABILITY

There are few documented research initiatives and mechanisms for improved policy formulation and implementation in Jordan. A gap exists in regularly quantifying the economic contribution of the tourism industry to the national economy. Information on accommodation occupancies and marketing information, such as visitor motivation and visitor satisfaction, is insufficient. Such data will help businesses and policymakers in decision making, and will aid in enhancing industry competitiveness by identifying areas of opportunity for improvement.

C.4.3.1.1 - Establish a Tourism Research Center

C.4.3.1.1 Deliverable

Development of a sustainable tourism research center

In Year 1, BEST conducted stakeholder consultations, produced a white paper on the concept of the Tourism Research Center (TRC), and finalized a business environment assessment including suggested business plan models for operating and establishing the TRC.

Contingent on securing commitments from the industry stakeholders, in Year 2 BEST will request business proposals from stakeholders pre-identified and screened in response to a request for expressions of interest (EOI) released in Year 1. Should a viable candidate or consortium present a feasible and sustainable business plan, BEST will provide grant support such a proposal to develop and establish of a tourism research center.

Milestones

- Request for Application (RFA) published, solicited to pre-screened firms, and responses evaluated – Q1, 2017.

- Three year development plan for TRC requested from winner of RFA, evaluated and approved – Q2, 2017.
- Grant support to a viable consortium or joint venture executed, or decision to forfeit TRC establishment made – Q3, 2017.

In the event viable proposals were not received, BEST will work to achieve the objective of enhanced research via other methods, including better JTB research capability, among others.

C.4.3.1.2 Collect and analyze initial tourism sector data to inform product development

C.4.3.1.2 Deliverable

Initial tourism sector data collected and analyzed

In Year 1, BEST project collected initial tourism sector data gleaned from MoTA, JTB, MoL, Department of Statistics (DoS), Jordan Central Bank, UNWTO, WEF and WTTC. In Year 2, BEST will continue collecting and updating the database and circulating this data to the industry.

Milestones

- Year 2 iteration of database gleaned from MoTA, JTB, MoL, DoS, Jordan Central Bank, UNWTO, WEF and WTTC – Q3, 2017
- Data reports and dashboard collaterals to the industry prepared, published and disseminated - Q4, 2017

For additional information on collecting tourism sector data that informs product development and meets the desires of source markets, see section C.4.4.2.1 A.

C.4.3.1.3 Support GoJ utilize tourism research data in decision making

C.4.3.1.3 Deliverable

Research center research utilized by GoJ and private sector

A. Facilitate implementation of International Tourism Visitors Survey (ITVS) in 2016

For Jordan to expand its tourism potential it must compile verifiable information to help identify new markets and product opportunities in order to boost competitive and expand tourism economic impact. The ITVS (commonly known as Arrivals and Departures Survey) is the backbone of Tourism Satellite Accounts. The ITVS is the responsibility of the Department of Statistics (DoS), but is traditionally funded by MoTA; MoTA allocated a budget for DS to conduct the ITVS. BEST, as a member of the

International Tourism Visitors Survey Objectives

- Measure visitor expenditures
- Determine activities tourists participate in, transport, accommodation and places visited
- Provide data for tourism expenditure in the Tourism Satellite Account
- Provide demographic information about international visitors, their motivation for visiting Jordan and their satisfaction with their visit

ITVS Steering Committee, provided support in the design of survey instruments, sampling profile and frame, and survey planning.

As the survey takes one year to complete, BEST - through its role on the committee - will continue to monitor implementation and provide support to MoTA and DoS in producing the survey results and analyzing the TSA report data leading up to its completion in Year 3. In the future, following maturity of the proposed Tourism Research Center, the TRC will continue to advise DoS on ITVS implementation.

Milestones

- Reports from Steering Committee meetings and interim reports throughout Year 2, reported and circulated - Q4, 2017.
- Two interim reports from ITVS to industry stakeholders prepared and circulated – Q4, 2017.
- TSA for 2016, prepared in partnership with MoTA, DoS and Central Bank of Jordan extrapolated and published - Q3, 2017.

C.4.3.1.4 Produce tourism research data website

C.4.3.1.4 Deliverable

Website providing current data and research analytical products developed

This activity will be implemented in Year 3, conditional on establishment of the TRC, TSA prepared and TCI Year 2 completed and published.

C.4.3.2 IMPROVE EXISTING TOURISM EXPERIENCES

C.4.3.2.1 Support implementation of standards in hotels, restaurants and desert camps

C.4.3.2.1 Deliverable

National and mandatory standards in hotels, restaurants, camps supported

A. Implement hotel classification standards

To implement classification of hotels nationwide, BEST will work with stakeholders on:

- a) Refining hotel classification system and procedures to reflect international best practice
- b) Building capacity of assessors to implement the hotel classification system
- c) Conduct awareness for hotel establishments

In Year 2, BEST will support these institutions to continue implementing the hotel classification nationwide. The new hotels standards will be presented to the Hotel Classification Steering Committee for feedback and approval, after which BEST will design and print. BEST project will build capacity of MoTA, ASEZA and PDTRA hotel assessors to ensure uniform and competent command of the criteria and application of the hotel classification system. BEST will support MoTA under a grant in developing and upgrading their online hotel

Snapshot of Y1 Support under BEST

- Supported MoTA & ASEZA add 18 hotel approved assessors
- Assessment of Jordanian hotel standards, benchmarked against international standards and verified by UNWTO

classification system and train the assessors from MoTA, ASEZA, PDTRA and JHA on using the system. This activity will also contribute to C.4.2.1.1 Deliverable: ‘At least six new policies and procedural reforms developed for implementation by GoJ to increase tourism sector competitiveness’.

Milestones

(i) Classification Unit at MoTA, Q2, 2017

- Review of the MoTA Professions Department to identify implications and procedures required for restructuring Quality Assurance/Classification Unit under the Department conducted – Q1, 2017
- Standard Operating Procedures for the Classification Unit prepared - Q2, 2017.
- Standard Operating Procedures for the Classification Unit approved - Q2, 2017.
- Quality Assurance and Classification Unit at MoTA established – Q3, 2017.

(ii) Upgrading the online classification system Q3, 2017

- RFP for hotel classification online system issued, evaluated and awarded – Q2, 2017.
- Upgraded hotel classification online system at MoTA installed and commissioned – Q3, 2017.
- Approved assessors from MoTA, ASEZA, PDTRA, JHA and AHA on the online hotel classification system trained – Q4, 2017.

(iii) Fast track hotel classification inspection program via MoTA, ASEZA, PDTRA, JHA & AHA – Q4, 2017

- Establish Hotel Classification Steering Committee for approving the updated hotel standards and criteria - Q1, 2017.
- Publish updated classification standards and promote them to the industry – Q2, 2017
- Train and certify new hotel assessors, including from PDTRA (a first for Petra) on the updated hotel classification standards – Q3 2017.
- Classify 125 hotels across Jordan – Q4, 2017.

B. Launch classification standards for tourist restaurants with ASEZA, JRA and JFDA

In partnership with the Jordan Restaurant Association (JRA), BEST will support the deployment of a classification system for tourist restaurants. While this was approved by MoTA’s Tourism Committee in a letter dated June 20, 2016, both MoTA and JRA are now reconsidering the approach for adopting the new classification system from a legal standpoint, possibly requiring re-evaluation due to legislative requirements. MoTA will establish a national restaurants classification steering committee to review and approve the standards and approve the classification implementation action plan, while at the same time seeking a legal mechanism for effective adoption. Should the new classification system be adopted, BEST will support MoTA in developing an action plan for implementing the new standards under the guidance of the national restaurants classification steering committee.

This activity will also contribute to C.4.2.1.1 Deliverable: ‘At least six new policies and procedural reforms developed for implementation by GoJ to increase tourism sector competitiveness’.

C. BEST for BUSINESS - Improve commitment to service excellence and competitiveness in hotel and restaurant operations

BEST will design and pilot a ‘Best for Business’ leadership mentoring program to improve competitiveness at hotel and restaurant management level. This program will identify gaps through the classification inspection audits and build the capacity of managers to manage the gap bridging processes to reach service excellence and competitiveness in operations.

Milestones

- ‘Best for Business’ leadership mentoring program to improve competitiveness at hotel and restaurant management level designed – Q2, 2017.
- Commitment from industry operators and MoTA secured – Q2, 2017.
- Advisory and mentoring program for hotel management to achieve and upgrade ‘service excellence’ standards of operation in line with classification standards and supporting documentation prepared – Q2, 2017.
- ‘Best for Business’ program, to identify gaps through the classification inspection audits and build capacity of managers to manage these processes reach appropriate service excellence, launched and piloted - Q3, 2017.

D. Enhance standards of desert camps

Wadi Rum has seen an infiltration of illegal poor-standard camps, both within Wadi Rum Protected Area (WRPA) and along its perimeters, due to weak enforcement. Legal camps within WRPA operate with poor standards of operation and guest services. Working with the Wadi Rum Protected Area (WRPA) management, the campsites within the protected area will be assessed to identify the gaps and weaknesses in services, facilities and operation. The findings will inform MoTA, ASEZA and WRPA for future action planning. Depending on the outcomes, BEST will work towards enhancing the standards and provide the capacity building, training and awareness needed to ensure compliance with minimum operation standards.

Milestones

- Assessment to identify gaps and weaknesses in services and facilities at campsites completed – Q2, 2017
- Steering committee from ASEZA, MoTA and WRPA to review and approve standards established – Q2, 2017
- Quality operation standards for desert campsites prepared – Q3, 2017
- Assessment report findings to steering committee presented – Q3, 2017.
- Training for ASEZA and WRPA assessors on application of standards provided – Q4, 2017.

E. Enhance standards for non-desert camps

This activity will be addressed in Year 3.

F. Public-private partnership to improve quality of workforce at major resorts and hotels

1. Pathways to Professionalism

Improving the quality of workforce at major resorts or hotels offers another opportunity for public-private partnerships (per section C.4.1.7).

| |
|---|
| <p align="center">Snapshot of Y1 Support by BEST</p> <ul style="list-style-type: none"> • National professional standards for Food & Beverage Service, Housekeeping, and Food Production have been finalized in accordance with VTC’s National Vocational Qualifications System. • Twenty one major hotels and resorts have joined the Pathways to Professionalism |
|---|

BEST will promote Pathways to Professionalism through social media platforms and distribution of brochures and posters. An excellence award for Pathways to Professionalism will be launched to boost publicity around the program and create a competitive environment among participating hotels to encourage greater achievements. BEST will consider a plan for outsourcing implementation of Pathways in subsequent years to secure continuation and specialized management of the program. BEST will augment the roll-out of Levels 2 and 3 and introduce five new job profession portfolios for front office, laundry, concierge, stewarding and bakery positions. It will also train the needed members of staff at the registered hotels to become Departmental Trainers and Internal Examiners. BEST estimates enrolling an additional 500 learners into the program in Year 2, increasing the amount of total funds leveraged by this program.

A new Entry Level Scheme (Level 1) will be introduced and piloted at Ayla Oasis in Aqaba. This new scheme will support Ayla in identifying a comprehensive range of job opportunities and provide direction to the resort to recruit and induct new recruits to the positions to create jobs for that major development project. The new and existing standards will be introduced to four new 4-star hotels and four new 5-star hotels across Jordan.

Milestones

i) Scaling up and awards planning

- Plan to outsource Pathways to Professionalism developed - Q3, 2017.
- Design of the Excellence Awards developed – Q3, 2017.
- Awareness sessions on the Excellence Awards for hotels conducted - Q3, 2017.
- Pathways to Professionalism ‘Excellence Award’ for participating hotels launched – Q4, 2017.

ii) Expand roll out of Professions for Level 2 and Level 3

- National Professional Standards in five new professions for front office, laundry, concierge, stewarding and bakery prepared and approved – Q2, 2017.
- Final ‘Jobs Skills Portfolio’ approved, printed and distributed – Q2, 2017.
- Five new professions rolled out to 21 hotel – Q2,2017
- Questions Bank for testing the five additional professions (total of 500 questions) developed and approved – Q2, 2017
- Departmental Trainers and Examiners in registered hotels trained – Q2, 2017
- Additional 500 learners enrolled into the program in Year 2 – Q4, 2017
- Pathways to Professionalism Level 3 launched at all participating hotels - Q3, 2017
- Knowledge text books for the eight professions developed, printed and distributed – Q4, 2017
- Internal Examiners for Concierge, Front Office, Laundry, and Stewarding trained and certified - Q4, 2017.

iii) Develop and pilot a new entry level scheme (at Ayla Oasis Resort Aqaba)

- Ayla Oasis Resort and ASEZA in partnership with the UK-based People 1st to adopt Level 1 framework for training agreed and secured – Q2, 2017.

- New entry (Level 1) as a pilot scheme at the Ayla Oasis Resort in Aqaba designed and launched - Q2, 2017.
- Interview Question Bank (testing through interview) for Level 2 prepared- Q2, 2017.
- Internal examiners to conduct the exams trained and approved - Q2, 2017.
- Documentation needed for registering and training the learners developed, designed and printed- Q2, 2017.

iv) *Introduce Pathways to Professionalism in 4 star hotels*

- New and existing professions introduced to four new 4-star hotels – Q4, 2017

2. *Excellence in Higher Education & Increased Female Participation in Hospitality*

Implementation of the Jordan Applied University (JAU) grant will take place in Year 2. BEST is supporting the university to revise and update the ‘Tour Guides Techniques’ program curriculum. BEST will also work with JAU to implement a tourism awareness campaign to attract females to the hospitality sector and related educational programs. In addition, BEST will develop theoretical and practical assessments for the Pathways to Professionalism scheme. Furthermore, BEST will support JAU to renew their UNWTO TedQual Certificate to maintain their standard of excellence, and help the university implement a ‘Back to Industry’ program for JAU teachers and instructors. This work will collectively lead to new and improved tourism-related curriculum, increased female participation in the hospitality sector, and help position Jordan as a regional leader in supporting collaboration between academia and industry in the sector.

Milestones

- New updated Tour Guides Techniques program prepared – Q3, 2017.
- Pathways to professional scheme questions developed Q2, 2017.
- Tourism awareness campaign conducted – Q3, 2017.
- UNWTO TedQual recertification secured – Q4, 2017.
- On line examination/testing system questions prepared and approved – Q3, 2017.
- ‘Back to Industry’ program for professors and teachers designed and implemented - Q4, 2017.

3. *Launching InterContinental Hotels Group Dead Sea Hotels Hospitality Training Academy*

In Year 1, BEST awarded a grant to the Holiday Inn (Middle East) limited (Crowne Plaza Jordan Dead Sea Resort & Spa and Holiday Inn Resort Dead Sea) to pilot an InterContinental Hotels Groups Hospitality Training Academy at the Dead Sea area to train 50 local community youth in Food and Beverage Service, Food Production and Housekeeping departments for 12 months. Grant implementation will proceed in Year 2.

Milestones

- IHG Academy launched – Q1, 2017.
- Curriculum based on Pathways to Professionalism Level 1 designed and accredited – Q2, 2017.

- Capacity building for trainers to support the curriculum conducted, Q2, 2017.
- Awareness plan prepared and sessions conducted- Q3, 2017.

C.4.3.2.2/3 Enhance and expand experiences on primary sites and top five destinations

C.4.3.2.2 Deliverable

Primary site offerings expanded, enhanced, and linked to hotels and resorts, resulting in longer stays and higher receipts per night stayed

C.4.3.2.3 Deliverable

Top five tourist destinations improved to provide an enriched experience

USAID Definition of Destinations and Sites

Primary Destinations and Sites

Amman, Dead Sea, Aqaba, Petra, and Wadi Rum

Secondary Destinations & Sites

Ajloun, Jerash, Karak, Madaba, Shobak, Salt, and Tafileh

USAID has identified destinations and sites as primary and secondary. This section discusses activities related to enhancing the visitor experience on primary sites.

A. Enhance management, visitor services and experiences at Petra Archaeological Park

The Petra Archaeological Park (PAP) holds extraordinary cultural and natural significance and considerable aesthetic, archaeological, anthropological and scientific values. While it is Jordan's main attraction, Petra still has the potential to offer new experiences that contribute to increased expenditure and length of stay by enriching the destination via new or improved product offerings.

In Year I, BEST signed a grant agreement with the Petra Development Tourism Region Authority (PDTRA) to support the development of tourism products, enhance experiences and ensure the conservation of Petra Archaeological Park. The grant aims to diversify the tourism product, enhance the livelihoods of the gateway community, and safeguard the unique archaeological assets of Petra.

BEST will continue to provide the following support under the grant:

i. Introduce new experiences at PAP and upgrade current offerings

- **Guided and Themed Trails within PAP** will be developed as new experiences to increase visitors lengthen of stay without crowding the Treasury area. During Year 1, 11 trails were identified within the park and mapped in collaboration with PDTRA. In Year II, BEST seeks to design packages and establish pricing for at least four trails. This will lead to more job opportunities for local tour guides. Orientation for local guides will be held to promote effective trail operation.
- **Introductory Film** that introduces visitors to the site and its Nabataean history and architecture history will be introduced. The objective of the film is to improve the interpretation and visitor understanding of Petra and improve visitor orientation.

- **Handicraft shops** at the Petra Visitor Center had been allocated for local community organizations to promote local crafts but still not operational. PDTRA wishes to integrate the three units into a single shop. BEST will finalize and deliver new shop designs developed in Year 1 for PDTRA to contract remodeling and decoration works. Intended to serve as a one-stop-shop for authentic handicrafts produced in the Petra region, BEST will aid in helping local cooperatives showcase their products in the new shop.

ii. Build Capacity of PAP Visitor Center Staff

With the introduction of the new PAP visitor center, BEST will train visitor center staff in visitor management and servicing. Topics will cover visitor reception and customer service, security procedures and facility maintenance and operation.

iii. Conservation advisory to better protect Petra

BEST will provide intermittent but strategic conservation advisory, particularly pertaining to necessary conservation measures during the Turkmaniya road rehabilitation.

iv. Support PDTRA to introduce a world-class Eco lodge facility

PDTRA intends to develop an Eco Lodge in Al-Beidha area for private sector concession. It will diversify the accommodation offerings in Petra by creating an environmentally-sensitive model based on passive design that minimizes impact on the surrounding area while creating new economic opportunities for the local community. BEST will support the private sector architectural firm in adopting passive design principles and produce a modern design for the complex of 30 accommodation units that also mesh with local motif. The architectural firm will provide this service as a private sector contribution to PDTRA and BEST will work with them to realize the concept. With BEST support, PDTRA will have the first comprehensive ecological tourism experience in the country. Later, BEST will also facilitate the engagement of a private operator through providing short-term legal advisory assistance on the optimal PPP model and by drafting the relevant concession agreement.

Milestones:

- Guided trails developed – Q3
- Petra introductory film produced, Q4
- Petra handicrafts shops enhanced, Q3
- Deliver training to visitor center staffers, Q2
- Passive design and sustainability recommendations for Beida Ecolodge delivered- Q1
- Public-private partnership model developed for eco lodge operation- Q3

B. Strengthen site management and experiences at Jerash Archaeological Site

Under EGST, USAID supported the government to transform the Jerash visitor center based on a new design. To build on the appeal of Jerash as the largest Roman city in the area, BEST will support initiatives that enrich the destination with new or improved product offerings at the archaeological park, and by engaging local community members.

i. Upgrade site operations and procedures for an improved visitor experience

BEST will develop an operational plan for the newly developed visitor center for MoTA's consideration, including recommendations for optimal management of the facility and visitor servicing. The plan will cover ways to enhance visitor reception and servicing, cyclical maintenance, security procedures, site uses and visitor conduct; and will be followed by capacity building for MoTA staff.

ii. Introduce new experiences in Jerash

BEST will produce a map for the Jerash Archaeological Park (JAP) to better aid visitors and provide them with information on a richer, and potentially longer, experience. The map aims to provide a wealth of information for visitors while promoting JAP various offerings that can contribute to longer stays and more spending.

Milestones:

- Staff training conducted, Q2
- Jerash Archaeological Park map produced, Q3, 2017

iii. Support the upgrade of the Ottoman Building in Jerash

Decrepit and neglected, the Ottoman Building can be one of Jerash's key attractions. It possesses unique architecture, cultural value and outstanding panoramic 360° view of the city. Depending on MoTA allocation of funds for development, BEST will build on previous conceptual design advice to help produce a final transformation solution, and contribute to developing interpretive material to tell the story of this attraction. BEST will also support MoTA in proposing a well-structured private sector concession of a food and beverage facility on the site to serve as a rest area. This support is subject to MoTA's timely mobilization of the project.

Snapshot of Ottoman Building Support under EGST

- Upgrade and adaptive reuse recommendations
- Helped include it on visitor trail as an interpretation point

Milestones:

- A conceptual design for the adaptive reuse of the building developed- Q2
- Development of story line interpretive content facilitated- Q3
- Framework for PPP model developed- Q4

C. Improve Aqaba historical assets to offer new experiences

Aqaba enjoys a unique cultural identity molded through the long occupational history of various civilizations. Despite the great potential of its heritage assets in terms of diversifying and enriching the tourist experiences, these are often overlooked and underutilized. Well-considered improvements of these assets and the introduction of meaningful visitor experiences and media outreach can change visitation patterns for tourists and locals alike.

A previous USAID engagement resulted a comprehensive site improvement plan for the historical complex of Aqaba Fort and Sharif Hussein House, which has not yet been implemented. BEST will work with ASEZA and the DoA to facilitate the upgrade of the sites and adaptable reuse as per the recommendations of the site management plan. This will include:

i. Support transformation of Sharif Hussein House Museum as a new experience in Aqaba

During Year 1, BEST supported MoTA in their efforts to transform Sharif Hussein House into a museum. A schematic design was finalized and approved by the Royal Hashemite Court and other stakeholders. The schematic design embodied the aspirations of designating the house as a museum that tells the story of the life of Sharif Hussein and the Great Arab Revolt. For Year 2, BEST will continue to support MoTA and the Ministry of Public Works and Housing (MoPWH) by mentoring the design development, producing tender documents, finalizing interpretive content for exhibits, tendering out the multimedia content production and subsequently providing advisory support during the construction period which is planned to commence in 2017.

Milestones

- Detailed design drawings developed by MoTA (based on BEST schematic design phase 2), Q1
- Construction tender issued, Q2
- Final interpretive content for exhibits, panels and multimedia stations developed, Q2
- Advisory support during implementation is extended, Q4

ii. Aqaba Archaeological exhibit

As per stakeholders' directions to dedicate the Sharif Hussein House to telling the story of modern Jordan through the life of Sharif Hussein and the Great Arab Revolt, they decided to relocate the current display of antiquities from the Sharif Hussein House to an adjacent building in the complex. Once the location is approved by ASEZA, BEST will support the design of the exhibition space and develop interpretive material to enrich the visitor experience.

Milestones:

- Specific milestones will be developed once agreement with ASEZA is reached.

D. Thrill-seeking tourism offering at the Dead Sea with the Royal Aero Sports Club

BEST will work with the Royal Aero Sports Club Jordan (RASCJ) through TPF grant to expand Jordan's tourism offering at the Dead Sea. The RASCJ is near to the Dead Sea hotel strip and key attractions, and the area's year-round good weather is ideal for aero-sport activities. This is thus a good opportunity to add unique experiences in the area and encourage longer visitor stay and spend. During Year 2, BEST intends to support RASCJ through a grant to upgrade its facilities and provide more robust and focused marketing to underpin operational sustainability. Facility upgrades include enhancing the RASCJ hangar to improve efficiency of the aero sports activity operations, and upgrade the club's kitchen and F&B service. Marketing is vital for generating interest in and selling the activities, and so support will include a promotional plan to boost RASCJ's presence and promote the activities and services offered. Support will allow RASCJ to operate several activities including sky diving, scenic flights, paramotors, and aeromodelling, among others.

Milestones:

- F&B function enhanced and relevant facilities upgraded, Q2 2017
- Hangar upgrades completed, Q3 2017
- Marketing outreach plan developed, Q4 2017
- Website upgraded, Q4 2017

C.4.3.3 SUPPORT DEVELOPMENT OF NEW OR ASSIST WITH SCALING UP OF NASCENT TOURISM ASSETS AND PRODUCTS

C.4.3.3.1 Deliverable

Ten new tourism products developed or scaled up, five of which are linked to secondary sites, each attracting at least 50,000 tourists per year

USAID seeks to support Jordan develop new or assist with scaling up nascent tourism assets and products across the tourism sector. This includes tourism products of cultural heritage experiences, adventure, and community-based tourism, as well as rural tourism, among others. The Distinctive Destinations program (DDP), a major undertaking being rolled-out by BEST in partnership with MoTA, is based on Mexico's *Magic Towns* model but was re-designed for Jordan by USAID BEST. DDP aims to foster sustainable 'place-centered' tourism development by harnessing community-industry-municipal collaboration to promote and market distinctive local destinations at selected sites and towns. This program will support development of secondary tourism destinations through the development of unique and compelling tourism experiences and products that capitalize on the core strengths and unique characteristics of a place. Destinations developed will act as a draw to visitors from nearby primary destinations in the country, thus enhancing local economies through increased flows of tourism and expenditure.

BEST's approach towards enhancing tourism offerings

- Upgrading and developing new or nascent tourism products in primary and secondary sites
- Developing strong, local, authentic experience products
- Focusing on drawing more visitors to secondary sites through support for place-centered and community-based tourism initiatives.

Our development approach prioritizes sustainability and competitiveness as guiding principles. Asset conservation will always be considered prior to development. When possible, private sector engagement will be promoted and distribution of economic gain across Jordanian regions will be prioritized.

A. Diversify tourism products through distinctive tourism destinations (Magic Towns)

In Year 1 BEST supported the Ministry of Tourism and Antiquities to design and launch the new Distinctive Destinations Program (DDP) based on competition between cities vying to be adopted for support to deepen and promote their unique tourism offerings. The competitive process was initiated in Year I and five destinations (Jarash, Ajloun, Salt, Madaba and Karak) applied for the competition. During Year 2, BEST will support the applications assessment process, development of a tourism strategy for the winning city and introduction of an enterprise development program, including a grants scheme for local businesses to engage in tourism offerings through TPF. This enterprise development support may include expanded or improved accommodation, food, tour and service options delivered by local community entrepreneurs and NGOs.

Milestones

- Winning destination selected and announced, Q1 2017
- Tourism strategy and enterprise development program for winning destination developed and TPF RFA announced - Q2, 2017
- Winning destination brand developed- Q3, 2017
- Work plan implementation initiated through TPF grants for more diverse products, services and experiences, and for promotion of the destination and its offerings Q4 2017

BEST will also consider developing a brand for the DDP concept as a whole during Year II of implementation.

B. Investigating the potential of food experiences in the Jordanian tourism product

Jordan has yet to build on its latent potential of distinctive culinary history and contemporary experiences by highlighting stories and reviving recipes linked to Jordan's past. Engaging enjoyable and memorable quality food experiences can provide community-based opportunities. In Year 2, support in this area may include developing local home-based food experiences or local festivals or markets, possibly with a primary focus along the Jordan Trail and the winning Distinctive Destination town. BEST will explore developing guidelines for home-based food experiences, enhance experiences through training and TPF grants, and support marketing to Jordanians and visitors. For quality, training on safety and hygiene will also be delivered. Also, capitalizing on the richness of Jordan, BEST will consider support to one or two food festivals or showcases based on distinctive themes, such as olives in Ajloun, dairy in Jerash, Citrus in Northern Jordan Valley, and so on.

Culinary experience model

- Reviving the history and the traditions associated with Jordan's cuisine.
- Promoting local specialties based on theme or geography.
- Emphasizing authenticity and local engagement

C. Develop Tafileh's Ma'ten Village as distinctive cultural and ecotourism experience

The Ma'ten Cooperative eco-lodge seeks to offer accommodation in a lodge and adjacent camp in the quaint village close to Dana in Tafileh. The cooperative's capacity to operate and manage a hospitality business needs to be built, and the facility requires upgrades of its lodging, kitchen facilities and environmental systems. Villagers will be helped to provide cultural experiences to visitors. Once operational, supporting its marketing will be essential for success. In Year 2, BEST will facilitate the implementation of these activities under a grant.

Milestones

- Standard operating procedures for lodge operations developed – Q1
- Lodging and kitchen facilities upgraded – Q2
- Environmentally-friendly solutions installed (solar and gray water systems)– Q3
- Marketing plan and tools developed – Q3

F. Explore the potential to support Jordan's handcraft sector

In 2016 BEST supported Amman Chamber of Commerce (ACC) to establish the 2016 Jordan Shopping Festival. A key success of this initiative was an eight-day handicraft market, brought about by BEST in partnership with the Jordan Handicrafts Producers Association (JHPA), which spread the benefits of the festival to local handcraft producers outside Amman. During Year 2, BEST will seek to capitalize on the success of the 2016 crafts market and explore with JHPA the potential for an ongoing market to support the sustainability and growth of local producers around Jordan. The vision is for such a market would provide a sustainable platform for producers to sell their products. This initiative may also build on continued support to next year's Jordan Shopping Festival, should the Amman Chamber of Industry repeat it, and partner with other key events in Jordan.

Milestones

- Milestones will be determined subject to discussions and agreement with JHPA - Q1

E. New local tourism offering in Salt

A Distinctive Destination candidate, Salt offers the potential to develop differentiated visitation offering based on a bustling city with distinguished local architecture, history and heritage to showcase. BEST is partnering with the Salt Development Corporation (SDC) to develop engaging experiences such as urban walking tours, food and craft experiences through TPF grant awarded end of Year 1. We will build on past JICA investments that identified themed trails within the city and operate these trails, creating new jobs and attracting business to spur spending with local SMEs. Activities include:

- **Enhance the guiding services along the three themed trails** by training 12 local interpreters to offer guided walking tours along the three trails: the *Harmony Trail*, highlighting the religious harmony within the old city of Salt; the *Heritage Trail*, highlighting heritage attractions in the city including the different houses; and the *Educational Trail* that highlights the history of education. Additionally, BEST will equip the corporation with audio guiding systems and tablets to showcase old photos of the city.
- **Support marketing and promotion** of the downtown area and its experiences, including production of promotional materials.
- **Facilitate interactive experiences** by engaging local families to provide home-based food experiences, possibly supporting selected homes implement minor upgrades, purchase equipment, and menu selection and training.
- **Improve the presentation and packaging of Salt Brand Shop** by improving design, production of packaging materials to avail a wider selection of tourist-oriented products.

F. Developing rural tourism experiences in Allan area (Balqa)

In Year I, BEST awarded a grant to Al-Marj to support development of rural tourism in the Allan area of Balqa Governorate. This is an opportunity for the local community to increase incomes by engaging visitors in their farming activities. In Year 2, BEST will support the transformation of local farms to rural tourism providers and upgrade their service standards. Support includes:

- Minor physical upgrades
- Website and booking engine
- New interactive agri-tourism experiences
- Standards of operations for quality and hygiene
- Marketing the new experiences

Allan Rural Tourism Initiative

Farmhouses available for rent

- B&B accommodation
- Farm visits, planting/harvesting, feeding and milking animals, bread-making)
- Farmers market

Milestones

- Interactive experiences with local families proposed and introduced – Q3
- Local interpreters trained to escort visitors and provide engaging experiences – Q3
- Marketing plan developed and executed – Q3
- Weekly farmers market organized targeting domestic tourism – Q3

G. Support themed activities rooted in Jordan's cultural heritage

1. The Jordan Heritage Revival Company (JHRC)

JHRC is mandated to enhance tourist experiences through interactive activities that aid the understanding and appreciation of site history. Efforts started in Year 1 to assess potential for the revival of select JHRC shows resulted in a TPF support package at two key sites; one of which offers a Great Arab Revolt reenactment in Wadi Rum, and the other remains to be determined. The grant covers capacity building in the form of developing a business plan, and technical assistance focused on creating and managing experiences and the development of pricing and promotion plans. This shall contribute to creating jobs, leveraging funds, and introducing new engaging visitor experiences at primary and secondary sites. Work on the implementation of the grant will commence in Year 2, after JHRC finalize contractual matters with a potential operator that will manage all Wadi Rum activities on JHRC's behalf.

Milestones

- JHRC business and technical capacity needs assessed - Q1
- JHRC site activities assessed - Q1
- Business plan developed - Q2
- One themed experience launched - Q3
- Promotional materials for one themed experience developed - Q3

2. Revival of the Roman Army and Chariots Experience (RACE)

RACE is a reenactment show for the staging of daily presentations of Roman warfare techniques and chariot races that takes place at the Hippodrome at Jerash Archaeological Site. The show was internationally-renowned and popular but became dormant over the past few years. BEST is supporting JoHistory (the operator) through a grant to develop, promote and reintroduce the RACE show on regular basis. The support aims at reviving the performance and enriching its quality to enhance visitor experience, lengthen their stay, create additional income generation streams, and create direct and indirect jobs opportunities. During Year 1, BEST mediated between JoHistory and MoTA and facilitated the agreement renewal between them and will commence implementation during Year 2.

Milestones

- Marketing campaign developed-Q1
- Fundraising activities supported-Q3
- Promotional materials developed-Q2
- RACE participation in international exhibits supported- Q3
- The Roman Army and Chariot Experience in Jerash revived- Q4

3. Support the development of Tiraz Museum

Tiraz museum houses a unique collection of Jordanian costumes and functions as a home for one of the most significant archives of Arab costume heritage in the modern era. It has a permanent collection alongside temporary exhibitions that change on regular basis, and the space is constantly utilized for various cultural events and functions. The museum lacks adequate promotion and exposure to tourists. BEST will support Tiraz Museum and place it on the tourist map through enhancing the museum's exhibits, interpretive content and marketing activities.

Milestones

- Specific milestones will be developed once the grant application is approved.

C.4.3.4 DEVELOP AND EXPAND PLACE-CENTERED TRIP CIRCUITS AND TOUR ROUTES

C.4.3.4 Deliverable

At least five new trip circuits or routes developed, two to incorporate at least one overnight stay at a secondary site.

Jordan's enhanced tourism offering needs to emphasize the diversity of Jordan's authentic cultural and historical experiences. BEST is on track to develop and expand over 25 place-centred trip circuits and tour routes; more than five times the original target. Year

2 priorities will center on consolidation of these successes; developing out the experiences, supporting MSME service providers and, in the case of the Jordan Trail, exploring a major pilot opportunity with Airbnb. We will develop further local and authentic trail offerings in Salt and Balqa Governorate. As these collections of routes and trails become stronger, BEST will work to ensure greater integration with tour operators and JTB in relation to promoting new experiences through their marketing platforms, and new destinations via its tourism network and media channels. In Year 2, BEST will also remain open to assessing potential opportunities which can underpin NTS priorities; e.g. the development of a food trail, or faith-based routes.

USAID BEST trip circuits / tour routes: 25+ currently in development

- JETT – 15 new tours, incl. 10 from Amman, a Golden Triangle tour, Dead Sea - Baptism Site tour, and Amman, Aqaba & Madaba city tours
- RMCJ – 6 motorcycle touring routes
- Jordan Trail – 1 section (80km) way-marked; trail development ongoing
- Salt – supporting 3 Salt city trails
- Ma'ten Eco-lodge – overnight lodging supporting 1 section of Jordan Trail to Dana, and additional local trails
- Allan villages – rural tourism trail
- Amman – 2 new walking trails

A. Support the development and promotion of Jordan National Trail

BEST extended a grant to Jordan Trail Association (JTA), to support the establishment of a sustainable organization to develop and promote the Jordan trail - a 650 km trail spanning 52 villages from Um Qais to Aqaba. During Year 2, BEST will support development of the JTA business plan and complete implementation of the current grant activities, including:

1. Mapping business opportunities along the trail

Map out and assess existing facilities and services for up to four sections of the trail; identify gaps in service provision, as well as information on existing accommodation options, highlighting current condition and upgrade needs.

2. Marketing and promotional activities

- Upgrade design and content of JTA website and
- Develop a media library to showcase the trail, its people, nature and landscapes
- Facilitate FAM trips for tour operators and tour guides
- Establish 'The Jordan Trail Thru Walk' as an annual event for international publicity

3. Capacity building for JTA team

- Conduct a study tour of the Lebanon Mountain Trail (LMT) Thru Walk for the JTA team to learn LMT management models, sustainability ideas and lessons learned.
- Build the capacity of the Trail Manager as a Master Trainer on 'Leave No Trace' to transfer knowledge to local guides and service providers along the trail.
- Build the capacity of guides in different areas including trail familiarization, soft skills, Leave No Trace, and wilderness first aid training.

Milestones

- JTA business plan finalized – Q1
- Tourism services and gaps mapped out for two sections of the Jordan Trail - Q1
- Jordan Trail website upgraded - Q2
- Thru-walk completed - Q2
- Jordan Trail Association 2017/18 work plan developed - Q2
- Further milestones will be developed, based on approval of support for JTA’s 2017/18 activities in an upcoming grant.

B. Develop themed new routes, circuits and trails with JETT

In Year 1, BEST helped JETT design a new tourism product, “Scheduled Themed Tourist Excursions” to operate more than 10 new scheduled tours and excursions in nine destinations around Jordan. This will help increase access of local and international visitors to these destinations and support local economies. BEST supported the launch of the Amman city tour, Madaba city tour and the Amman-Ajloun tour as part of *Al Urdan Ahla* campaign. Also, plans are underway for the launch of the remaining tours. In Year 2, BEST will work with JETT to launch new tours, provide on-bus interpretation to enhance the passenger experience, and continue providing marketing support.

Milestones

- Content for interpretation on buses developed– Q2
- Marketing and outreach plan finalized- Q2
- Development of promotional material and online marketing initiated- Q2
- Website revamped - Q3
- Mobile interpretation application developed- Q4
- Five new tours and excursions launched Q4

C. Develop motorcycle tours as a regional attraction

With USAID BEST support, the Royal Motorcycle Club of Jordan (RMCJ) led the Jordan Riders Rally event in April 2016, which attracted more than 300 international participants from over 20 countries. In Year 2, BEST will work with RMCJ to introduce new routes and a marketing campaign with the aim of positioning Jordan as a regional motorcycle tour destination. A review of the current legal context for motorcycle rentals was initiated in Year 1. In Year 2, BEST will support:

- Update the RMCJ website for better promotion
- Develop new touring routes (primarily on-road, and consider off-road sections)
- Develop new shareable promotional content to enhance Jordan’s image and attractiveness as a motorcycle destination
- Consider support for the Jordan Riders Rally 2017 event

Milestones

- Explore legal solutions and advice to GoJ to facilitate motorcycle rentals – Q1
- Up to six new motorcycle tours around Jordan designed – Q1
- Website development completed – Q2
- Promotional film on motorcycle tourism in Jordan completed – Q2
- Marketing and promotional support delivered - Q2

C.4.3.5 ENSURE TOURISM CURRICULUM MATCHES MARKET DEMAND

C.4.3.5.1 Assess university curriculum per industry workforce needs

C.4.3.5.1 Deliverable

Tourism industry needs and university curriculum assessed

In Year 1, BEST completed an assessment report identifying the needs of tourism industry and university curriculum shortfalls. In Year 2, BEST will build on the assessment findings to ensure graduates' skills match private sector demand for each specialization in tourism, hospitality, and event management. This will be done through partnership with the Higher Education Accreditation Commission (HEAC) in creating a public-private sector Advisory Working Groups to review curricula periodically to ensure they respond to market demand or through establishing committees within the tourism higher education institutions programs.

Milestones

- Report on status of current tourism and hospitality education provision, with recommendations on matching graduate skills to industry needs published and circulated – Q1, 2017.
- Higher Education Accreditation Council (HEAC) to establish Industry Advisory Committees at selected public and private universities/colleges to advise on curriculum development completed – Q2, 2017.

C.4.3.5.2 Improve university curriculum to meet tourism sector needs

C.4.3.5.2 Deliverable

University curricula developed and/or improved to match skills demanded by firms in the tourism sector

To enhance the quality of higher level tourism education and hospitality, BEST will work with partners to formalize a Tourism Industry-Academic Steering Committee (TIASC) comprised of academia and private sector partners to guide reform of tourism and hospitality education. BEST will also build on the interest expressed by the University of Jordan and Yarmouk University Departments of Tourism and Hospitality in obtaining the international academic quality certification offered by the United Nations World Tourism Organization (UNWTO), the TedQual Certification. An extremely important element for improvement of program design, curriculum upgrade and pedagogical best practice is based in a research ethos, which must permeate all levels of academic development, student learning and enhanced industry decision making informed by research. Through the auspices of UNWTO TedQual certification process, BEST will promote the core best practices of research and publication from universities with an aim of increasing research publication from Jordanian universities on tourism and hospitality. To encourage research publication output, BEST will offer an opportunity to those who are most successful in attaining research publication in recognized international journals/publications to join a study tour to ICHRIE research conference in USA in July 2017.

In Year 2, BEST will provide resources and technical support for the certification of two degree-level programs to attain UNWTO TedQual Certification. Lastly, BEST will work with one public university (Yarmouk University), one five-star hotel (Crowne Plaza Amman Hotel) and begin piloting the ‘back to tourism’ program to upgrade college and university teachers/professors skills with current industry practices.

Milestones

- High level Tourism Industry Academic Steering Committee (TIASC), chaired by MoHE establish – Q1, 2017.
- Programs from four public and private universities and colleges assessed and plans of action for reform agreed and implantation started – Q3, 2017.
- Supports and capacity building for university and college professors/teachers in research and research publication provided – Q2, 2017.
- Field trip to a 3 day I-CHRIE Conference (July 2017) on research designed, planned and supported – Q4, 2017.
- University of Jordan and Yarmouk University in obtaining the UNWTO TedQual Certification support – Q4, 2017.
- ‘Back to Tourism’ program to upgrade college and university teachers/professors skills with current industry practices designed and piloted – Q4, 2017.

C.4.3.6 CONCESSIONS ESTABLISHED TO PROTECT JORDAN’S ASSETS

C.4.3.6 Deliverable

At least five outsourced tourism concessions developed

Background

Jordan boasts world-class archaeological and natural assets, yet they are poorly managed and their economic contribution is weak. To capitalize on Jordan’s patrimony of historic and natural assets, the government approved a site management bylaw allowing MoTA to engage in concessions. In order to succeed, the Site Management Directorate, enabled by this bylaw, needs to be set up based on private sector commercial principles to catalyze development of publicly-owned assets and leveraging private sector skills, innovation and capital. This enables MoTA to generate funds from concessions, facilitate investments on sites and forge public-private partnerships. Under an in-kind grant approved in Year 1, BEST will support MoTA prepare for concessions and seek appropriate community and private sector operators.

A. Support MoTA engage the private sector in site management

In Year 1, the project worked with MoTA to develop an approach for institutionalizing the Site Management Directorate at the ministry. BEST support will be extended to MoTA in the following areas:

i. Developing public- private partnerships policy framework for site concessions

BEST will support MoTA to formulate the policy framework to engage private sector management, operation and investment at heritage, cultural and archaeological sites. The policy direction shall identify different methods of engaging the private sector in the

provision of services, operations and visitor amenities, while recommending directives specifically applicable to Jordan's sites. This shall lead to establishing standard performance for recommended models/packages of private sector engagement.

ii. Strengthening the Site Management Directorate at MoTA.

BEST will support the development and ensure effective operation of the Directorate through developing and embedding operational and financial processes and tools, and establishing monitoring and inspection procedures.

iii. Guiding and facilitating the core activities leading to the execution of PPP transactions:

The project will support the development of a business plan for the Directorate, action plan for implementation, site zoning plans for priority sites eligible for concessions, as well as site use guidelines and aim to identify potential PPP transactions for promotion.

iv. Capacity building for the Site Management Directorate staff

BEST will support the development of staff skills and capacity through on-the-job training, exposure to best practices through a study tour, and ongoing technical advisory and knowledge transfer provided through a long-term consultant housed within MoTA.

Milestones

- Policy framework identified - Q2, 2017
- Business Plan developed - Q3, 2017
- Site zoning plans and usage guidelines for up to three sites developed - Q4, 2017
- PPP opportunities announced for up to 3 sites - Q4, 2017

B. Assist local organizations in seeking concessions on public assets

Cooperatives, companies and other private entities wishing to seek concession opportunities may be supported through TPF and technical assistance. Assistance will be offered to successfully bid, operate and manage concession opportunities in a way that protects the assets and generates jobs and economic opportunities. This includes support to the Ajloun Al Kifah Cooperative Society operate the terrace at Ajloun Visitor Center as a rest area, among other opportunities to be considered.

C.4.3.7 SMEs LINKED TO LARGER FIRMS

C.4.3.7 Deliverable

SME sales to large firms increased by 20%

Larger tourism businesses such as hotels, tour operators and restaurant groups can leverage the sustainability and growth of SMEs in the different governorates. In Year 2, BEST will consider ways to match potential of SMEs with needs of larger firms.

C.4.4 Source Markets Developed

C.4.4 Deliverables

1. Current marketing and promotion techniques, messages, and effectiveness in key source markets evaluated. The evaluation should aim to comprehend what works and what falls short, as far as enticing source market residents to visit Jordan. Findings and recommendations must be incorporated into new marketing and promotion efforts.
2. Jordan portrayed as a desirable and stable tourist destination in key source market media.
3. As a result of effective marketing by JTB and Jordan private sector, Jordan perceived by source markets as an attractive tourist destination. Utilization of e-marketing and e-selling by the private sector must be emphasized.
4. Cooperative marketing utilized by JTB to fund at least 20 percent of JTB's marketing activities.
5. Destination marketing organizations established and utilized in at least two primary destinations.
6. Travel agent network promoting Jordan expanded to new markets.
7. Existing sales and distribution channels in source markets maintained and strengthened.
8. Increased number of travel agents and tour operators attracting tourists to Jordan.

Background

Throughout Year 1, BEST worked with partners and stakeholders on implementing programs that aimed to position Jordan as an attractive, stable, and high value destination. Efforts included developing and supporting the implementation of modern marketing strategies for JTB and private sector entities, market entry and expansion strategies utilizing effective traditional and modern media, as well as supporting cooperative marketing approaches. Furthermore, BEST initiated activities to target specific high value segments, such as MICE (meetings, incentives, conferences, and exhibitions) as well as laying the groundwork for improved utilization and adoption of cutting-edge digital and social media.

Approach to improving destination marketing

In considering the Year 2 Work Plan, particular attention has been paid to results of the Marketing Assessment and the Tourism Competitiveness Index, both completed in Year 1. These efforts brought into focus a critical gap: to more effectively compete, Jordan must be served by more effective marketing. For this reason, Year 2 places strong emphasis on supporting JTB in the undertakings started in Year 1, and in particular, finalizing and launching implementation of a new 3-year strategy. This approach will serve two important

needs: it will assist JTB to improve Jordan’s tourism competitiveness, and it will provide Jordan’s tourism sector with the necessary leadership to improve collective results.

In addition to the work with JTB, activities are proposed for Year 2 to support private sector marketing endeavours (as well as public-private endeavours) that have the highest potential to improve Jordan’s tourism competitiveness. Care will be taken to ensure such activities are aligned with the JTB strategy so that marketplace synergies can be achieved.

BEST will continue to support work that is designed to improve the perception of Jordan as a travel destination. However, based on the research conducted in Year 1, efforts will shift away from trying to improving perceptions that Jordan is a safe place to visit. Rather, efforts will focus on the more intrepid traveller (34% of global travellers who are not concerned about travel risk to Jordan), and improve their perception that Jordan is a great destination of choice to visit now.

To summarize, BEST’s Year 2 approach to improving destination marketing will place emphasis on:

- Ensuring efforts of all actors are aligned behind a common strategic approach
- Ensuring Jordan has excellent content most relevant to target audiences, and
- Supporting Jordan’s public and private sector marketers to competitively utilize and leverage digital channels.

C.4.4.1 PORTRAY JORDAN AS A SAFE AND DESIRABLE DESTINATION AMONG KEY MARKET SEGMENTS

C.4.4.1.1 – Source markets and media portray Jordan as a desirable and stable destination

C.4.4.1.1 Deliverable

Jordan portrayed as a desirable and stable tourist destination in key source market media

Jordan still suffers from a negative perception of it being an unsafe destination due to its location in a volatile region. By leveraging the power of social influencers locally, regionally and internationally, the project will work with JTB and the tourism trade to identify such influencers who can tell meaningful stories, share photos and video, and engage in conversations with fans and followers on Jordan.

A. Encourage and support influencer trips/activities through private sector

Launched under a cooperative marketing mechanism with the TPF, BEST will support activities that ensure a sizeable and effective sphere of influence is aligned with the BEST-supported JTB strategy in terms of targeted segments and priority markets. Local and authentic experiences in primary and secondary sites that were supported by BEST will be included as part of the content developed and shared to increase exposure and awareness of such experiences. Moreover, BEST will consider supporting ‘Power Breakfast’ activities under a grant to Jordan Inbound Tour Operators Association (JITOA) that aim at reaching local and international decision makers and media to influence advocacy and messages that

can affect the growth of the tourism sector in the various source markets. As such, BEST will:

- Support up to three influencer activities.
- Support up to two Power Breakfast activities.

B. Build JTB's PR capacity for improved perception management and enhanced media planning

Public relations in the marketing and promotion of tourist destinations has been increasingly used as part of the promotional and communication mix. Many tourist boards have specialized departments with dedicated teams and substantial budgets to manage PR efforts at a local and international levels. A properly setup and managed PR function is key to delivering favorable images about the destination. Yet, JTB has no dedicated PR functionality, nor a clear PR strategy, plan tools and resources. PR is currently being handled by JTBs in-house digital and social media team. While JTB may not be able to setup a dedicated PR functionality, it's important that they infuse systems, tools and procedures, as well as training and capacity building, to augment their PR capacity. As such, BEST will work with JTB on:

- Reviewing existing PR/media relationship capabilities.
- Recommend methods of improving press office functions; including media monitoring and evaluation tools e.g. Meltwater / Metrica, enhanced procedures to improve efficiency and staff capacity building and training.
- Support JTB in researching, developing and procuring recommended PR tools and systems.

Milestones:

- Two social influencer activities supported - Q4, 2017
- Two Power Breakfast activities supported - Q2, 2017
- Recommendations report submitted to JTB and PR training workshop conducted - Q4, 2017

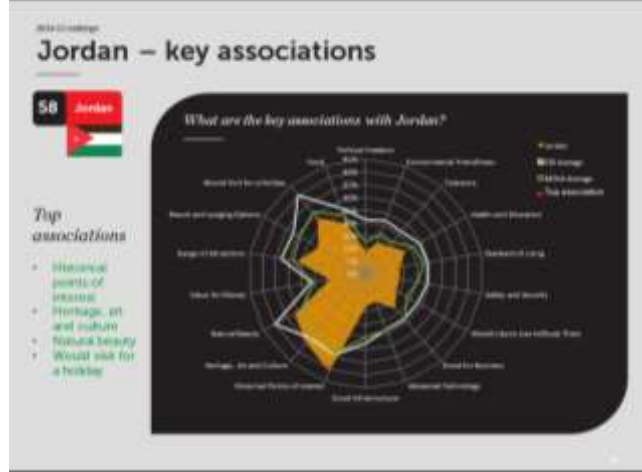
C.4.4.1.2 Deliverable

Source markets perceive Jordan as an attractive destination due to more effective marketing by JTB and private sector, including e-marketing.

C.4.4.1.2 Support JTB Refine, and Private Sector to Maximize, on Jordan's Tourism Brand

Critical to improving Jordan's tourism performance is strengthening Jordan's brand. According to a study commissioned by USAID BEST to inform the National Tourism Strategy and JTB marketing strategy development, Jordan ranked 58 out of 118 on Future Brand's internationally-renowned Country Brand Index (CBI). Perceptions of safety and security have worsened – decreasing by 9% from 2009-2014. In general, Jordan underperformed in terms of “brand associations” compared to the CBI mean, as well as that

of the MENA region. In terms of Jordan's tourism competitors, Morocco, Greece, Turkey, Oman, Israel, and UAE rank higher on the 'Tourism' dimension, make them feel more contemporary than Jordan. A revitalized and strengthened brand is identified as a critical success factor in JTB's new 3-year strategy. The



Minister of Tourism and Antiquities and JTB leadership have confirmed their interest in developing a Brand Strategy and overseeing its deployment. The Brand Strategy will include qualitative research to determine the essence of Jordan's travel proposition, measuring the current tenets of the Jordan brand, its goodwill and resonance, and will result in the development of a distinctive brand which best reflects the travel values of Jordan's core international markets, tells the brand story and its rich dimensions, and develops core unique selling propositions (USP's) for Jordan. Accordingly, during Year 2, BEST will provide technical support to MoTA and JTB as they undertake brand revitalization. Based on interest and availability of JTB implementation funds, BEST will work with JTB and industry stakeholders to plan the brand revitalization process promoting collaborative marketing through unified market engagement by public and industry actors. JTB will need to issue an RFP for specialized brand development firms, preferably internationally. Based on a refined brand, BEST will support private sector's capacity to utilize and capitalize on Jordan's brand positioning through webinars, and other tools developed specifically for such purposes.

Milestones

- Support JTB develop and disseminate Brand refinement RFP- Q1, 2017

C.4.4.1.3 – Capitalize on Film Industry to Promote and Sell Jordan Internationally

C.4.4.1.3 Deliverable

Source markets perceive Jordan as an attractive destination due to more effective marketing by JTB and private sector, including e-marketing.

Travel agent network promoting Jordan expanded to new markets.

During Year 2, BEST will activate the grant package of support agreed on with Royal Film Commission (RFC) to capitalize on momentum created on the international stage through *The Martian*, Jordanian Oscar-nominated *Theeb* and other proclaimed films shot in Jordan. Support will activate the earlier discussions between RFC and JTB to join forces, where feasible, to jointly promote Jordan as a filming and tourism destination. Specifically, BEST will:

- Develop a roadmap to capitalize on its appeal as a filming destination to draw tourism- Q4, 2017

Film Tourism as Key Economic Driver

Producers and studios seek new, exotic and relevant locations for their upcoming productions. Film commissions compete to attract part of an \$88 billion dollar global industry that yields deep direct and indirect economic benefits to filming destinations.

- Film industry is over \$88 billion annually
- 1 in every 5 tourists is motivated by movies or TV
- Blockbuster films increased tourist visits to on-location sites:
 - New Zealand's tourism soared to \$3.155 billion in 2014 buoyed by the *Hobbit* franchise
 - St. Petersburg / Clearwater, Florida (US) reports a 72.7% increase in tourism to Clearwater Marine Aquarium due to the film *Dolphin Tale*.

- Support RFC and JTB showcase Jordan in international film tradeshows such as Cannes, Cineposium, Locations Show and others – Q4, 2017
- Organize familiarization trips with JTB, RFC and other stakeholders for market/niche-specific influencers – Q4, 2017
- Launch an online content development competition – Q4, 2017

C.4.4.1.4 – Support Positioning Jordan as a Key Destination for Faith Based Travel

C.4.4.1.4 Deliverables

Source markets perceive Jordan as an attractive destination due to more effective marketing by JTB and private sector, including e-marketing.

Jordan portrayed as a desirable and stable tourist destination in key source market media.

Travel agent network promoting Jordan expanded to new markets.

Existing sales and distribution channels in source markets maintained and strengthened.

Increased number of travel agents and tour operators attracting tourists to Jordan.

The Jordan Tourism Board has prioritized faith, particularly biblical, travel as a strategic market because of the huge potential and its resiliency in times of crisis. In addition to pilgrimages, faith-based travel experiences include faith-oriented heritage tours and festivals, conferences and conventions. Jordan boasts more than 30 biblical sites, five of which are recognized by the Vatican as pilgrimage sites. The June 2015 inscription by UNESCO of the baptism site as a new World Heritage Site adds to Jordan's distinguished

biblical assets, along with such sites as Mount Nebo and the nearby Machaerus. With proper development, planning and promotion, Biblical tourism can become one of the flagships of Jordan's inbound tourism generating increased spend, employment opportunities and benefits to communities in and around sites.

BEST proposes to hold a dedicated Biblical tourism market in Jordan to raise Jordan's appeal as a pilgrimage market, possibly at the underused conference center at the baptism site. The planned market may include influencer from major churches from key source markets, biblical tourism tour operators and travel agents, as well as relevant media. It can include conference, trade workshops, B2B networking, tours and exhibition, and be superseded by a dedicated global campaign in partnership with local and international partners, such as Royal Jordanian and Emirates airlines. Moreover, and under a TPF funded activity with Jordan Inbound Tour Operators Association (JITOA), BEST will support the trade's participation in sales-oriented activities in markets identified and prioritized by JTB and trade. As such, Through TPF to JTB and JITOA, BEST will:

- Explore with JTB and the private sector the feasibility and applicability of a flagship Biblical tourism marketplace event that JTB can replicate in the future
- Engage the US-based Faith Travel Association (an association of faith travel private sector operators and service providers) and other industry leaders in organizing such an event.
- Support preparatory sales trips and promotional outreach.
- Support trade participation in faith-based travel sales mission, exhibitions and tradeshows.

Milestones:

- New faith-themed programs and itineraries developed in partnership with tour operators and tour guides – Q3, 2017

- Support JTB develop a dedicated faith-tourism website – Q3, 2017
- Support JTB and trade develop at least two faith-based marketing or sales activities in selected source markets – Q4, 2017
- Planning for faith travel conference completed – Q4, 2017

C.4.4.1.5 – Increase Aqaba’s competitiveness to attract all-inclusive market segments through improved and new product offering

C.4.4.1.5 Deliverables

Source markets perceive Jordan as an attractive destination due to more effective marketing by JTB and private sector, including e-marketing.

Despite its unique selling proposition as a beach destination on the Red Sea, Aqaba is not fully capitalizing on its potential to attract tourists and visitors.

Aqaba has several advantages that can make it a competitive destination, such as an ‘open skies’ policy, close proximity to Wadi Rum and Petra, a strategic location on the Red Sea, a deep-rooted history as part of ancient trading routes, and a wealth of top resort brands. Never-the-less, occupancy remains a challenge, especially amongst 1 to 4-star non-beach hotels, because of their inability to attract and sustain the all-inclusive charter business. This is mainly attributed to their inability offer beach access at attractive packages, and lack of city-based experiences.

Berenice Beach Club is modern and fully serviced, with water-activities provided through its sister company, Sindbad. Berenice Beach Club is well positioned if competitive and transparently priced packages are offered with new and expanded entertaining and authentic cultural experiences. Accordingly, BEST will activate the grant package of support to develop and sell Berenice Beach Club as a destination for Aqaba visitors, especially the all-inclusive market. BEST support will include:

- Operating sea taxis as an experience between the Royal Yacht Club to Berenice Beach
- Creating a traditional and authentic Aqaba cooking experience
- Launch new themed activities and experiences, such as Go Aqaba excursion and diving
- Supporting marketing and promotional activities via digital and social media

Milestones

- Marketing strategy developed and implementation supported - Q1, 2017
- At least three new experiences developed and promoted – Q4, 2017

C.4.4.2 STRENGTHENING JORDAN’S TOURISM MARKETING AND SALES EFFECTIVENESS

C.4.4.2.1 Support JTB’s Effective Implementation of New Strategy

C.4.4.2.1 Deliverable

Jordan portrayed as a desirable and stable tourist destination in key source market media.

Source markets perceive Jordan as an attractive destination due to more effective marketing by JTB and private sector, including e-marketing.

BEST is supporting JTB to develop a new strategy that will recommend the corporate capacity, tools, technologies and resources required to position Jordan as a premiere tourism, MICE and special interest destination that caters to select segments of discerning

travelers from key markets around the world. It will leverage research, tourism models and

insight to help JTB make the tough choices for investment in its marketing and sales programs globally. It will also be aligned with Jordan's National Tourism Strategy and serve to first stave the decline in travelers to Jordan and then sustain and grow tourism for Jordan over three years. To ensure effective and timely implementation, BEST is planning to support JTB to execute activities under the following two pillars: JTB Business Model, and JTB Take to Market Strategy.

A. JTB Business Model

JTB will need to undertake a fundamental review of its target customer base, those most attracted by Jordan's core and specialty product offerings and the source international markets that hold the highest propensity to travel to Jordan. It must also work to enhance the Jordan tourism brand to position the country as a compelling and inspired tourism destination to see now. To support JTB in achieving that, BEST will:

1. Support JTB to acquire a market portfolio analysis (MPA)

- Support JTB identify resources to develop MPA to be used in the marketing strategy- Q1, 2017
- Support JTB procure MPA for 2017- Q1, 2017
- Broker a long-term agreement between JTB and supplier to supply MPA result for beyond 2017- Q1, 2017

2. Support JTB to conduct a detailed market segmentation analysis

- Support JTB develop RFP for planned research - Q2, 2017
- Support JTB evaluate proposals received - Q3, 2017
- Finalize Global Communications Platform plan - Q4, 2017

3. Support JTB to align human resources with strategy objectives through a revamped and effective organizational structure that facilitates management and operational efficiency to fulfill its new strategy. Key activities will include:

- Development of HR and organizational structure
- Functions & Responsibilities Analysis
- Human Resources Management (HRM) Function Assessment
- Performance Management Enhancement & Analysis

B. Develop a Take to Market Strategy

As part of its marketing strategy, JTB needs to ensure that as new tools, technologies and strategies come on board, they are aligned to more effectively target key markets and customers, ensuring that channels are optimized to support a higher return on Jordan's marketing investment. As such, one key activity is developing a global communications platform that unifies how Jordan communicates its brand values, attributes, USPs and messages across different offline and online platforms in all target source markets and across all segments. As such, BEST will support JTB develop a tourism brand, which forms the basis needed to launch the global communications platform.

Milestones:

- Required MPA research procured - Q1, 2017
- Support JTB develop and disseminate segmentation research RFP - Q2, 2017
- HR and organizational structure developed – Q3, 2017
- Support JTB develop and disseminate brand refinement RFP – Q2, 2017

C.4.4.2.2– Strategic Partnerships in Digital Marketing and communications as Key Driver for Growth

C.4.4.2.2 Deliverables

Source markets perceive Jordan as an attractive destination due to more effective marketing by JTB and private sector, including e-marketing.

Existing sales and distribution channels in source markets maintained and strengthened.

The evolution of digital and social media as an integral part of the marketing and communication mix across the purchase cycle has made monumental shifts in how destinations market themselves and how tourists search for and book travel. Sharing economy platforms, such as Airbnb, Uber and Careem are also causing shifts in how travel is purchased around the world.

1. Digital Conference for Sustained Education

To ensure the private sector’s continued immersion in the latest developments on social media and how they can optimize for conversion, BEST will work with JTB and private sector on holding an annual, and likely regional, conference where latest trends, future outlook and best practices are shared by world leaders such as TripAdvisor, Expedia, YouTube and others. Additionally, and if the needed arises, digital and social media training and capacity building programs will be developed and implemented through the TPF-funded JITOA activity.

Milestones

- Digital conference organized- Q4, 2017
- Two social media workshops supported- Q3/4, 2017

2. Building on Airbnb Reach to Increase Awareness and Drive Bookings

BEST will work with the Jordan tourism industry to improve Jordan’s presence on the popular Airbnb to boost awareness and drive visitation. BEST will seek and facilitate a Partnership Agreement with Airbnb, MoTA and JTB. Specific activities will include:

- Increasing the supply of Jordan listings on the Airbnb platform, with an emphasis on communities currently underserved by accommodation providers. Included will be a pilot project with the Jordan Trail.
- Improving Jordan’s competitive position on the Airbnb platform.
- Leveraging the Airbnb platform to increase awareness of Jordan as a safe and hospitable destination. Included may be a global contest.

Milestones

- Airbnb Community Guides developed in one area in Amman and two along Jordan Trail – Q4, 2017
- 10 new highly unique and ‘buzzworthy’ accommodation options that help push out Jordan’s story on the Airbnb platform launched – Q4, 2017
- Global contest launched – Q4, 2017

3. Support global destination promotion and sales media creation

Jordan Tourism Board North America (JTBNA) plans to implement consumer and industry-focused programs and activities to boost the perception of Jordan as a safe and desirable destination. To that end, utilizing the TPF BEST will support JTBNA implement a partnership with National Geographic (one of the largest nonprofit educational institutions in the world, with a focus on geography, travel, archaeology, and natural science) and Matador Network (world’s largest independent travel publisher) to develop and distribute a series of highly targeted shareable content products featuring Jordan in the USA and Canada with guaranteed visibility through partner networks, under the TPF. Additionally BEST will support JTB to procure fully interactive and immersive 360 degree virtual photos, video content, and virtual tours and to make this content freely accessible to the Jordanian tourism trade. Specific activities will include:

- Custom Digital Editorial Hub – Jordan’s Journey of a Lifetime
- Social media promotional program via Nat Geo and Matador social media channels
- Nat Geo & JTB joint brand campaign
- Video content creation

Milestones

- Up to four videos developed and promoted – Q3, 2017
- Targeting up to 50 pages of original content and stories rolled-out through Nat Geo channels – Q2, 2017
- Up to three Jordan-specific themed photo-galleries developed – Q2, 2017

4. Build on Careem’s brand and social media channels to increase destination appeal

Careem is a leading regional ride-share provider that operates in 11 countries and 24 cities. BEST will engage in discussions with Careem to investigate the possibility of leveraging its brand exposure and large followership on social media channels (over half a million) and develops joint destination campaigns using their various online and social media channels. JTB, ASEZA and PDTRA can be partners in such campaigns with Careem. In addition to sharing Jordan specific stories and messages, Careem can also provide discount promo codes to be used by visitors. As such, BEST is planning the following activities:

- Discuss destination promotion campaign plan with Careem and JTB,
- Agree and plan joint (Careem – JTB) promotional campaigns,

C.4.4.2.3 – Grow Cooperative Marketing to Expand Travel Agent and Tour Operators Network in Resilient and Promising Markets

C.4.4.2.3 Deliverables

Source markets perceive Jordan as an attractive destination due to more effective marketing by JTB and private sector, including e-marketing.

Travel agent network promoting Jordan expanded to new markets.

Existing sales and distribution channels in source markets maintained and strengthened.

Increased number of travel agents and tour operators attracting tourists to Jordan.

Cooperative marketing multiplies reach and impact by incentivizing source market tour operators or airlines to co-invest with Jordan in promotional and sales campaigns. Another benefit of cooperative marketing is demonstrating to GoJ that the private sector is a partner in destination marketing investment. Traditionally, the private sector was questioned by the public sector for not spending enough on promoting

tourism to Jordan and continually demanding increased government funds for JTB. Continuing on efforts started during Year 1 working with Karma House, Plaza Tours and others, BEST will work, through TPF, with JTB and the trade to increase cooperative marketing opportunities in priority markets and segments identified in the new JTB strategy focusing on digital and social media as key marketing and promotional drivers. As such, BEST will develop a second cooperative marketing program to be implemented with JTB and/or the trade.

Milestones

- Cooperative marketing program developed- Q2, 2017

C.4.4.2.4 – Improve Industry Capacity to Sell Jordan Internationally

Setting up a MICE strategic business unit at JTB as MICE DMO

Pending USAID grant approval, BEST will support JTB setting up a unit within JTB to lead implementation of the USAID-supported MICE strategy. The meetings, incentives, conferences and exhibitions market is one of the highest revenue-generating niche markets; international buyers and organizers demand and expect highly qualified and professional service providers at the destinations. BEST will support JTB as follows:

- Setting up a strategic business unit at JTB to serve as the MICE DMO
- Nurture the MICE Ambassadors' network by expanding membership and providing marketing aids.
- Develop sales tools such as Jordan Meeting Planners Guide to aid JTB, trade and Ambassadors in selling the destination, properties and services.
- Supporting participation in select international specialized tradeshows to be prioritized with JTB and the trade during the year, possibly through Jordan Inbound Tour Operators (JITOA) TPF funded activity.

Milestones

- MICE SBU at JTB established and institutionalized – Q1, 2017
- Jordan Meeting Planners Guide (MPG) design and content development supported for JTB to print – Q3, 2017
- JTB and trade participation in up to two international trade shows supported – Q4, 2017

C.4.4.2.5 – Support Improved Air Access

Increased international air access capacity is imperative for Jordan to reach targeted growth. Aqaba has an open skies policy, but its airport is falling short of attracting low cost carriers (LCC's), and charter flights remain under potential. Opportunities exist for the King Hussein International Airport (KHIA) in Aqaba to be better promoted and act as an active second gateway to Jordan. The new hotel developments in Aqaba and large expansion in room capacity require attraction of up to 40 weekly flights over the coming few years. Concurrently, in Amman limitations exist to Jordan's ability to open new routes to LCCs due to performance guarantees given to AIG, the current operator of Queen Alia International Airport (QAIA). These guarantees prevent an alternate Amman gateway (such as Marka Airport) until AIG generates 8 million arrivals. This situation points to the needs and opportunities to expand air access to Jordan, starting with KHIA in the near term. Based on the appetite of JTB, ASEZA and relevant stakeholders, BEST will support the development, and possibly the implementation, of air access growth road map for Jordan primarily focused on Aqaba. A number of options are possible for pursuit with stakeholders, including an LCC route development strategy for KHIA and an enhanced charter strategy with improved JTB/ASEZA incentives.

C.4.4.2.6 – Expand Online Sales and Distribution Channels in Source Markets

C.4.4.2.6 Deliverables

Travel agent network promoting Jordan expanded to new markets.

Existing sales and distribution channels in source markets maintained and strengthened.

Increased number of travel agents and tour operators attracting tourists to Jordan.

The shift in consumer behavior in searching and booking travel has instigated traditional travel booking providers to shift their business model by establishing strong online presence. Online Travel Agencies (OTAs), such as Booking.com and Expedia are a major source of booking for flights and hotels, but opportunities exist for dynamic

systems to cater for small experience providers, suppliers and activity operators for online distribution and sales channels. For a business to compete in this environment, it needs to be familiarized various online platforms and deploy relevant ones in their operations. To help Jordanian tourism enterprises become more online ready, BEST will undertake the following activities:

A. Rollout an online booking platform targeting Jordanian inbound tour operators

Jordanian whole-selling tour operators, their respective retailers, and Destination Management Companies (DMCs) are facing tough competition from online travel agencies. They need to sell directly through their own websites for sustainability and success. During Year 1, USAID approved a grant to support TravoTech, a local online travel agency builder (OTA builder) to create a customizable platform to enable agencies to reach new travel markets through B2B and B2C interfaces. This solution automates necessary processes for booking and customizing tours and travel services online. During Year 2, the platform will be completed and rolled out. This includes providing technical support to ensure latest digital and social media trends, advancements and technologies are incorporated in the solution. In addition, BEST will support TravoTech's promotional and sales efforts to reach a wide number of subscribers.

B. Expand online networks promoting and selling Jordan to and in new markets

Global platforms as well as source market tour operators and travel agents can play a pivotal role in rebuilding confidence in the destination by advising prospective travelers on and promoting Jordan as a safe and desirable destination. BEST will work with JTB and the tourism trade to expand Jordan's sales and distribution channels by reaching new tour operators, travel agents, online distribution and booking platforms to better comprehend Jordan's product offerings and more effectively promote it as a tourist destination. Specifically, BEST will work on:

C. Strengthen existing sales and distribution channels in source markets

Under JTD II, USAID created an online travel agents academy with partner TravAlliance for JTB's North America office (JTBNA) and graduated 1,000 U.S. travel agents as "Jordan Specialists." We will investigate the opportunity to build on this momentum and support JTBNA on a cost share basis to develop and roll out a loyalty program, through *taCONNECT* platform, which is designed to reward travel agents for reporting their Jordan bookings while continuing to promote and push the Travel Agent Academy to the network of travel agents. This will help identify the top producing and highest potential travel agents who can further promote and sell Jordan through new partnerships and cooperative marketing programs.

taCONNECT

taCONNECT is a proprietary global B2B technology platform that constantly monitors partners' Travel Agent and M.I.C.E. contacts. The taCONNECT cloud-based system delivers real-time automated updates plus sales & marketing enhancements directly to their contacts. The platform also grows partners' Travel Agent and M.I.C.E. contacts with the right type of leads for their business or destination, and offer turnkey engagement services with these new leads.

Moreover, in efforts to educate consumers and the tourism trade in the US and Canada on Jordan and its offerings, BEST will support JTBNA, through a recently approved grant, launch phase 2 of a #LearnJordan campaign to increase awareness of travel to the country by creating and utilizing video footage on Jordan alongside social media content to engage the audience. All developed content will be shared across JTB and JTBNA websites and social media platforms. Tourism trade partners will also be encouraged to share the content through their own channels and networks.

Milestones

- Online academy promotion to new travel agents and tour operators started -Q4, 2017
- taCONNECT activation- Q2, 2017
- Six new trade-targeted educational content in video or social media formats developed - Q4, 2017

C.4.4.2.7 – Expand and cultivate Jordan's travel agent and tour operator networks

Source market tour operators and travel agents can play a pivotal role in rebuilding confidence in the destination by advising prospective travelers that Jordan is a safe and desirable destination, and hence featuring it at the retail level. BEST will work with JTB and the tourism trade to expand Jordan's sales and distribution channels by reaching new tour operators and travel agents in promising and resilient markets identified by Jordan Inbound Tour Operators Association (JITOA) and JTB to better comprehend Jordan's product offerings and more effectively promote it as a tourist destination. Under a TPF supported activity, BEST will support familiarization trips for high potential travel agents and tourism operators from target markets in partnership with JTB and/or JITOA.

Milestones:

- Four familiarization trips supports in partnership with JTB and/or JITOA

C.4.4.2.8 – Tap into the Regional Expat Market

C.4.4.2.8 Deliverables

Travel agent network promoting Jordan expanded to new markets.

Existing sales and distribution channels in source markets maintained and strengthened.

Increased number of travel agents and tour operators attracting tourists to Jordan.

A large number of international diaspora reside in the Gulf countries and there are pockets of Jordanian diaspora communities that may offer promising potential for new arrivals. BEST will work with JTB and the private sector in Year 2 on identifying potential opportunities from these two groups and piloting specific market development activities to generate demand.

If successful, this can lead to sustainable and more resilient arrivals in the future.

C.4.5 Increased Access to Finance

Background

The access to finance assessment conducted in Year 1 identified financial needs of investors wishing to establish or expand their businesses, obstacles the face in accessing finance, areas of technical assistance needed, requirements and conditions to obtain lending, and gaps in the Jordanian credit market. The assessment confirmed that access to credit remains one of the main constraints for tourism businesses to invest in their operations, improve efficiency and expand. Accessing finance is critical for SME growth and development.

There are a number of potential sources and programs for microenterprise financing (JD 1,000 to JD 50,000), and a range of commercial financing sources for larger projects (JD3+ million). The challenge is the “missing middle.” In their early stages of development, SMEs rely on internal sources of funding, including the owner’s savings, retained earnings, or funding through the sale of assets. As firms start expanding, external sources become more important and their availability can determine growth possibilities.

Only 7.2% of Jordan’s total credit facilities were given to SMEs, and banks do not have credit policies that target tourism or other specific economic sectors. For banks, tourism is considered risky as its performance is linked to the regional political and economic situation. In addition to hesitant willingness, banks also lack sufficient technical capabilities or awareness to serve this sector adequately and therefore only focus on a small proportion of large, lower risk enterprises.

USAID BEST 2016 Business Finance Needs Assessment

The results of the Year 1 access to finance assessment indicated that 83% of tourism investors are interested in accessing finance, 46% want to expand their tourism business, 37% want to maintain or rehabilitate their business, 36% want to finance their working capital, and 33% want to establish additional businesses. Other tourism investors are interested in financing procurement of goods, fixed assets, and accounts receivables. Moreover, the assessment revealed that in 2015 the tourism sector received only about 2.8% of total credit facilities offered by banks in Jordan.

C.4.5 Deliverables

1. Increased access to debt financing for medium-term lending and working capital in the tourism sector.
2. Increased ability of start-ups and SMEs to prepare business plans and financial information in a way that attracts lenders and equity investors.
3. Increased number of ventures supported by start-up capital funds.

Approach to improving access to capital

In Year 1 BEST obtained a thorough understanding of the eco system surrounding financing for tourism SMEs and identified key gaps and constraints that need to be addressed to incentivize access to finance and enhance tourism business growth and expansion, especially in governorates outside Amman. The Year 1 assessment identified that flexible financing mechanisms that cover a wide range of needs, such as purchase of fixed assets, financing working capital (purchases and sales), construction, modernization of operations, and business expansion, are required. In addition, the assessment identified the need to address women, business start-ups, seasonality issues, high interest rates, and loan guarantees schemes.

By executing agreements with multiple commercial banks around Jordan, BEST established an innovative access to finance support mechanism that allows banks to leverage BEST's grant fund by referring tourism sector loan applicants to receive specialized consulting, training, and capacity-building services that mitigate the potential risks of investments, improve SME's ability to present bankable applications, and increase banks' willingness to lend as a result.

Building on the groundwork successfully laid by each of the initiatives, Year 2 in this area entails the following:

1. Expanding partnerships with banks to launch new SME tourism loan products

In Year 1, BEST partnered with the Housing Bank for Trade and Finance to launch a new tourism loan product that caters to f tourism SMEs, and provided needed regional spread and coverage. In Year 2, BEST will continue to work with the Housing Bank for Trade and Finance and support the promotion and utilization of its new tourism loan product, especially in governorates, as well as establish new partnerships with other banks to address the aforementioned financing needs.

2. Promote access to finance options for tourism SMEs across Jordan

This will be done through regional field visits and direct interaction with tourism SMEs. BEST will highlight investment opportunities available for tourism across the value chain. Where feasible, investors will be linked to BEST product and asset development activities, and BEST will raise awareness among SMEs regarding investment incentives available for tourism.

3. Building awareness of credit officers for more responsive loan underwriting

BEST will facilitate provision of timely credit to SMEs by continuing to build awareness of credit officers, relationship managers, and other bank employees on relevant tourism industry/market information, future outlook, and opportunities outside of primary areas.

4. Overcoming securing credit constraints faced by SMEs via advisory and training

BEST will assist tourism enterprises with a range of advisory and training services to support them and strengthen their skills in preparing their business plans to access lenders and investors. BEST will leverage technical assistance to support tourism businesses in developing business plans and financial statements in a manner that enhances their bankability, thereby making them more attractive for lending. BEST will continue to identify opportunities to link tourism loans to loan guarantee programs.

5. Facilitate realization of loans and actual investments

This will be achieved through extensive follow-up and support to both the lending banks and SME loan applicants, aiming to facilitate realization of loans and investments. This is a time-intensive activity from BEST staff and potentially short term advisory.

C.4.5.1 SME ACCESS TO DEBT FINANCING AND WORKING CAPITAL INCREASED

C.4.5.1 Deliverable

Increased tourism sector access to medium-term lending and working capital debt financing

C.4.5.1.1 SME access to debt financing and working capital increased

A. Continue to improve lenders' interest and willingness to provide tourism loans

BEST will cooperate with interested local and international financial institutions on building awareness of lenders of the features and opportunities of the tourism industry, and the future growth potential. This will lead to a better understanding among banks of tourism and the needs of its SMEs.

BEST will explore further opportunities for partnership with banks to establish new tourism loan products, and link existing loan products at banks to tourism SMEs to address a range of financial needs. These needs include financing the purchase of fixed assets, working capital (purchases and sales), construction, modernization, and expansion of businesses. Furthermore, raising awareness about unique access to finance considerations for women and startups is a BEST priority. This will be implemented in collaboration with the Jordan Loan Guarantee Facility and JLGF.

Milestones

- Expand partnerships with banks and launch new tourism loan product, or adapt existing one to tourism - Q3, 2017
- Raise awareness of 20 credit officers on tourism industry, future outlook, and opportunities - Q4, 2017

B. Promote targeted lending products to tourism enterprises

One of the challenges that SMEs face is the lack of knowledge and awareness of existing financing options and lending products in the market. Under this activity, BEST will promote existing and newly -tourism loan products to tourism SMEs across Jordan, and provide needed technical assistance to improve the capacity of SMEs to access finance, and support SMEs in improving their tourism project concepts and opportunities for accessing finance.

Moreover, BEST will promote and raise awareness about the new tourism investment incentives introduced by the government for the tourism sector to encourage domestic and foreign investment in tourism. BEST will also introduce the incentives to the banks in order to encourage them to lend to tourism businesses. Where investment prospects are identified and access to investment incentives are possible, these will be linked to tourism financing options supported by BEST. BEST will also update the booklet developed in Year 1 to further promote and raise awareness on available sources of financing.

Milestones

- Raise awareness of SMEs in governorates on existing tourism loan products, and link to investment opportunities in tourism products and experiences - Q2, 2017
- Update the access to finance guide that describes the variety of lending products available, their sources, features and qualification rules - Q4, 2017
- Organize a tourism financing event to promote targeted lending products, raise awareness on existing tourism financing schemes, and present success stories- Q4, 2017

C.4.5.2 SME CAPACITY TO ATTRACT LENDERS AND INVESTORS IMPROVED

C.4.5.2 Deliverable

Increased ability of start-ups and SMEs to prepare business plans and financial information in a way that attracts lenders and equity investors.

C.4.5.2.1 - Improve tourism enterprises ability to present bankable applications

BEST will continue to bridge the gap between tourism SMEs and banks, and assist tourism enterprises with a range of advisory and training services to strengthen their skills in preparing their business plans to attract lenders and investors. BEST will explore further partnership opportunities with institutions such as the European Bank for Reconstruction & Development (EBRD), and continue cooperation with USAID Loan Guarantee Facility and other identified entities to leverage technical assistance to support tourism businesses to develop business plans and financial statements in a manner that enhances their bankability, thereby making them more attractive for lending consideration. Supporting activities will include:

- Deliver technical assistance to tourism enterprises applying for tourism loans to increase their ability to access finance across different tourism sub-sectors according to specific criteria set by BEST.
- Deliver tourism-related technical assistance to support businesses deemed promising by banks to increase their chance of obtaining loans.
- Train 50 entrepreneurs and businesses on financial skills and preparation of business plans.

Milestones

- Train 50 tourism enterprises on financial skills and preparation of business plans- Q4-2017

C.5 Cross-Cutting Themes

C.5.1 GENDER

C.4.1.6 Deliverable

Increased participation of women in the workforce supporting the tourism sector.

Jordan has a vibrant community of champions who have made great strides in addressing gender equality. However, while it is making progress to promote equality in certain aspects of women's lives, women's economic participation remains low: only an estimated 14.9 percent of females participate in the labor market. In certain sectors, such as tourism, the gender gap is even more pronounced due to societal perceptions about the appropriateness of work conditions and women's perceptions about equality. To address this gap, our team will apply the following principles in Year 2:

- *Expand opportunities to scale up employment of women.*

Through the Pathways to Professionalism Scheme, BEST has been successful in creating opportunities for women in the hotel sector. Our team will continue to build on such initiatives and identify new ones to increase women's engagement in the tourism sector.

- *Provide opportunities to empower women entrepreneurs.*

Women-owned small businesses often face gender-related constraints in their access to credit due to a lack of collateral or lack of control over resources due to cultural practices that favor male family members. BEST will ensure that these businesses can access finance by providing technical assistance to woman-owned small businesses to increase their capacity to gain capital and ensuring that a portion of project funding goes to women-owned businesses. We have supported USAID Takamol in their recent boot camp for entrepreneurs and we will build on this partnership going forward.

- *Develop a practical internship program as a first job placement initiative for women*

A specialized internship program will be developed to provide paid on-the-job training for students enrolled in tourism and hospitality programs in universities. Should industry and academia support the initiative, BEST will develop terms of reference, specifications, learning contracts and partnership agreements between universities and industry partners for the program.

- *Develop part-time employment program for university students, focusing on females*

A part-time employment program provides a great opportunity for prospective employees to gain experience in a particular field or industry, determine if they have an interest in a particular career, create a network of contacts, or gain university module credits. Participants may also have the chance to put themselves forward for forthcoming opportunities for paid work. This program will also expand the available labor pool for employers.

- *JAU Grant - Conduct tourism awareness campaign to attract females to hospitality sector and education*

The objective of the grant awarded to Jordan Applied University (JAU) is to seek excellence in higher education and increase participation of women in the hospitality sector. One of the main activities is to conduct tourism awareness campaign to attract females to hospitality work and education. The campaigns will promote the benefits of the tourism and hospitality sector to attract females to study hospitality and tourism specializations and work in the tourism industry in both full time and part time jobs.

C.5.2 ENVIRONMENTAL CONSIDERATIONS

C.5.2.1 - Assure compliance with USAID environmental code (22 CFR 216)

The project will apply its USAID-approved environmental screening system, approved under the second USAID tourism project, established to ensure compliance of project activities and grants with USAID's 22 CFR Environmental Procedures (22 CFR 216). The system is based on a rigorous checklist and guidelines, and will be used to screen and assess the potential impact of project activities, including grants. This will be continuously carried out in-house by the project's environmental officer. Should certain grants or activities be identified to have potential impacts that may be mitigated, these mitigation measures shall be included as part of the design of the grant and/or activity and support shall be provided to the grantees to comply. As necessary, training will also be delivered to grantees to embed environmentally-friendly practices within their operations and processes.

C.5.3 TRAINING AND STUDY TOURS, AND INTERNATIONAL TRAVEL

Training events will be properly branded. Study tours will be coordinated with USAID to seek the proper international travel approvals and needed visa facilitation, if required (in the case of US travel). The project will ensure proper planning of such events and will lead these functions. To ensure care, the chief of party and a component leader will accompany study tours that include senior government officials. Participants will be required to conduct an experience-sharing exercise with peers upon their return. A report summarizing the study will also be produced. Documentation of in-country training activities will include segregation based on gender, documents, the number of trainees and geographic spread. The following list of study tours are envisioned under Year 2:

Study Tours

- 1- Study tour of the Lebanon Mountain Trail (LMT) Thru Walk for the JTA team, including the general manager and trail manager (this is pre-approved under the grant agreement, please see C.4.3.4A)
- 2- Study tour to support the capacity building of the Site Management Directorate staff (See C.4.3.6 (a)) to review private sector engagement models and site presentation
- 3- Study tour to Mexico or another closer destination in Europe developed or branded with distinctive appeal in support of the Distinctive Destinations (Magic Towns) initiative.

Technical industry conferences

To keep abreast of latest trends in tourism development, promotion and innovation, BEST staff will participate in the top annual international tourism industry conferences and exhibits. Specifically, these include World Travel Market (London) in November 2016 and the International Travel Crisis Management Summit planned immediately on the sidelines of WTM, FITUR in Madrid in January 2017, and the flagship ITB (Berlin) in March 2017. These venues also allow for networking with private sector industry leaders, work travel associations and experts. These conferences combine both educational seminars as well as exhibits and marketplace for ideas, products, services, vendors and consultants that help advance project objectives or allow for securing external resources and support.

Requests for international travel will be submitted on a case-by-case basis for other conferences deemed beneficial to the program.

C.6. Reporting, Results and Indicators

C.6.1 REPORTING

Accurate, detailed, and descriptive reports are an integral part of the monitoring process. The project team will produce the following performance reports during implementation:

| Reports | |
|--------------------------------------|---|
| Branding and Marking Plan | Delivered |
| Annual Work Plan | Draft Year 2 work plan presented September 28 th , 2016. Updated draft submitted in this version. |
| Activity M&E Plan (AMEP) | AMEP Approved on April 14, 2016. |
| Grants under contract manual | Delivered and approved |
| Tourism Competitiveness Index | Developed in Q2 2016 |
| Tourism Competitiveness Plan | Submitted May 1, 2016 |
| Gender Action Plan | Delivered with proposal and will be reviewed on an annual basis |
| Monthly Progress Report | The project will continue to submit a monthly progress report 7 calendar days after the end of a month in accordance with contract requirements. The report will contain information on each area of work identified in the work plan, including key accomplishments, activities that took place during the reporting period, key issues and proposed solutions (if any). No monthly reports will be submitted at the end of a quarter. |

| | |
|--|---|
| Quarterly Reports and Financial Reports | The project will continue to submit quarterly report 15 calendar days after end of the fiscal quarter a report (in hard copy and electronic format) will be submitted to USAID. The report will contain information on each area of work, including key accomplishments, activities that took place during the reporting period, in addition to results indicators due during the respective periods. Three quarterly reports shall be submitted, and will incorporate the quarter 4 report into the annual report. |
| STTA Reports | No later than 15 calendar days from the end of the trip and no more than 3 pages long for expatriate and third-country nationals. |
| Annual Progress Report | A 2 nd Annual Report will be submitted 15 calendar days after the end of the USAID fiscal year. The report will summarize activities and results during year 2 in relation to the approved work plan, and will cover the fiscal year from October 1 to September 30. |
| Annual Review | As requested |

In preparation for producing the final report, tools to communicate project successes and impacts will be used to begin developing a series of success stories. This will include preparing written stories, video clips and photographs with captions that can be included in the final report as well as shared through the media and via social media.

C.6.2 MONITORING AND EVALUATION OF RESULTS AND INDICATORS

The overall goal of the M&E system is to have a management tool for systematically reviewing project progress, troubleshooting problems during implementation, and establishing a means of providing critical information to guide implementation of project activities toward its objectives. Moreover, it provides the foundation for tracking the project's delivery of technical assistance and support by providing input to the USAID Jordan performance monitoring plan. To reach its ambitious targets, BEST has put in place a rigorous monitoring system to ensure that the activities lead to transformative results for Jordan's tourism sector. This system will be implemented by a strong M&E team directly supervised by the DCOP. The Activity Monitoring and Evaluation Plan was submitted following the Year 1 work plan and approved in April 14, 2016. A review of the AMEP will take place to reflect amendments in USAID's own PMP and to reassess projected targets.

Exhibit C.3 "Results Matrix", presents BEST results matrix, showing indicators to be measured throughout the life of the project.

SECTION D – PROJECT ORGANIZATION AND MANAGEMENT

PROJECT ORGANIZATION

MANAGEMENT APPROACH

Project Staffing and Organization

The project is organized in teams for optimum implementation of the work plan and delivery of results. Staff will work together in teams to address tourism cluster interventions holistically. While reporting and management structures are clear, teams will work across technical components to maximize synergy and efficiency.

Chief of Party Ibrahim Osta will lead BEST and ensure collaboration across the project's integrated components and tasks. A mix of Jordanian and third country nationals (TCNs) will lead staff teams. With the transition of the Assets component Team Leader Caoimhín Corrigan, BEST has put in place a transition plan with the experienced Sites Team Leader managing the combined work due to the similarities of the work, her past experience and synergies derived. We will monitor this situation for several months and consider both internal and external options for a decision on the final arrangement to manage the component. Following the end of Year 2, we will also begin consideration of a plan for further TCN transition for discussion with USAID.

Place of performance

Section of the contract (F.8 Place of Performance) states: "The contract place of performance must be in Jordan and the contractor's home office."

The project main office will be in Amman in the current office based in Wadi Saqra. Staff will be based in the Amman project office with frequent travel to key sites to engage with local communities and businesses such as Salt, Petra, Aqaba, Ajloun and others. To expand the project's reach, while our team includes community-based managers to liaise with stakeholders outside of Amman; professional technical staff will also be engaged in the field. This will maximize project outreach and maximize capacity building outside the capital.

In addition, the project plans to maintain Craig Saltzer at 25% level of effort in the Washington, DC office. He will continue much of his responsibilities carried through the past year, namely supporting TPF grant requests, continued M&E contributions and supporting design of initiatives in a format that may be packaged in grants or subcontract tools. In this role, he will not undertake ordinary tasks undertaken by the Home Office backstopping Project management Unit. He will be assigned tasks from the field and managed technically from the field.

In-house Advisors

To expedite project results and support capacity building of our counterparts, the project hired through the TPF a Destination PR and Communications Consultant to support JTB in the development and implementation of Jordan Tourism Board (JTB) marketing and communications plan. The Institutional Development Advisor to MoTA was also hired to

support the creation of a specialized unit to support and coordinate the Implementation of the National Tourism Strategy at the ministry. The project will proceed to hire another in-house advisor as per the approved grants, including a technical advisor to institutionalize the site management unit at MoTA and MICE SBU specialist at JTB (grant submitted for approval).

Staffing Deployment

Staffing will be reviewed and refined based on project demands. The work plan and the pressures of implementation will determine staff concentration and deployment among components, and the length of tenure of staff members. The project will continue under Year 2 to exhibit flexibility to meet work plan needs while optimizing resources to the fullest. In the immediate term, two specialists for the marketing team will be recruited, one replacing a departed candidate and the other to support the spike in work load of the component.

PROJECT ORGANIZATION BY TEAMS

Project organization has been developed to achieve results and maximize synergy. We have configured our technical work into dynamic teams by clustering like activities together and building on resident skills and capacities. A cross-cutting support area underpins the project and supports its activities from administration to project-wide technical anchoring by deploying resources in a dynamic fashion as needed.

Projectwork areas are organized as follows:

1. Business Enabling Environment

- Tourism policy planning, including the national tourism strategy and industry competitiveness plan and regulatory reform
- Gender empowerment
- Business development and enhanced access to capital through innovative financial products
- Fostering public-private partnerships
- Institutional development and capacity building of select public institutions and private sector entities

2. Tourism Asset Development

- Develop and protect museums, cultural and natural sites as well as introducing improved experiences and services on and around these sites, such as JHRC, Ajloun visitor center shop, and MoTA site management.
- Support diversification and enhancement of the tourism product offering via engaging experiences, trails, events and other activities that engage the local community and businesses across Jordan, such as Jordan Trail, JETT excursions and Distinctive Destinations.

3. Destination Marketing

- Strengthen Jordan Tourism Board and private sector's international destination promotion capacity
- Enhance Jordan's international brand positioning and destination image
- Regrow visitor arrivals via strategic communication and marketing campaigns
- Expand international sales channels in key markets
- Diversify into higher value market segments

4. Industry Development, Decision Support and Destination Excellence

- Tourism education, primarily at the university and collegiate level
- Tourism research and setting up the research center
- Industry quality standards and certification, accreditation and professional awards
- Hospitality SME development, such as camps, restaurants and hotels

5. Tourism Partnership Fund and Project Service Delivery

- Tourism Partnership Fund (TPF) provides grants and funds technical assistance to counterparts and beneficiaries for product and market development, tourism industry competitiveness, public-private partnerships and job creation
- Regional presence through coordinators covering activities across regions to promote community development and outreach
- Monitoring & Evaluation (M&E) to measure and report on how overall project activities achieve targets and results
- Financial management and administration