

## **Twinning Project Fiche**

Strengthen the institutional tourism system in Jordan by enhancing the capacities of the Ministry of Tourism and Antiquities in Jordan.

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LIST OF USEFUL ABBREVIATIONS	
AA	Association Agreement
AP	Action Plan
ASEZ	Aqaba Special Economic Zone
ATHENA	Ancient Theatres Enhancement for New Activities
BC	Beneficiary Country
CAF	Common Assessment Framework
DoA	Department of Antiquities
DG	Directorate General
DoS	Department of Statistics
EC	European Commission
EDEN	European Destinations of Excellence
ENPI	European Neighbourhood Policy Instrument
EUD	European Union Delegation
EU MS	European Union Member State
FIT	Fully Independent Traveller
GCC	Gulf Cooperation Council
GDP	Gross Domestic Product
GIZ	German Technical Cooperation (formerly: GTZ)
GoJ	Government of Jordan
JEDCo	Jordan Enterprise Development Corporation
JICA	Japan Technical Cooperation
JHA	Jordan Hotels' Association
JITOA	Jordan Inbound Tour Operators Association
JRA	Jordan Restaurateurs' Association
JTB	Jordan Tourism Board
IT	Information Technology
ME	Middle East
MoTA	Ministry of Tourism & Antiquities
NCIC	National Competiveness & Innovation Council
NCP	National Contact Point
NTA	National Tourism Authority
NTO	National Tourism Organisation
NTS	National Tourism Strategy
OVI	Objectively Verifiable Indicator
PAO	Programme Administration Office
PM	Prime Minister
PPCH	Protection and Promotion of Cultural Heritage (EU project)
PTDD	Projects & Technical Development Department (MoTA)
RMSU	Regional Monitoring & Support Unit
RSCN	Royal Society for the Conservation of Nature
RTA	Resident Twinning Advisor
SG	Secretary General (MoTA)
SPD	Strategic Planning Department (MoTA)
STE	Short Term Expert

SWOT	Strengths & Weaknesses, Opportunities & Threats (analysis)
TNA	Training Needs Assessment
ToT	Training of Trainers
UNWTO	United Nations World Tourism Organisation
USAID	USA bi-lateral aid program
UN	United Nations
UNDP	United Nations Development Program
VET	Vocation and Educational Training
WB	World Bank

## **STANDARD TWINNING PROJECT FICHE**

### **1. BASIC INFORMATION**

- 1.1 Programme:** Support to the Implementation of the Action Plan Program (SAPP II)- 2009/ 020-478
- 1.2 Twinning Number:** EuropeAid/133705/M/ACT/JO
- 1.3 Title:** Strengthen the institutional tourism system in Jordan by enhancing the capacities of the Ministry of Tourism and Antiquities (MoTA) in Jordan.
- 1.4 Sector:** Other
- 1.5 Beneficiary Country:** The Hashemite Kingdom of Jordan

### **2. OBJECTIVES**

#### **2.1. Overall Objective**

To work towards the sustainable growth of tourism in Jordan and the optimisation of tourism's contribution to the socio-economic development.

#### **2.2. Project Purpose**

To strengthen the institutional and technical capacities of the MoTA in order to enable it to exercise its political, regulatory, developmental and technical functions as enshrined in the National Tourism Strategy (NTS) and in-line with the EU standards and best practices.

#### **2.3. Contribution to National Development Plan/ Cooperation Agreement/ Association Agreement/ Action Plan**

In 2002 the EU and Jordan signed the first Support to the **Association Agreement** Programme (SAAP). The agreement aimed at upgrading the Jordanian administration's institutional capacities so it could deal with all aspects of the Association Agreement. A second support programme to the Association Agreement was concluded in 2005. The newer central element of the ENP is the bilateral **ENP Action Plans** agreed between the EU and each partner. The EU-Jordan ENP Action Plan (**AP**) was adopted in 2005, and has been implemented over a 5 year period. The AP defined a set of priorities covering a number of key areas for specific action, the implementation of which would facilitate the fulfilment of the provisions of EU-Jordan Association Agreement and consequently the Barcelona Process. The 6 priorities of the AP are: enhancing political dialogue and reform; **economic and social reform and development**; trade related issues, market and regulatory reform; cooperation in justice and home affairs; transport, energy, information society and environments, and people to people contacts, including education.

In November 2008, Jordan requested for advancing relations with the EU, with the aim of bringing Jordan closer to the EU by reinforcing the current Partnership and creating new avenues of cooperation in areas of mutual interest. The request was officially submitted to the Seventh Association Committee meeting held in Brussels in June 2009, which included the Government's views on how to enhance bilateral relations in the political, **economic**, trade, and social spheres, as well as deepen cooperation in key sectors such as energy, water, transport, agriculture, and science and technology. The EU approved Jordan's advanced status Action Plan in November 2010.

The present Twinning project is relevant to the objectives of the EU/Jordan ENP Action Plan, and aims to provide a significant contribution to its priorities of action. Although there is just one direct reference to tourism in the EU-Jordan AP: "*Exchange information on sustainable tourism*," (under 43: Improve the environment for enterprise development), it is clear that the Tourism sector for the EU-Jordan cooperation, as it has significant implications at every level given its cross/multi-sectoral nature. In this sense, the present Twinning project will contribute to several priorities of actions contained in the AP, including with the following:

- ✓ Modernise and improve the competitiveness of Jordanian productive sectors (43)
- ✓ Promote investment in Jordan (44);
- ✓ Cooperation in the field of consumer protection (45);
- ✓ Statistics (46);
- ✓ Cooperation in the field of employment (23)
- ✓ Enhance cultural cooperation (53c).

With reference to the last point (cultural cooperation), the project will support the cooperation between the EU and Jordan, as indicated in the AP, by the promotion of the "cultural cooperation and cultural exchanges in accordance with the principles enshrined in the 2005 UNESCO Convention", and the promotion of concrete actions of "co-operation on cultural policy issues and in fields of mutual interest, including the management of cultural heritage and the development of cultural and creative sectors".

The work program recently adopted by the EU and Mediterranean Ministers foresees and exchange of information concerning the policies, activities and projects of the EU and MED countries on sustainable tourism. The possibility to extend EU initiatives EDEN (European Destinations of Excellence, promoting sustainable tourism models) and Calypso (enabling tourism in the off-season) to MED countries is also being explored. This clearly echoes the statements of the ENP Action Plan (see above).

A seminar was organised in June 2012 by the Tourism Policy Unit of Commission DG Enterprise & Industry titled: 'Current Cooperation & Future Perspectives in Sustainable Tourism in the Mediterranean Countries'. The event focused on exchange of good practice and cooperation between the EU and Mediterranean Partner Countries. Representatives from Jordan explained their national strategies for improving sustainability in tourism and other case studies and EU-funded projects were also presented.

With specific regard to the Kingdom's tourism sector, GoJ fully recognises that tourism is a vital element for the wider Jordanian economy in promoting socio-economic development, improving infrastructure (especially transportation) and communications across the Kingdom. Also culture and creativity have a direct impact on tourism. The current (and second) National Tourism Strategy (NTS: 2011-2015), developed in partnership with the industry to build on the first such plan, clearly defines the vision and mission for taking all tourism stakeholders – public and private sector - in the needed direction and underpins the future (and sustainable) growth of the sector. It is the means through which

GoJ's tourism policy objectives will be realised. The strategic mission will be founded on planning and implementing changes and actions necessary to:

- Raise the sector's overall competitiveness of Jordan's tourism industry;
- Enhance visitor experience through innovation in product development;
- Strengthen the strategic partnerships between the tourism sector and industry, innovation and cultural and creative sectors.
- Better position and promote the tourism offering to global markets to attract higher yield visitors year-round;
- Create a regulatory and operating environment, which drives better business performance and releases the full potential of the private sector as the engine of growth.

The NTS is a very comprehensive, well thought through and far-ranging set of inter-related plans, each with its own set of specific key activities for effectively implementing the strategy. The Twinning project must therefore be directly aligned with supporting specific aspects of the NTS where the beneficiary (MoTA) has identified a particular capacity building need.

It comprises four, clearly articulated pillars, each with defined Key Activities for implementation:

- Pillar 1: Marketing & Promotion
- Pillar 2: Product Development
- Pillar 3: Strengthen Human Resources
- Pillar 4: Provide Effective Institutional & Regulatory Framework

### **3. DESCRIPTION**

#### **3.1. Background and Justification**

##### **Background**

Jordan has a well-developed institutional framework that encompasses every aspect of what is a very disparate, diverse, and often fragmented, sector. There is a positive level of partnership between these diverse elements, public and private. In terms specifically relating to the public administration framework of the tourism industry, it is comprised of the following three, key institutions with their defined tasks, as follows:

##### **A). MoTA - the lead Ministry for the sector, main roles include:**

- Strategic planning and policy formulation;
- Lead partner for coordination and delivering the National Tourism Strategy (NTS);
- Creating an enabling environment for the industry's development;
- Tourism planning and development;
- Developing the domestic tourism market;
- Regulation (of the Tourism Law and its various by-laws);
- Coordinate with different donors/development partners.

##### **B). Department of Antiquities (DoA) - as part of MoTA:**

- Protection, conservation and presentation of antiquities;

- Archaeological site planning and management;
- Studies and research;
- Coordinate with different donors/development partners.

### **C). Jordan Tourism Board (JTB) – quasi-government, semi-independent agency**

- Marketing and promotion of Jordan as a tourism destination in selected *international* source markets;
- Public relations and communications;
- Participate in major international tourism trade fairs including: World Travel Market (London) and Arabian Travel Market;
- Coordinate with different donors/development partners.

The GoJ budget for tourism is split between MoTA and the Jordan Tourism Board (JTB), with the latter getting around 80% of the total for marketing and promotion. The JTB office in Amman is in a separate building with various departments and a total staffing of 56. It has its own Managing Director and is chaired by the Minister (MoTA):

- Finance & Accounting;
- Logistics & Purchasing;
- Communications & Media;
- Marketing;
- Research & Planning Department;
- Finance & Administration;
- Operations;
- Members' Affairs;
- Information Technology;
- Business Development Manager.

The Ministry of Tourism & Antiquities (MoTA) is the main institution for administering, managing and guiding GoJ tourism sector policy and strategy. Its role is primarily that of enabler and facilitator and the regulation part of the industry, to deliver public policy for tourism. For instance, it issues licences, organises the grading of accommodation, and upgrades the physical infrastructure of tourism sites.

MoTA is in the process of a major restructuring as evident under the *Administrative Organisation Regulation for MoTA (Regulation 51) of 2012*, under Article 120 of the Constitution. Hence roles, functions and the departmental organisation and relationships will change in the new structure. There are around 300 personnel in the Amman office of MoTA with 9 provincial offices in the respective governorates of the Kingdom.

#### **▪ Role and tasks of the Department of Antiquities**

In parallel, under the same ministerial umbrella is the Department of Antiquities (DoA) in a separate building in Amman and currently operates under a different law, with its own Director-General.



The DoA is the official ministerial authority, mandated by law, to be responsible for the protection, conservation and presentation of antiquities. The 1976 Law of Antiquities has been amended and updated to prohibit trading, exporting and importing of antiquities.

Institutional policy: protection of antiquities with a preference for conservation measures that do not require physical intervention of the remains (where possible) The presentation of antiquities, including research, surveys, excavation and site management.

DoA continues to collaborate with international development partners, for instance with USAID and Italian Cooperation in establishing the now renowned Mosaic School in Madaba and collaborates with UNESCO on its archaeological site. The Department also carries out studies and research, site management and international collaboration in a wide range of fora, including its active participation in the World Heritage Committee. At the time of writing it is leading the Jordanian involvement in the Euromed ATHENA project.

Over many years it has conducted field projects for excavation and surveying in close collaboration with prestigious academic institutional partners from: France, Spain, Italy, Belgium, UK, Denmark, Finland, USA and with several Jordanian Universities.

#### ▪ **The Archaeological Sites Management Directorate of DoA**

The directorate was established in 2010 at the Department of Antiquities in order to enhance the scientific approach and to build the operational capacity of the Department in planning and managing archaeological sites in Jordan. The Directorate cooperates with all departments, directorates and units at the DoA and all offices in the governorates. The World Heritage Unit and the Planning Unit are under this directorate. The main duties and responsibilities of this department are as follows:

1. Setting up Management plans for the archaeological sites in Jordan so as to have autonomous management for each site and build its capacity
2. Planning, monitoring and controlling archaeological sites in terms of excavations and conservation works
3. Partnering with local councils and enhance the linkages with the local communities
4. Cooperation with the national committee of the UNESCO in Jordan for preparing the entry files of archaeological sites for the World Heritage List
5. Prepare sites to enter the tourism map of the country and to be accessible for tourists
6. Develop database for the archaeological sites including maps, images, information, coordinates, etc.

#### ▪ **Tasks and duties of the Jordan Tourism Board**

The mission of the JTB is to: *lead the branding, promoting and positioning of Jordan as destination of choice*. And its stated vision, as per their plan of action for 2011/12 is: *to be a pioneering tourism board achieving organisational excellence to maximise the impact of tourism on the national economy*.

The JTB presently has offices (or a presentation) in 11 locations outside the Kingdom in Europe, GCC countries and Middle East, North America and Asia in key, or strategic, source markets. These are in many cases run by a PR company, presumably under a different contract in each case. In the EU, JTB has a presence in the following countries: Austria, Belgium/Netherlands, France, Germany, Italy, Spain and UK. It actively participates in major, annual, international tourism trade fairs in London, Berlin, the Gulf and elsewhere to raise the profile of Jordanian tourism and to link the Jordan tourism industry with key (business) partners in the value-chain, such as tour operators in source markets. By such

means, it aims to increase the annual numbers of international tourist arrivals to Jordan and grow the industry generally and thus serve its members.

Essentially, the JTB operates as an agency, and as such is semi-governmental and receives a much lesser proportion of its funding from the membership. Its total focus is on the marketing and promotion of Jordan *internationally*, as a tourism destination, and plays no role in promoting domestic tourism (that rests with MoTA). The current Minister (of MoTA) was previously the Managing Director of JTB, and as such chairs the JTB, yet there are few (if any) apparent institutionalised linkages between the two key organisations.

A wide range of industry stakeholders have been allocated roles in the implementation of the NTS. Importantly, these include the grouping of business associations such as the JHA and JRA. Membership of these bodies is mandatory, as a condition of gaining a licence. A new innovation however, has been the establishment of JITOA (inbound tour operators association). Another very newly founded body (in September, 2012) is the Union of Hotel Owners, formed to recover payment for accommodation and related services during the Libyan crisis of 2011.

There are in addition a range of autonomous regional tourism organisations such as the Petra Development and Tourism Region Authority (PDTRA) and the Aqaba Special Economic Zone Authority (ASEZA) with their own tourism entity separate from MoTA. Others include: Royal Jordanian Airlines and international carriers, industry education and training providers, transportation and guiding companies, investors and developers, and also organisations directly involved in special interest tourism activities such as the Royal Society for the Conservation of Nature (RSCN).

It is interesting and encouraging to note the emergence and formation of locally-based tourism groupings, comprising key stakeholders on the ground, such as the Madaba Tourism Development Association. This is a voluntary, non-profit membership-based association that aims to transform the Madaba area into a more competitive tourism hub, where visitors will stay longer and thus generate higher yields and more employment locally. This will be achieved through product development, promotion, HRD, and improved public-private sector dialogue cooperation, coordination and advocacy. Similarly, there are a number of NGOs active in the sector, notably the Royal Society for the Conservation of Nature (RSCN), Jordan's major environmental agency with a significant involvement in tourism in the protected areas, including six of the reserves, with internationally recognised sites of eco-tourism excellence in Dana, Wadi Mujib and elsewhere in the country.

Each element of the industry has a significant role to play, as part of the larger tourism sector in delivering the NTS. The challenge, as always, is to ensure joined-up thinking and coordinated actions; this is where MoTA has a vital function in guiding the future shape and direction of the industry for the Kingdom's greater good. This is why enhancing the institutional capacity of MoTA is key at this important stage in its institutional development to ensure sustainability going forward.

### **Risks and opportunities for regulation, organisation and development of the system in Jordan (SWOT analysis)**

The Jordanian tourism sector, as elsewhere, comprises a disparate and relatively large number of different stakeholders each with their own set of interests and concerned. The challenge for those – MoTA – tasked with managing, organising and guiding the sector is to balance such interest groups with the common good in mind and coalesce them into a cohesive whole that we term “the tourism sector (or, industry).” The sector faces a number of challenges, both internal and external and has to, under the general direction of MoTA, find solutions that meet their needs in a unique context in which

they find themselves. Tourism is in many respects a fragile, yet often resilient, industry subject to vagaries beyond the control of the host country or people. A SWOT analysis of the Jordanian tourism sector reveals the following factors, both internal and external that impacts on the sector's ultimate success or under-performance:

### **Strengths**

#### ***Image:***

- Jordan is widely regarded as the safest countries in the entire Middle East (The Rough Guide to – Jordan), despite being in a troubled region;
- The Jordanian people are recognised as some of the most genuinely friendly and hospitable people (hospitable to visitors) with a distinctive culture and interesting cuisine.

#### ***Product base:***

- The country has a vast richness of unique archaeological and Biblical sites such as Petra, Jerash, Wadi Rum and the site of the baptism of Jesus of Nazareth, Lot's Cave, Mount Nebo and the locations where the Dead Sea scrolls were first rediscovered – many world-renown, others still relatively unknown or yet undiscovered;
- Diverse tourism product mix, including culture and heritage, archaeological sites of many different periods of history to earliest times, nature-based and adventure, medical and wellness, beach and diving.
- Jordan has an extensive network of trails in different type of terrain, with varying degrees of difficulty for hiking and trekking;
- For a relatively small country there are a wide number of different ecological, geological and climatic zones, each with its distinct character, which offer a good mix of experiences for visitors.

#### ***Access:***

- Connectivity, with good (frequent, often direct and relatively short e.g. Vienna to Amman is less than 4 hours) flight connections to major EU source markets also elsewhere in the region,
- Relatively good transportation links between tourism sites and key locations within a comparatively small area and taxis are generally cheap.

#### ***Partnership:***

- There are effective consultations and a genuine partnership between government actors and industry stakeholders across the sector, resulting in comprehensive and coordinated actions for achieving the aims and objectives stated in the NTS.

### **Weaknesses (barriers)**

#### ***Institutional:***

- The coordination mechanism between MoTA, including the Department of Antiquities (DoA), and JTB is currently rather weak and needs to be strengthened;
- Frequent changes at Minister and Secretary General level (MoTA) in recent years could hamper institutional development and impact on consistency in delivery of the objectives of the NTS;
- Limited tourism R&D and planning capacities in MoTA to set realistic targets and effectively implement all aspects of the National Tourism Strategy;
- Under-resourced (in terms of human resources and capacities and promotional materials) of the provincial offices and Visitor Centres in the respective governorates;

- Fluctuations in JTB's annual budget impacts negatively on their ability to support promotional campaigns in some instances;

***Human resources:***

- Limited success in encouraging higher levels of take-up of employment in the tourism sector by young people and women in particular (10% in tourism, compared with 11% across all sectors) and raising the status of the sector as a 'career of choice' option.

***Product:***

- Little visible encouragement and support for innovation and diversification in tourism planning and product development;
- Information gaps at strategic points such as Visitor Centres and operational inconsistency to maintain provision and supply of maps and brochures;
- Insufficient coverage on the JTB website of sites of touristic and archaeological interest in the governorates (e.g. in Madaba);
- Difficult for non-Arabic speakers to access public transport between touristic sites;
- Need to more effectively spread the economic benefits of tourism more widely geographically and demographically, rather than be overly concentrated on a few iconic sites in the Kingdom.

***Market:***

- Low average length of stay (just over 4 nights), which fails to optimise the yield from tourism;
- Marked seasonal patterns of trade reduce potential annual net tourism receipts;

**Opportunities**

***Product:***

- Further growth and expansion of niche products and services, such as: the FIT market, medical (although it is not under MoTA) and wellness, cruise and other special interest tourism including adventure, nature-based and cultural/historical;
- Increase the average length of stay and per capital tourism spend in Jordan through innovation in tourism product planning and development and marketing;
- Responding with a diversified and strengthened tourism product mix to changing patterns of consumption and methods of accessing tourism goods and services, such as the growing FIT and niche market (special interest) segments, purchasing via the internet.

***Market:***

- Raise visitor arrival rates during the low and shoulder seasons to optimise usage of tourism-related facilities, thereby reducing the 'down-time' (or under-utilisation) of tourism assets;
- Increasing domestic tourism to reduce leakages (a six month survey of domestic tourism spending patterns is currently being conducted by MoTA and the Dept. of Statistics with a sample of 13,000 households);
- Developing a 'cluster approach' for tourism sites with closer and easier linkages between them;
- Gaining increased market share in emerging source markets in Asia and Latin America.

***Regional cooperation:***

- Increasing regional cooperation and exchanges of experience, ideas and opportunities via EU platforms such as EDEN and Calypso (see below);
- Joint initiatives with neighbouring countries to share experience, increase market awareness and raise access.

## **Threats (and preventative actions)**

### ***Resources:***

- Natural resources: Jordan is one of the 10 most water-poor countries in the world, and this impacts on the tourism sector which is a disproportionately high and intensive consumer of water resources with around a third of its water coming from non-sustainable (non-renewable) sources;
- The same is true of energy, and Jordan has to import most of its electricity from its neighbours (consumption is growing at 4.7% a year);
- Inability to encourage more young Jordanians to follow a career in the sector in Jordan, low wage levels;
- Sustainability if unable to preserving the natural, historical and cultural heritage whilst enhancing visitor experience (as demonstrated partly by rates of return visits made, as a KPI); In terms of enhancing capacities and institutional strengthening, the public sector cannot recruit new staff.
- Lack of detailed and reliable tourism statistics for accurate demand forecasting and planning;
- Evident lack of urban planning, zoning and effective systems for litter collection and safe disposal impacts negatively in urban areas, between tourism locations and on tourist sites.

### ***Marketing:***

- Overly dependent on overseas tour operators including Jordan as part of a regional package (or, tour), with an under-promoted FIT market resulting in a relatively low average length of stay (4.3 nights in 2011 – MoTA),
- Economic downturn in some major source markets in the EU, USA and Japan will have a negative impact on international tourism arrivals from those countries;
- Significant leakages resulting from outbound tourism (Jordanians going outside the country);
- The cost effectiveness of the way in which Jordan markets and promotes itself in key source markets (in 11 overseas offices using a PR companies) needs to be continually monitored and evaluated and alternative marketing and promotion (distribution) systems arrived at;
- Increase competition from elsewhere in the region, country's with higher marketing and promotion budgets such as UAE;
- Need to respond proactively to changing consumer demands and new business models.

### ***Image:***

- Political, social, economic and military upheavals in neighbouring countries create misperceptions about the safety of the country will tend to put-off visitors travelling to the region and Jordan included, especially from the EU, North America, Australia and New Zealand, Japan;

For a relatively small country, much of which is a harsh arid desert-like environment, with a tiny coastline on the Gulf of Aqaba (27kms), Jordan has a lot to offer the discerning visitor, for whatever reason most motivates them to come to the country and so spend time and money there. It is not, and never will be, a mass tourism destination like the resorts along the Sinai coast of neighbouring Egypt. Tourism in Jordan not a volume business, it is premier destination and therefore has to have a premium (world-class) tourism product mix, or offering, with its own distinctive character. The Kingdom already has much of this, but it not optimising its tourism receipts mainly due to Jordan not effectively positioning itself a destination in its own right, but is perceived in the marketplace as 'an add-on' as part of a regional two, or three, centre tour. Jordan is thus over-reliant on depending on the itineraries set by tour operators externally and internally.

Jordan has been successful in growing its niche market segments (special interest and special focus). For medical tourism for example, Jordan is ranked 1<sup>st</sup> in the ME and 5<sup>th</sup> in the world (source: Medical Tourism Corporation, Texas). To date this has primarily been for the ME and GCC markets, with growth potential in Russia and EU. Other such high quality (internationally competitive) products need to be developed and promoted to maintain and enhance the positioning of the Jordanian tourism sector in a regional and global market place.

The prime challenge for all those tasked with tourism policy making and planning, operating tourism assets, marketing and promotion is to work together in what is typically a very fragmented industry and turn weaknesses and threats into...strengths and opportunities. MoTA's regulatory role needs to be balanced with an enhanced development role and capacity should be developed and strengthened accordingly. Only in such a way will tourism maximise its potential as a vehicle for poverty reduction and socio-economic development for Jordan and hence achieve the objectives stated in the NTS.

### **Justification and Challenges**

Tourism, as a service sector and labour intensive industry, is globally amongst the largest employers and also a fast-lane vehicle into the workforce especially for young people and women. According to the NTS, the numbers employed in the sector in Jordan in 2010 are: 41,900 directly and 126,000 indirectly (in allied sectors). This is highly relevant to Jordan with its young population and relatively high rates of youth unemployment. Encouraging travel (international and domestic) boosts consumer and business confidence by expanding *effective demand* for a wide range of goods and services in a locality. It furthermore strengthens two-way trade and promotes a positive *cultural dialogue* and leads to a better understanding between peoples (as enshrined in the: *2005 UNESCO Convention on the Protection and Promotion of the Diversity of Cultural Expressions*).

The industry is a major pillar of the economies of Mediterranean Partnership Countries, Jordan included, as measured by such criteria as: direct *and* indirect employment, foreign currency earnings and contribute to a country's balance of trade, government revenues from tourism taxes (from visas, VAT, income tax and other levies) etc. Between 1995 and 2010 the industry in the Middle East (ME) has seen higher growth rates than other regions of world: ME at 12%, North Africa at 6%, Mediterranean as a whole at 3.7% (UNWTO). This trend is forecast to continue.

With its reliance of the service sector generally, the tourism clearly makes a highly significant contribution to the Jordanian economy with 13.4% of total GDP in 2011/12, compared with 12.4% in 2010 and 10% in 2007. Given its multi/cross-sectoral nature and '*the multiplier effect*' based on the circulation of spending, tourism has a disproportionately high impact on the productive economy as a whole, not only on food/beverage and accommodation and transportation service providers, but for example on: construction and allied trades, agriculture and fisheries, retail and financial services. At all levels of the economy where it expands *effective demand* for a wide range of goods and services. On a more social level, tourism promotes cultural dialogue and exchange between the host and visitor communities, as acknowledged above. If done properly, this should lead to a better understand of the host culture and its people and contribute to promoting a more peaceful world in these often troubled times.

The current NTS identifies the need for Jordan to enhance the competitiveness of its tourism sector and use international competitiveness indices to internationally benchmark industry performance (Key Activity; 4.6). Tourism is represented on number of key bodies such as the National Competitiveness & Innovation Council (NCIC), together with Energy, Health & Pharmacy, Higher Education etc. This falls under the Tourism Competitiveness Team with MoTA and the private sector. For example, the

World Economic Forum's – Travel & Tourism Competitive index, out of 139 countries worldwide, Jordan ranks 64 (in 2011-2012), 6 places lower than the previous year, but ahead of regional competitors such as: Morocco (73<sup>rd</sup>), Lebanon (89<sup>th</sup>) and Egypt – a surprising – 94<sup>th</sup>.

Tourism has long made a very significant contribution to Jordan's economic wellbeing and will only continue. Enhancing the capacity of MoTA to implement certain key aspects of the NTS through twinning with EU counterparts will serve to strengthen institutional capacities and contribute to achieving the wider policy and strategic objectives for the sector in Jordan.

Clearly, the most appropriate beneficiary is MoTA taking the lead role, in collaboration with its DoA and in partnership key stakeholders such as JTB. Twinning will make a positive and sustainable impact on strengthening the institutional framework of the tourism sector in Jordan, in particular to strengthen the leadership and developmental function of MoTA. Furthermore enforcing coordination and communication internally and with its key stakeholders, including JTB and the relevant international development partners will result. This is especially timely and highly relevant given the restructuring that MoTA has recently undertaken. Twinning will, directly and indirectly, provide support to efficiently operationalise that process, whilst building institutional capacity, not only at the centre, but – importantly – within the provincial offices of MoTA in the respective 9 governorates.

### **Absorption capacity**

MoTA has the necessary capacity to effectively organise and manage a Twinning Project. Certainly, the support is evident at the highest level, as expressed by the Secretary General of MoTA. They are already working closely with the World Bank (WB) and USAID and implementing EU regional projects (see below) and have an efficient officer co-ordinating their WB and USAID portfolios. Another outsourced officer, similarly well motivated and efficient is implementing the two EU programs identified below.

Similarly with DoA, which has successfully collaborated on archaeological and conservation projects with leading research, academic and international bodies from EU countries and North America and global such as UNECSO for many years. It can be seen they are implementing the EU's Euromed Heritage, ATHENA project, with partners from Spain and Italy.

It should be noted however that English language skills are not as widespread as anticipated. It is estimated that of the 300, or so, personnel at MoTA, only approximately 5% have fluent English or proficiency in another European language; for instance, the HR Manager does not speak English. In the 9 provincial offices in the respective governorates, the percentage is significantly less.

Around 80% of the staff members at MoTA have a Diploma level qualification, rather than Bachelor's degree. Two have PhDs and about 50% could be considered 'young' and hence relatively inexperienced. It seems to be quite thin in terms of its depth of middle management personnel. MoTA has very recently undergone a major restructuring as part of the support provided by the current USAID project (see below).

The new structure has been approved and legalised under the new Organisational Administrative Regulation for MoTA (No.51 of 2012). The titles of the new departments are given under Article 3 and the new structure is now operational.

More specifically, a Head of Department for the two newly created divisions (Strategic Planning (SP) and National Tourism Strategy (NTS)) has already been assigned. The head of the NTS division has

also been appointed. The SP division still lacks a head and both divisions lack staff. The intention is to have 3-4 staff members in each division. The other key sections of MoTA that will benefit from the capacity building of the twinning in the new structure are specifically:

▪ **Information and Studies Department of MoTA:**

This department collects and analyzes statistical data, which they are needed mainly for the policy- and decision-making process for the development of the tourism sector in Jordan.

As Department permanently seeking to improve the quality of data, information, the collection, analysis and the development of statistical reports that are prepared and reflecting the performance indicators of tourism and their meanings and comparing them to different years, and preparing studies on the progress of the performance of the tourism sector and determine the directions of work and development. The main divisions are the Department of Statistics and the Department of Studies

The main duties and responsibilities of the Department of Statistics are as follows:

1. Collection, tabulation and analysis of statistical data and issuing the following:
  - Statistical numbers of arrivals and departures
  - Statistics on hotel accommodation establishments classified and non-classified
  - Statistics of visitors of the archaeological and tourist sites and museums
  - Statistics on tourist groups
  - Tourist Transportation Statistics
  - Statistics on tourist facilities and events
  - The size of the workforce in the tourism sector
  - The volume of investment in the tourism sectorissue statistical reports.
2. To provide public and private bodies and international organizations with all statistical data on the tourism sector in Jordan.
3. Update statistical data on the ministry's website in cooperation with the related divisions
4. Analytical studies and guidelines for comparing the performance of the tourism sector in Jordan and its activities with other countries and the statement of economic and social impact of the sector and the issuance of the necessary reports on existing investments and expected geographic distribution and diversity, which would contribute to helping decision-making, including the development of performance in the tourism sector and determine the directions of work and future development.
5. Coordination with the directorates of the ministry concerned with regard to the creation and computing statistical data collection systems.
6. Issuing entry permits information for the airports and border stations for delegates and travel agents.

Other functions of the Department of Statistics are as follows:

- The collection and analysis of statistical data from various competent sources
- The introduction of all statistical data received by this ministry from various sources through the information systems used by the ministry
- Update statistical data on the ministry's website in cooperation with the competent departments
- Issuing statistical reports monthly or quarterly

The Main functions of the Studies Department are as follows :

- Analysis of statistical reports and the development of the initial results



- Conduct comparative studies of the performance of the tourism sector and related events in Jordan with different countries
- Conduct studies and analyzes needed to indicate the role of the tourism sector in terms of economic and social development
- Conducting the necessary studies on existing and projected investments in the tourism sector and their geographical distribution and diversity
- Preparing studies for the development performance of the tourism sector and identify job trends and future development.

▪ **Site Management Unit:**

This unit work on tourist sites development and run after the completion of the work of the development and to monitor the performance of operators on sites and respond to the requirements of the basic services to the sites. The main duties and responsibilities of the Unit are as follows:

- To contribute to the preparation of a database of all the tourist sites of the Ministry and documented electronically and collect all the plates and the land necessary schemes and update this information as needed in coordination with the competent departments of the ministry.
- Contribute to the preparation of a database and land holdings ministry includes an inventory of lands and its existing and documented electronically and collects all the plates and the land necessary schemes and updates this information as needed in coordination with the competent departments of the ministry.
- Take the necessary measures to manage the sites up and running after the completion of the development and work on the follow-up with investors.
- Develop terms of reference for the management and operation plans and investment sites of the ministry.
- Prepare contracts and investment agreements
- Develop plans for perpetuating and maintenance services facilities at tourist sites.
- Coordination with the directors of tourism in the provinces regarding the work of the unit.

▪ **National Tourism Strategy Unit:**

- Development of action plans and procedures necessary to implement the National Tourism strategy.
- Coordination between the various bodies implementing the strategy inside and outside the ministry and the public and private sectors.
- Provide periodic reports on the progress of work in the implementation of the national tourism strategy
- Contribute to the development of operational plans by the ministry.
- Coordination with all directorates of the ministry, including the implementation of the outcomes of strategic projects and programs aimed at developing the tourism sector.

▪ **Electronic Government Directorate (IT ):**

- Contribute to the preparation and development of databases and information about the plans, programs and projects being carried out and to provide the departments concerned by using information technology.

- Connecting all districts in the centre of the ministry and the provinces and its visitor centres in the tourist and archaeological sites and border stations electronically in order to facilitate communication and the flow of information
- Planning for the development of information systems for the Ministry of tourism and supports the application of strategies and Jordan e-Government targets.
- Provide the necessary input to develop a vision for the application of technological initiatives and information technology programs within the ministry.
- Manage the Ministry's website and related social networks.
- Coordination with the different departments and sections within the ministry to develop plans and budgets for computer programs and hardware requirements and supplies.
- Continuous cooperation and coordination with the Department of Systems and Information Security in e-government program and for the developments of plans and norms and standards for the security and protection of information and related reporting.
- Develop customer relations strategy of the ministry in cooperation and coordination with the Centre for e-government communication with regard to customer service.
- Work with stakeholders to create and maintain websites on the ministry's work.
- Develop and maintain a computer network, devices, systems, programs and follow-up maintenance.
- Follow-up on projects and e-government software.
- Marketing of tourist sites on the Internet pages.
- Carry out any other tasks assigned by the Minister or the Secretary-General.

### 3.2. Linked Activities

The main development partners either currently or recently active in supporting the GoJ with specific reference to the country's tourism sector development are: USAID, World Bank and the EU. In terms of providing technical assistance to MoTA, USAID clearly is the major actor.

**European Union:** the EU is present with regional (Mediterranean Partnership) projects. There are currently two initiatives underway under the Mediterranean Partnership, both being implemented by MoTA; one led by the Nice Chamber of Commerce & Industry for eco-labelling of tourism products in the region (called: ShMILE2 ) with MoTA as the beneficiary, and the other with a Greek partner (under Med Routes).

The ShMILE 2 project focuses on the diffusion of eco-labelling of tourism accommodation in the Mediterranean, promoting "high quality tourism" with two aims:

- a) Promotes environmental sustainability; and,
- b) Prevention and reduction of risk factors for the environment and enhancement of natural common heritage.

ATHENA, the project of 'Ancient Theatres Enhancement for New Activities', a Euromed initiative designed to bolster cooperation and ideas between Europe and Arab countries across the Mediterranean is currently being led (for Jordan) by the Department of Antiquities (DoA). It is supported and funded under the Euro-Med Heritage IV program by the EC and supervised by its Regional Monitoring & Support Unit (RMSU). Cross-border activities include a program of: meetings, conferences, training and scientific weeks/events.

The 'Protection and Promotion of Cultural Heritage' project (PPCH), initiated by the signing of a Financing Agreement between the EC and GoJ in April, 2000. The project resulted from two EC

sectoral support missions undertaken in 1999; one to the Department of Antiquities and another to MoTA. It was initially a 72 month project with an extension, the program ran until the end of June, 2007. A Final Evaluation was undertaken in 2009 by independent consultants (see above). PPCH had two components:

- i. Support to DoA for implementation of the National Tourism Policy; and,
- ii. Protection and promotion of Jordan's cultural heritage (with two sub-elements).

Other related EU initiatives and programs, whilst not specifically tourism interventions nevertheless impact on the sector's development, as they focus on improving the enabling (business) environment: services. Tourism is one of the sectors covered under 'Support to the Modernisation of the Services Sector' implemented by the Jordan Enterprise Development Corporation (JEDCo), targeting mainly NGOs, start ups and the private sector.

Under the ENP package for trade related issues, market and regulatory reform, a twinning project was started in October, 2011 to support the Jordanian Standards & Metrology Organisation to implement the 2009 Road Map for the conclusion of the ACAA.

**USAID:** currently represents the largest current intervention in the tourism sector. The five year project – the USAID/Jordan Tourism Development Project II– was launched in the second half of 2008 with a budget of \$31.5m. Chemonics is the Contractor, although it is being implemented in Jordan by Siyaha. It aims to promote Jordan's competitiveness as an international tourism destination by establishing an enabling institutional and regulatory framework for private sector driven preservation and conservation efforts to ensure sustainable tourism growth. It has supported the development of the second National Tourism Strategy (2011-2015) and the current restructuring of MoTA itself and the Tourism Awareness Plan (2010-2011). The current project focuses on a number of key initiatives:

- Strengthening legal and *institutional capacity*;
- Enhancing visitor experiences;
- Destination and product marketing;
- HRD;
- Quality assurance and enhancement;
- Handicraft sector development;
- Industry development;
- Tourism awareness;
- Gender and environment.

The main focus in (the current) Year 4 under this Jordan Tourism Development Project II will be on:

- i. Strengthening legal institutional capacities;
- ii. Site development and presentation component;
- iii. Tourism marketing and enhanced visitor experiences;
- iv. Human resources, quality assurance and industry development.

Previously, USAID/Jordan tourism projects implemented through the Economic Growth Office addressed a number of program areas. These have included trade and investment, private sector competitiveness, good governance and, to a lesser extent, equipping (ITC). The Office has been active in supporting the Royal Society for the Conservation of Nature (RSCN) to develop specific historical and eco-tourism sites in remote areas such as Dana and Wadi Feynan and to create related employment

opportunities for local residents (especially women) in the handicraft sector. Dana village and its guesthouse, with guided trails in the area, has become a model of best practice in sustainable, community-based, eco-tourism.

Grant funding and technical assistance has also been provided to MoTA and the JTB since early 2002 for institutional strengthening and capacity building. This included support in developing the first National Tourism Strategy (2004-2010).

An earlier project (August 2006 to September 2008) through the Jordan Tourism Development project tackled new areas of tourism development, created new partnerships and supported and equipped the sector. This comprehensive project also extended to human resources by strengthening the vocational education and training (VET) system for the sector in Jordan in several Vocational Training Centres.

**World Bank:** although implemented by MoTA, the WB does not have a project office in Amman, it is managed by Beirut. It represents a five year loan of \$54m for supporting tourism development in five secondary cities along the Jordan River in the west of the country. It has two main elements:

- i. Physical upgrading of the cities concerned;
- ii. Economic development for the city centres.

**Others:** small-scale projects that relate to the tourism sector are currently being implemented in Jordan by other development partners, notably: JICA (Japan) working with community-based tourism initiatives. Small-scale projects that relate to the tourism sector are also currently being implemented by countries in the EU in Jordan, notably: GIZ (Germany) around the Dead Sea.

### 3.3. Results

Three mandatory results will be achieved by the Twinning Partners. In order to achieve these three results a series of activities have to been implemented. They are grouped in three components. Each component is dedicated to the achievement of one result.

**Result 1.** The capacities of MoTA to effectively deliver Govt. of Jordan tourism policy, strategic objectives and to manage coordinated actions of tourism development are strengthened.

**Result 2.** The capacities of MoTA to plan, develop and promote an enhanced product mix for the Jordanian tourism industry, in coordination with its partners DoA and JTB are strengthened.

**Result 3.** Tourism promotion and development instruments and tools are introduced, using the knowledge-base and exchange of experience.

### 3.4. Activities

The Twinning Project will undertake the following activities<sup>1</sup>:

#### 0.1 Kick-off meeting

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<sup>1</sup> Note: The listed activities and the proposed means for achieving the activities and results are indicative can be revised in the framework of the preparation of the contract between twinned institutions.

The implementation of the project will start with the arrival of the Resident Twinning Adviser (RTA) in Jordan. The RTA will have to be placed in his/her office. S/he will be introduced to the BC stakeholders of the project and to his/her counterparts and staff. S/he will finalise the hiring of the project assistant.

A one-day kick-off meeting will be organized in the first month of the project, aiming at launching and presenting the project to the stakeholders, the media and the public at large. In order to guarantee large public information and visibility about the start of the project, the meeting will be concluded with a press conference and a press release.

Benchmarks: Stakeholders, media and public informed about the start and content of the project by start of month 2.

## **0.2 Steering Committee meetings**

On a quarterly basis, regular Steering Committee meetings will be held to promote the effective management and monitoring of project activities. Progress in the areas of the project's interventions will be discussed with the beneficiaries and Steering Committee members.

## **0.3 Closing conference**

A closing conference will be held during the last months of the project at which the results and impact of the project will be presented to the beneficiary, the Jordanian Government, the civil society and other donors. The conference will present recommendations for possible follow-up and lessons learned for and from similar projects.

Benchmarks: Closing conference organized. Recommendations and lessons learned formulated and discussed. Stakeholders, media and public informed about the results of the project at its end.

### **3.4.1 Component I (result 1):**

The capacities of MoTA to effectively deliver Govt. of Jordan tourism policy, strategic objectives and to manage coordinated actions of tourism development are strengthened.

#### **Activity 1.1: Joint assessment of the needs, capacities and functioning of MoTA and its capability to effectively implement the NTS**

##### Tasks:

1.1.1 Collection of relevant information and data including the identification of roles, competencies and results to be achieved by relevant MOTA departments.

1.1.2 Analysis of collected information including information on human resource capacity and production of recommendations for a capacity building program

1.1.3 Design and implementation of discussion forums with MoTA and relevant officials to confirm and validate the recommendations and to share identified proposals for raising efficiency

1.1.4 Finalisation of the assessment report

Benchmark: Assessment report containing recommendations and operational proposals for raising efficiency.

**Activity 1.2: With MoTA, design and implement a training program for relevant departments in MoTA for implementation of the NTS.**

Tasks:

1.2.1 Design and implementation of a training and capacity building program for relevant personnel based on the findings of the assessment report.

1.2.2 Development of a practical manual as practical guidelines with best practices for NTS implementation, coordination of other departments

1.2.3 Review, revise and finalisation of MoTA's Executive Plan of the NTS

Benchmarks: Improved capacities of MoTA's departments responsible for implementing the NTS in terms of building consensus for implementing best practises, executing pilot projects and coordinating at national and regional levels; A practical manual focused on MoTA's mandate and departmental tasks as an internal guide for the implementation of the NTS.

**Activity 1.3: Organisation and implementation of a capacity building program, focused on Directors of the 9 MoTA offices in the governorates in order to raise the level of services provided and to align to the same operational procedures and uniform standards**

Tasks:

1.3.1 Organising meetings for the 9 offices as the basis for elaboration of a comprehensive needs assessment and developing a package of appropriate and sustainable standards for their effective operation

1.3.2 Developing and delivering the training and standardisation program through workshops and dissemination meetings led by MoTA

1.3.3 Evaluation of the effectiveness of the capacity building program

Benchmark: Built and standardised capacity of the 9 MoTA provincial offices in at least the following topics (not exhaustive):

**Activity 1.4: Study visits for TDD and TSMD personnel of MoTA to experience MS best practices and EU standards according to their tasks**

Tasks:

1.4.1 Conducting two study tour visits involving experts of PTDD and Tourism Sites Management Directorate (at least three experts from each) for comparative meetings and presentation of best practices

Benchmark: Study visit to an EU Member State conducted and mission report prepared

**Activity 1.5: Increasing the capacity of the IT Department of MoTA to coordinate and address the MoTA offices in the governorates in promoting the Regional and local areas through a better use of the MoTA website**

Tasks:

1.5.1 Assessing of the needs in terms of capacity building of MoTA and critical points to be reviewed in the website

1.5.2 Implementation of a capacity building program focused in IT Department experts (5 persons) to increase their skills in web design and management of webpages

1.5.3 Implementation of a capacity building program focused on IT Department experts (5 persons) to increase their skills to address and coordinate the MoTA offices in the Governorate to better use the MoTA's website inserting and updating information on tourism promotion in their area

Benchmark: Increased capacity of the IT Department and the 9 local MoTA offices to manage coordinated actions to improve and update the MoTA website with information on tourism promotion focused on local areas and Regions.

**3.4.2 Component II (result 2):**

The capacities of MoTA to plan, develop and promote an enhanced product mix for the Jordanian tourism industry, in coordination with its partners DoA and JTB are strengthened.

**Activity 2.1: Building the capacity of MoTA (TDD, S&RD, SPD and TSMD) in the field of tourism planning, studies and research**

Tasks:

2.1.1 Assess the needs of MoTA in terms of R&D capacity and designing studies and projects, according to the specific tasks of the Studies & Research Department and TDD

2.1.2 Definition and implementation of a program to enhance the methodology for collecting, analysing and applying data as a key planning and management tool

2.1.3 Enhance the capability of the TDD in designing and promoting studies for application to be submitted to international donors.

Benchmark: Enhanced capability of at least five persons in the S&RD, five from the TDD and five from TSMD of MoTA in the following tasks:

- Collection, analysis and application of data as a planning and management tool
- Design of studies and project proposals, according to the project appraisal procedures of the different international donors

**Activity 2.2: Design a pilot project led by MoTA, DoA and UNESCO focused on a joint and coordinated site management of the cultural heritage of the site Umm er-Rasas**

Tasks:

2.2.1 Identification of the roles, tasks and responsibilities of each of the partners

2.2.2 Definition and elaboration of a work plan

2.2.3 Capacity building of MoTA and DoA experts on best practices of management of cultural heritage sites and presentation of MS practical experiences of coordinated actions with UNESCO

2.2.4 Follow-up of the start-up activities of coordinated management of the site

2.2.5 Design, and presentation of appropriate site interpretation and promotional materials in different languages

2.2.6 Forums for the evaluation and dissemination of the effectiveness of the pilot project and collection of lessons learned, involving inputs from partners and other relevant stakeholders

Benchmark: A model and applied approach to coordinated joint management of cultural heritage sites is developed.

**Activity 2.3: Design and development of a pilot project focused on an annual walking festival as an example of innovative, low-season product for a target niche market segment/s**

Tasks:

2.3.1 Identification of appropriate niche market opportunities in key source markets and appropriate communication channels

2.3.2 Identification of special interest tourism products

2.3.3 Develop the promotional strategy targeting and effectively reaching the niche segment/s in identified source market/s

2.3.4 Identify and sponsorship and a lead event organiser

2.3.5 Follow-up of the work on implementing the pilot project by MoTA, JTB and private sector partners

2.3.6 Formulation of a package of best practice based on evaluation of the event

Benchmark: A set of practical guidelines adopted by MoTA for organising niche market products are developed.

**Activity 2.4: Organising secondments for 2 MoTA and 1 DoA specialists to experience MS best practices and EU standards of tourism promotion**

Tasks:

2.4.1. Conducting secondment/internships to the MS twinning partner institution for two experts of MoTA and one of DoA (three persons staying 20 nights each in MS) for comparative meetings and presentation of best practices in management of cultural heritage and experience of such tourism promotion implemented in MS.

Benchmark: Enhanced capacity of 2 MoTA and 1 DoA specialists in management of cultural heritage and experience of such tourism promotion according to the collected experiences and best practices of implementation in the EU MS.



### **3.4.3 Component III (result 3):**

Tourism promotion and development instruments and tools are introduced, using the knowledge-base and exchange of experience.

#### **Activity 3.1: Study visits to MS twinning partner institution for 2 MoTA and 2 JTB experts, attending exhibitions, training workshops and advisory sessions and inputs from the EU partner/s:**

##### Tasks:

3.1.1 Conducting two study visits (at least one for each involved institution) involving experts of MoTA and JTB (at least two experts for each BA should be involved in the study visit) attending exhibitions, training workshops and advisory sessions and inputs from the EU partner/s in the fields of e-marketing, actions to promote the labour market awareness and promotion of job opportunities

Benchmark: Study visits in an EU Member State of four MoTA and JTB tourism specialists, mission report prepared

#### **Activity 3.2: Develop a pilot E-marketing project focused on enhancing the image of Jordan as a safe destination in key EU source markets**

##### Tasks:

3.2.1 Identification of the pilot project on the basis of the specific needs and cultural contexts

3.2.2 Definition of the contents for the E-marketing pilot project and the means of its implementation (social networks, media campaign, etc.)

3.2.3 Implementation of the action by JTB specialists and follow up of the activities by MS experts

Benchmark: A pilot E-marketing project focused on enhancing the image of Jordan as a safe destination despite regional conflicts is implemented by JTB experts.

#### **Activity 3.3: Development of a National Tourism Recruitment webpage inside the MoTA website as a means of promoting jobs in tourism and raising the profile of careers in the sector**

##### Tasks:

3.3.1 Definition of functional and technical requirements of the website including integrated national source for advertisement for jobs in tourism

3.3.2 Design the webpage inside the MoTA website promoting advertisement for jobs in tourism

3.3.3 Design and implementation of a capacity building program focused on the specialists of IT department and Job Market development and tourism awareness department of MoTA in order to enhance their skills to manage the newly developed portal

Benchmark: A portal on the MoTA website promoting job and career opportunities in tourism sector designed

Increased capacity of the MoTA (IT department and Job Market development and tourism awareness department) for managing the portal promoting job and career opportunities in tourism sector.

## 3.5 Means

### 3.5.1 Profile and tasks of the Project Leader (PL)

The **Project Leader (PL)** will be responsible for the overall planning and implementation of the thrust of the MS inputs in this Twinning project. The PL is expected to devote a minimum of 5 days per month to the project progress in addition to one visit to the beneficiary country (BC) every 3 months. In cooperation with the BC PL counterpart appointed by the MoTA, she/he will be responsible for the organisation of the project's steering committee which includes the RTA and representatives of the Programme Administration Office (PAO) and EU Delegation.

#### *Profile*

- Advanced University degree in a relevant field of tourism management and/or public/business administration or other relevant fields
- high ranking civil servant from Member State's Ministry of Cultural Heritage, National Tourism Organisation (NTO), or Regional tourism authority;
- At least 10 years of relevant experience;
- good knowledge of EU strategies, policy and legislation related to the tourism and Antiquities sector;
- High level administrative employee;
- Experience of managing training or staff development programs is an advantage;
- Experience in international cooperation at a coordination level is an asset;
- Good working knowledge of English (spoken, written);
- Previous experience in managing EU funded projects is an asset;
- Previous working experience in Arab countries would be an asset.

#### *Tasks and Inputs*

- He/she will act as the counterpart of BC Project Leader and ensures in close cooperation with the BC
- He/she will continue to work in his/her MS administration but will devote a portion of his/her time to conceiving, supervising and coordinating the overall thrust of the project;
- He/she will sign all official documents, although the MS Project Leader can delegate RTA to sign side letters on his/her behalf;
- He/she will co-ordinate the Project Steering Committee (PSC) held every three months;

### 3.5.2 Profile and tasks of the Resident Twinning Advisor (RTA) and RTA Assistants

The **Resident Twinning Advisor (RTA)** will provide 18 months input on site, leading all aspects of the work of the MS STE and will work on a daily basis with the BC project leader and RTA counterpart to support and coordinate the activities being implemented in the BC.

The RTA is also expected to provide high level advice.

## ***Profile***

- Advanced university degree in a relevant field of tourism and/or public administration;
- Senior Public Servant from Member State's National, or Regional, Tourism Organisation;
- Strategic planning and management skills, ideally having worked on change management or institutional reform in the public service;
- At least 7 years of experience in tourism or cultural and creative events planning and management issues;
- Sound knowledge of relevant tourism/ cultural strategies, policies and regulations and policies of the EU and demonstrated knowledge of tourism planning and administration best practice;
- Excellent motivational, communication and presentation skills with strong team work and interpersonal skills;
- Experience of working in a multi-disciplinary and/or multinational team is desirable;
- Previous experience as coordinator/manager of a team is an asset;
- Demonstrable adaptability to manage effectively in a challenging environment;
- Working knowledge of both written and spoken English is a requirement;

## ***Tasks and Inputs***

- He/she will take responsibility for the smooth and proficient implementation of the project;
- He/she will coordinate closely with all relevant institutions involved in tourism planning and management safety as well as with any other relevant stakeholders;
- He/she will meet with the Jordanian counterpart at least once a week, and hold regular meetings with other counterparts as regularly as possible;
- He/she will co-ordinate with the MS Project Leader in ensuring that each input is fulfilled, by ensuring that each Short-Term Experts (STEs) has detailed Terms of Reference (ToRs) to be included during the preparation of the contract;
- He/she will deliver practical advice to the beneficiary throughout the entire project.

In the implementation of his/her daily tasks, the RTA will be supported by two assistants, of Jordan nationality, who will be hired by the Twinning project for the entire period of project implementation (18 months). One assistant will have administrative tasks while the other one will be more focused on linguistic (interpretation and translation) issues.

### **3.5.3 Profiles and Tasks of the Short Term Experts**

The RTA will be assisted by a number of STEs identified according to the activities mentioned above. The role, profile and duration of the short-term experts will be defined in the work plan in accordance with the activities to be undertaken by both the RTA and the MS Project Leader. The following profiles of public servants are indicative:

#### **1. Tourism Planning/Strategy expert**

- At least 7 years of experience in co-ordinating activities related to tourism planning and management with a wide range of technical expertise in the tourism sector including demand forecasting;
- Excellent knowledge of preparing strategies and action plans at the highest level for mitigating the effect of seasonality in tourism flows;

- Sound knowledge of relevant tourism planning, zoning and management strategies, policies and regulations and policies of the EU and knowledge of international best practices in tourism planning, management and administration;
- Sound communication and presentation skills, oral and written;
- Previous experience of working in a multi-disciplinary and/or multi-national team would be an advantage;
- Working knowledge of English

## **2. Tourism HR/Training expert**

- At least 7/5 years of experience of HR demand forecasting and in the design, delivery and management of tourism-related HRD programs;
- Demonstrable adaptability and innovation in delivering and evaluating participative (trainee-focused) training programs and the application of staff appraisal techniques in the public sector;
- Sound knowledge of relevant tourism HR and safety regulations and policies of the EU and knowledge of international best practices in tourism HRD;
- Extensive experience in establishing HRD and quality assurance to EU standards;
- Excellent communication skills and good knowledge of awareness raising and motivational methodologies for HRD of personnel in tourism public administrations;
- Previous experience of working in a multi-disciplinary and/or multi-national team would be preferable;
- Working knowledge of English (spoken and written) is required;

## **3. Curricula Development and Manuals Design expert**

- At least 7/5 years of experience in curricula and training manual design of related tourism sector training and education for personnel in public administrations;
- Expertise in monitoring and evaluation of training programs;
- Sound knowledge of relevant tourism HR policies regulations in the EU and knowledge of international best practices in tourism HRD and planning;
- Excellent demonstrable communication skills;
- Previous experience of working in a multi-disciplinary and/or multi-national team would be an advantage;
- Working knowledge of English (spoken and written) is required.

## **4. Organisational Design expert**

- ;
- At least 7/5 years of experience in institutional reform and change management in the public service;
- Sound knowledge of relevant organisational design and development policies and regulations of the EU;
- Good working knowledge of international best practices in organisational design and organisational behaviour in the public sector;
- Excellent communication skills, oral and written;
- Working knowledge of English (written and spoken);
- Previous experience of working in a multi-disciplinary and/or multi-national team would be an advantage;

## **5. Site Management expert**

- At least 7/5 years hands-on experience of designating, planning, zoning of archaeological sites and related fieldwork (digs);
- Demonstrated experience of geophysical surveying and calculating carrying capacities related to archaeological sites;
- Sound knowledge and application of EU policies, regulations, standards and best practices for the heritage sector;
- Good working knowledge of international best practices in historical and archaeological site management in fragile environments;
- Demonstrated experience in designing site plans, signage and waste management for archaeological sites to EU standards;
- Excellent communication skills, oral and written;
- Working knowledge of English (written and spoken);
- Previous experience of working in a multi-disciplinary and/or multi-national team would be an advantage;

## **6. Web Design and Social Networking Media expert**

- At least 7/5 years of experience of web design;
- Demonstrable expertise in using social networking media as an effective marketing tool for the public sector;
- Sound knowledge of relevant web design regulations and policies of the EU and knowledge of international best practices;
- Sound communication and presentation skills;
- Previous experience of working in a multi-disciplinary and/or multi-national team would be an advantage;
- Working knowledge of English (spoken and written) is required.

## **7. PR/Communications expert**

- At least 7/5 years experience in planning, developing and implementing PR and communication strategies in the private or public sector, using E-marketing and social networking media channels;
- Excellent communication and presentation skills;
- Working knowledge of both written and spoken English;
- Sound knowledge of relevant communication design and management regulations, policies in the EU and knowledge of international best practices;
- Good knowledge of monitoring and evaluation methods;
- Previous experience of working in a multi-disciplinary and/or multi-national team is an advantage.

## **4. INSTITUTIONAL FRAMEWORK**

The main beneficiary Institution of this project will be the MoTA as this institution plays a key role in tourism promotion and implementation of quality standards on tourism in Jordan. For the implementation of the project's activities, in accordance to the different tasks as established by the

Jordan institutional and legislative framework, the MoTA will be supported by two partners (co-beneficiaries) which are the DoA and the JTB.

As Beneficiary Administration, the MoTA will be committed to assign relevant staff to cooperate and work closely with their MS counterparts. They will work together in achieving the results of this project.

MoTA is committed to make available the necessary office space and equipment for the MS partners to carry the project's activities. This includes access to the Internet as well as computer/s and necessary equipment (printer, photocopier, telephone, fax etc.). It also includes the provision of suitable venues/material/equipment for training and meetings in the BC. During the implementation period, the RTA will be accommodated with an appropriate office space and communication tools.

Most of the twinning activities will be undertaken within the MoTA, DoA and JTB, apart from study visits which will be implemented by Jordan experts in the Twinning MS Country. MoTA, DoA and JTB main offices are located in Amman, but the project is assumed to implement actions under some components in selected governorates/districts outside the capital.

According to needs, other bodies of the Jordan state administration, which are involved in the process of reform of tourism system, as well as other relevant stakeholders (at both private and public levels), may also get involved in some of the project activities or share some of the attained results.

## **5. BUDGET**

The total estimated budget of the project is EUR 1 100 000

## **6. IMPLEMENTATION ARRANGEMENTS**

### **6.1 Implementing Agency responsible for tendering, contracting and accounting**

The Programme Administration Office (PAO) is in charge of the coordination of all the activities and the administrative management of the Support to the Action Plan Programme. The PAO will be the responsible institution for the management of this twinning project.

#### **Contact details of PAO responsible of the contract:**

Ministry of Planning and International Cooperation  
Mr. Marwan Al-Refai  
Programme Administration Office  
Support to the implementation of the EU-Jordan Association Agreement  
P.O. Box 555 Amman, 11118 Jordan  
Fax: 00 962 6 464 9024  
[Marwan.r@mop.gov.jo](mailto:Marwan.r@mop.gov.jo)

## **6.2 Main counterpart in the Beneficiary Country**

### **Jordan Project Leader**

The Jordan Project Leader (PL) is a senior civil servant at decision-making level. He/she will act as the counterpart of the Member State PL. He/she will ensure the overall steering and coordination of the project from the Jordan side, including proper policy dialogue and political support. The PL's seniority will ensure his ability to mobilise the necessary staff in support of the efficient implementation of the project. He will lead/coordinate Project Steering Committee (PSC) from the Jordan side.

### **RTA Counterpart**

The RTA Counterpart is a senior civil servant who will work with the RTA on a daily basis to ensure proper coordination and implementation of all activities of the project and achieve an efficient transfer of knowledge and information. He/she may be involved in one or more of the components of the twinning fiche and be responsible, together with the RTA, for finalisation of the reports to be submitted to the PLs which will be discussed and approved by the Project's Steering Committee.

### **BC Project Leader**

#### **Mr. Issa Gammoh**

Secretary General  
Ministry of Tourism and Antiquities  
P.O. Box: 224 Amman 11118 Jordan  
T: +962 6 4628849  
F: +962 6 4645983  
issagammoh@mota.gov.jo  
www.tourism.jo

### **RTA counterpart**

#### **Mr. Yazan AlKhadiri- MBA**

Director of Strategic Planning  
Ministry of Tourism and Antiquities  
P.O. Box: 224 Amman 11118 Jordan  
T: +962 6 4603360 Ext: 287  
M: +962 7 99662220  
F: +962 6 4648465  
[Yazan.k@mota.gov.jo](mailto:Yazan.k@mota.gov.jo)  
[www.tourism.jo](http://www.tourism.jo)

## **6.3 Contracts**

There will be one twinning contract.

## **7. INDICATIVE IMPLEMENTATION SCHEDULE**

**7.1 Launching of the call for proposals:** November, 2012

**7.2 Start of project activities:** May, 2013

**7.3 Project completion:** October, 2014

**7.4 Duration of the execution period:** (18+3) months

## **8. SUSTAINABILITY**

The project shall continue its effects and benefits in the long term after the end of the envisaged activities. This can be achieved by ensuring the transfer of know-how with the institutions involved (at both levels of MoTA, DoA, JTB and relevant tourism stakeholders). In this sense, all training materials elaborated under the Twinning Project will continue to be used by the beneficiaries after the project's completion. All materials - Action Plans, Training Material and Manuals - elaborated within the project shall be submitted in English. It will be up to the beneficiary to have the material translated into Arabic.

The institutional sustainability of the project results will also be guaranteed by the direct involvement of the MoTA, DoA and JTB, which will ensure the synergies and the connections of all stakeholders at both National and Local levels and the National Government of Jordan, as well as with the other relevant actors of the tourism sector.

## **9. CROSS-CUTTING ISSUES**

Implementation of the project will have no adverse effect on the environment.

Equal opportunity principles and practices in ensuring equitable gender participation in the project will be guaranteed. Male and female participation in the project will be based on the relevant standards of the EU. Accordingly, the project will seek to ensure that there is equal treatment accorded to male and female staff in the beneficiary administrations and the other stakeholders participating in the project activities and training programs.

## **10. CONDITIONALITY AND SEQUENCING**

### **10.1 Conditionality**

It is crucial to the success of the twinning project that the MoTA, DoA, JTB and the involved stakeholders be committed to implementing the recommendations agreed upon with the project team. It is recognised that the project implementation will result in some changes in the functioning and procedures of MoTA and/or of DoA and JTB, and that some of these changes may be difficult to



manage. These changes are, however, necessary to achieve the targeted results, purposes and overall objective of the project and are part of a process of continuing improvement toward increasing the operational efficiency and effectiveness of the Jordan tourism system in line with international norms and best practices.

Commensurately, it is a prerequisite for the launch of the project that within the new structure of MoTA that both the SPD and the Projects & Technical Department have become staffed and operational. In this sense, it is also important that the Jordanian governmental authorities provide full political support to the project, in order to fully implement an enforced and efficient system of quality assurance in the field of tourism promotion, guiding and addressing of tourism stakeholders, and in so doing to optimise the structure and functions of MoTA.

The MoTA will ensure operational and logistical support to the RTA and the MS Experts in terms of ensuring operational coordination with the other Jordan administrations/stakeholders involved in the project, collecting and processing the information needed and to provide contacts and information concerning private entities that would be involved during the Twinning activities.

Finally, it is also important that individual staff members at all levels understand that it is their responsibility to ensure the quality of their work.

## **10.2 Sequencing**

A number of various activities may run in parallel. However, some activities are dependent upon the completion of other activities in the same component or in another component. For example, it is necessary that the drafting of the Action Plans and the training needs assessments for MoTA be completed before the implementation of activities envisaged under components 2 and 3.

Further details about scheduled activities shall be arranged among the BC and the selected MS PL and RTA during the phase of project preparation.

## **ANNEXES**

- I. Logical framework planning matrix
- II. Administrative organization regulation of MoTA

**ANNEX I: logical framework matrix**

<b>Name and Project Number:</b>  <b>Strengthen the institutional tourism system in Jordan by enhancing the capacities of Ministry of Tourism and Antiquities in Jordan.</b>		Programme Name and Number: Support to the Implementation of the Action Plan Program (SAPP II)	
		CRIS Decision Number: 2009/ 020-478	
		<b>TOTAL BUDGET: € 1.1 M</b>	
<b>Overall Objective</b>	<b>Objectively verifiable Indicators</b>	<b>Sources of Verification</b>	
To lead the sustainable growth of tourism in Jordan and the optimisation of tourism's contribution to socio-economic development.	<ul style="list-style-type: none"> <li>• The tourism system of Jordan is improved in terms of efficiency and capacity to provide well organised and differentiated tourism offers which is able to contribute to the social-economic growth of the country</li> </ul>	<ul style="list-style-type: none"> <li>• Statistics from Jordan Government and stakeholders' associations;</li> <li>• Annual Report of the MoTA</li> <li>• Annual Reports of DoA and JTB</li> <li>• Opinion polls from tourists</li> </ul>	
<b>Project Purpose</b>	<b>Objectively verifiable Indicators</b>	<b>Sources of Verification</b>	<b>Assumptions</b>
To strengthen the institutional and technical capacities of the MoTA in order to enable it to exercise its political, regulatory, developmental and technical functions as enshrined in the National Tourism Strategy (NTS) and in-line with the EU standards and best practices.	<ul style="list-style-type: none"> <li>• Documented Management practice and procedures according to the EU and MS standards in the MoTA (at both National and Regional levels) and in the JTB.</li> <li>• Range and quality of marketing activities undertaken by MoTA and JTB</li> <li>• Tourism Marketing actions and pilot projects implemented in the key target markets</li> </ul>	<ul style="list-style-type: none"> <li>• EC Regular Report on progress by Jordan in implementation of the ENP</li> <li>• Action Plan priorities (and National Indicative Programmes beyond 2013)</li> <li>• Twinning project review mission report</li> <li>• Twinning Final Report</li> <li>• Annual Reports of MoTA, DoA and JTB</li> </ul>	<ul style="list-style-type: none"> <li>• Continued commitment from the Jordan Government to support tourism system</li> <li>• Sufficient funding available to ensure that the MoTA and JTB can do their work.</li> <li>• Public entities and stakeholders are willing to initiate project's actions</li> <li>• The level of cooperation between MoTA, DoA and JTB is high</li> </ul>
<b>Results</b>	<b>Objectively verifiable Indicators</b>	<b>Sources of Verification</b>	<b>Assumptions</b>
Result 1: The capacities of MoTA to effectively deliver Govt. of Jordan tourism policy, strategic objectives	Assessment report containing recommendations and operational proposals for raising efficiency  Improved capacities of MOTA's departments	<ul style="list-style-type: none"> <li>• Project progress report</li> <li>• Assessment report</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous cooperation between MoTA and JTB and among the stakeholders</li> </ul>

and to manage coordinated actions of tourism development are strengthened.	<p>responsible for implementing the NTS in terms of building consensus for implementing best practises, executing pilot projects and coordinating at national and regional levels.</p> <p>Practical manual focused on MoTA's mandate and departmental tasks as an internal guide for the implementation of the NTS.</p> <p>Built and standardised capacity of the 9 MoTA local offices in at least the following topics (not exhaustive): Communications, Computer and IT skills, Foreign language ability, Motivation and leadership skills.</p> <p>Study visit to an EU Member State conducted and mission report prepared</p> <p>Increased capacity of the IT Department and the 9 local MoTA offices to manage coordinated actions to improve and update the MoTA website with information on tourism promotion focused on local areas and Regions</p>	<ul style="list-style-type: none"> <li>• NTS and Action Plans for involved departments within MoTA</li> <li>• Developed materials (organisational set up, training plan, training curricula, standard operation procedures, communication strategy, etc)</li> <li>• Risk Management Strategy and Action Plan</li> <li>• Minutes of the Meetings and Mission Reports</li> </ul>	<ul style="list-style-type: none"> <li>• MoTA's involved Departments are functioning and operative when project's activities start</li> <li>• Appropriate expertise and necessary documentations available</li> <li>• Strong involvement of the MoTA at all levels</li> <li>• Public entities and stakeholders are willing to initiate project's actions</li> <li>• Beneficiary institutions ensure staff and trainees available;</li> </ul>
Result 2: The capacities of MoTA to plan, develop and promote an enhanced product mix for the Jordanian tourism industry, in coordination with its partners DoA and JTB are strengthened.	<p>Enhanced capability of at least five persons in the S&amp;RD, five from the TDD, five from the SPD and five from TSMD of MoTA in the following tasks:</p> <ul style="list-style-type: none"> <li>- Collection, analysis and application of data as a planning and management tool</li> <li>- Design of studies and project proposals, according to the project appraisal procedures of the different international donors</li> </ul> <p>A model and applied approach to coordinated joint management of cultural heritage sites</p> <p>The creation of practical guidelines adopted by MoTA for organising niche market products</p> <p>Enhanced capacity of 2 MoTA and 1 DoA</p>	<ul style="list-style-type: none"> <li>• Project Progress Reports</li> <li>• Developed materials (organisational set up, training plan, training curricula, standard operation procedures, communication strategy, etc)</li> <li>• List of participants of workshops and seminars</li> <li>• management documents for cultural heritage sites</li> <li>• UNESCO guidelines on management of cultural heritage sites</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous cooperation between MoTA, DoA and JTB and among the stakeholders</li> <li>• Appropriate expertise and necessary documentations available</li> <li>• Strong involvement of the MoTA at all levels</li> <li>• Stakeholders are willing to initiate project's actions</li> <li>• Beneficiary institutions ensure staff and trainees available;</li> </ul>

	specialists in management of cultural heritage and experience of such tourism promotion according to the collected experiences and best practices of implementation in the EU MS	<ul style="list-style-type: none"> <li>• Minutes of the Meetings and Mission Reports</li> <li>• Marketing strategy and tourism promotion documents</li> </ul>	
Result 3: Tourism promotion and development instruments and tools are introduced, using the knowledge-base and exchange of experience.	<p>Enhanced capacity to of four MoTA and JTB tourism specialists in e-marketing and actions to promote the labour market awareness</p> <p>A pilot E-marketing project focused on enhancing the image of Jordan as a safe destination despite regional conflicts is implemented by JTB experts</p> <p>A portal on the MoTA website promoting job and career opportunities in tourism sector</p> <p>Increased capacity of the MoTA (IT department and Job Market development and tourism awareness department) for managing the portal promoting job and career opportunities in tourism sector</p>	<ul style="list-style-type: none"> <li>• Project Progress Reports</li> <li>• Communication plan</li> <li>• List of participants forums and workshops</li> <li>• Leaflets and brochures printed</li> <li>• MoTA website,</li> <li>• linked web pages and other ITC tools adopted in the E-marketing pilot project</li> <li>• Minutes of the Meetings and Mission Reports</li> </ul>	<ul style="list-style-type: none"> <li>• Beneficiary institutions ensure staff available;</li> <li>• Strong involvement of the MoTA and JTB at all levels</li> <li>• Stakeholders are willing to initiate project's actions</li> </ul>
<b>Components and Activities</b>			<b>Assumptions</b>
<b>Component 1:</b> The capacities of MoTA to effectively deliver Govt. of Jordan tourism policy, strategic objectives and to manage coordinated actions of tourism development are strengthened.			
<p>1.1 Assessment of the needs, capacities and functioning of MoTA and its capability to effectively implement the NTS</p> <p>1.2 Capacity building for relevant departments in MoTA for implementation of the NTS</p> <p>1.3 Organisation and implementation of a capacity building program, focused on Directors of the 9 MoTA offices in the governorates in order to: i) raise the level of services provided; and, ii) align to the same operational procedures and uniform standards</p> <p>1.4 Study visits for PTDD are TSMD personnel of MoTA to experience MS best practices and EU standards according to their tasks</p>			<ul style="list-style-type: none"> <li>• Legislation, information and data are available</li> <li>• The recommendations will be accepted by beneficiary and supported by the Jordan Government</li> <li>• MoTA's provincial offices will maintain high commitment in attending project actions focused to them</li> </ul>

1.5 Increasing the capacity of the IT Department of MoTA to coordinate and address the MoTA offices in the governorates in promoting the Regional and local areas through a better use of the MoTA website	<ul style="list-style-type: none"> <li>• The recommendations and the operational guidelines will be accepted by beneficiary and the MoE,</li> </ul>
<b>Component 2:</b> The capacities of MoTA to plan, develop and promote an enhanced product mix for the Jordanian tourism industry, in coordination with its partners DoA and JTB are strengthened.	
2.1 Building the capacity of MoTA (TDD, S&RD, SPD and TSMD) in the field of tourism planning, studies and research 2.2 Design a pilot project, led by MoTA, DoA and UNESCO focused on a joint and coordinated site management of the cultural heritage of the site Umm er-Rasas 2.3 Design a pilot project focused on an annual walking festival as an example of innovative, low-season product for a target niche market segment/s 2.4 Organising secondments for 2 MoTA and 1 DoA specialists to experience MS best practices and EU standards of tourism promotion	<ul style="list-style-type: none"> <li>• MoTA, DoA and JTB will maintain high commitment in the designing of instruments and tools for fostering tourism industry</li> <li>• Beneficiary institutions ensure staff participation</li> <li>• Cooperation among all stakeholders</li> </ul>
<b>Component 3:</b> Tourism promotion and development instruments and tools are introduced, using the knowledge-base and exchange of experience.	
3.1 Study visits to MS twinning partner institution for 2 MoTA and 2 JTB experts, attending exhibitions, training workshops and advisory sessions and inputs from the EU partner/s 3.2 Support to JTB specialists to develop and implement a pilot E-marketing project focused on enhancing the image of Jordan as a safe destination in key EU source markets 3.3 Development of a National Tourism Recruitment webpage inside the MoTA website as a means of promoting jobs in tourism and raising the profile of careers in the sector	<ul style="list-style-type: none"> <li>• Beneficiary institutions ensure staff available;</li> <li>• The beneficiary administrations will ensure adequate support in the work of implementation of the E-marketing project</li> <li>• The beneficiary administrations will ensure adequate support in the organisation of workshops, forums and seminars</li> <li>• Private stakeholders are attending discussion forums</li> </ul>

## ***ANNEX II:Administrative organization regulation of MoTA***

### **Administrative Organization Regulation for the Ministry of Tourism and Antiquities Promulgated pursuant to Article (120) of the Constitution**

#### **Article 1-**

This Regulation shall be called (the Administrative Organization Regulation for the Ministry of Tourism and Antiquities for the year 2012) and shall be effective from the date of its publication in the Official Gazette.

#### **Article 2-**

The following words and phrases, wherever they appear in this Law, shall have the meanings assigned to them herein below, unless the context otherwise indicates:

Ministry	: Ministry of Tourism and Antiquities.
Minister	: Minister of Tourism and Antiquities.
Secretary General	: Secretary General of the Ministry.
Assistant Secretary General	: Assistant Secretary General for Financial, Administrative and Governorates Affairs or the Assistant Secretary General for Technical Affairs as the case may be.
Directorate	: Any directorate at the Ministry headquarters in Amman or any tourism directorate in any of the governorates.
Director	: Director of the Directorate.
Committee	: Planning and Development Committee.

#### **Article 3- The organizational structure of the Ministry consists of the:**

- a) Secretary General.
- b) Assistant Secretary General for Financial, Administrative and Governorates Affairs.
- c) Assistant Secretary General for Technical Affairs.
- d) Consultants.
- e) The following directorates: -
  - 1- Financial and Administrative Affairs Directorate.
  - 2- Human Resources Directorate.
  - 3- Internal Tourism Directorate.
  - 4- Strategic Planning Directorate.
  - 5- Information Technology Directorate.
  - 6- Tourist Sites Management Directorate.
  - 7- Studies and Research Directorate.
  - 8- Tourism Professions and Quality Control Directorate.
  - 9- Job Market Development and Tourism Awareness Directorate.
  - 10- Tourism Directorates in the governorates.
  - 11- Projects and Technical Development Directorate.
- f) The following units:-
  - 1- Internal Supervision Unit.
  - 2- Media, Communication and International Cooperation Unit.
  - 3- Follow up and Evaluation Unit.
  - 4- Legal Affairs Unit.
- g) The following offices: -
  - 1- Minister's office.
  - 2- Secretary General's office.

#### **Article 4-**

- a) The Minister is linked to:-
  - 1- The Secretary General.

- 2- The adviser whom the Minister decides to be linked to.
- 3- Internal Supervision Unit.
- 4- Minister's office.

b) The Secretary General is linked to:

- 1- The Secretary General assistants.
- 2- Tourist Sites Management Directorate.
- 3- Tourism Professions and Quality Control Directorate.
- 4- Follow up and Evaluation Unit.
- 5- Media, Communication and International Cooperation Unit.
- 6- Office of the Secretary General.

c) Linked to the Assistant Secretary General for Financial, Administrative and Governorates Affairs are: -

- 1- Directorate of Financial and Administrative Affairs.
- 2- Human Resources Directorate.
- 3- Information Technology Directorate.
- 4- Tourism directorates in the governorates.
- 5- Legal Affairs Unit.

d) Linked to the Assistant Secretary General for Technical Affairs are: -

- 1- Projects and Technical Development Directorate.
- 2- Internal Tourism Directorate.
- 3- Job Market and Tourism Awareness Development Directorate.
- 4- Strategic Planning Directorate.
- 5- Research and Studies Directorate.

#### **Article 5-**

a- The Minister on the recommendation of the Secretary General shall appoint the directors of directorates and units.

b) The Secretary General shall designate the heads of sections of the directorates.

#### **Article 6-**

a-At the Ministry a committee shall be formed which shall be named (Planning and Development Committee) chaired by the Minister and with the following as members: -

- 1- Secretary General as Deputy Chairman.
- 2- Assistant Secretary General for Financial, Administrative and Governorates Affairs.
- 3- Assistant Secretary General for Technical Affairs.
- 4- Directors of directorates.
- 5- Adviser to be designated by the Minister.

b) The Committee shall assume responsibility for studying the following matters, and shall submit its recommendations to the Minister to take the necessary measures regarding them: -

- 1- The plans and programs of the Ministry and following up on their implementation and evaluation.
- 2- Draft laws and regulations and instructions relating to the activities of the Ministry.
- 3- Annual draft budget of the Ministry and the list of positions.
- 4- Any other matter which the Minister refers to it.

c) The Committee shall convene on the invitation of its chairman or his deputy if absent at least once every month, and whenever the need arises, and quorum shall be achieved when not less than two-thirds of its members are present, provided that the chairman or his deputy are among those present, and its recommendations shall be adopted by the majority votes of the attending members.

d) The Ministry may invite any person from inside or outside the Minister to attend the meeting of the Committee to obtain his advice without his having the right to vote.

e) The Minister shall designate one of the employees of the Ministry as the Committee secretary who shall be responsible for organizing its agenda and recording the minutes of its meetings and maintaining its records and transactions, and follow up on the implementation of its recommendations.

#### **Article 7-**

The Minister may form any permanent or provisional committee which the Ministry's work demands, provided that he, in the decision to form it, shall define its tasks and responsibilities and the method of the convening of its meetings and its decision making.

#### **Article 8-**

a- Subject to the provisions of Paragraph (a) of Article (13) of the Civil Service Regulation, the Minister may create any directorate or unit or office at the headquarters of the Ministry or in the governorates or provinces or merge any thereof with others.

b) The Secretary General may create any section or division and determine the administrative linkages of any of them or merge any thereof with others on the recommendation of the Assistant Secretary General.

#### **Article 9-**

The Minister shall, based on the recommendation of the Secretary General issue the instructions necessary for implementing the provisions of this Regulation including the following:-

- a) The tasks and responsibilities of the assistants of the Secretary General, advisers, and directors.
- b) Tasks and responsibilities of the directorates, units and sections.
- c) Define the relationship and the methods of communication and coordination between all the directorates, units, sections and divisions of the Ministry.

#### **Article 10-**

The Administrative Organization Regulation of the Ministry of Tourism Number (4) for the year 1996 is repealed.

27/6/2012

Abdullah the Second Ibn Al-Hussein

Prime Minister and Minister of Defense H.E. Dr. Fayez Tarawneh	Minister of Awqaf and Islamic Affairs H.E. Dr. Abdul Salam Abbadi	Minister of Finance H.E. Mr. Suleiman Al Hafez	Minister of Foreign Affairs H.E. Mr. Nasser Judeh
Minister of Parliamentary Affairs H.E. Mr. Sharari Kassab Al Shakhanbah	Minister of Energy and Mineral Resources H.E. Mr. Alaa Al Batayneh	Minister of Interior H.E. Mr. Ghalib Al Zu'bi	Minister of planning and International Cooperation H.E. Dr. Jafar Hassan
Minister of Water and Irrigation H.E. Eng. Mohammad Al Najjar	Minister of Higher Education and Scientific Research H.E. Dr. Wajih Oweis	Minister of Public Works and Housing H.E. Mr. Yahia Al Kasbi	Minister of Information and Communications Technology H.E. Dr. Atef Al Tal
Minister of Social Development H.E. Mr. Wajih	Minister of Health H.E. Dr. Abdul Latif Wreikat	Minister of Culture H.E. Dr. Salah Jarrar	Minister of Environment H.E. Mr. Yasin Al



## Azayzah

Minister of Public  
Sector Development  
H.E. Dr. Khleif Al  
Khawaldeh

Minister of Labour  
H.E. Dr. Atef Odeibat

Minister of Education  
H.E. Dr. Fayez  
Mohammad Al Saudi

Minister of Transport  
H.E. Mr. Hashem Al  
Masaeed

Minister of Tourism  
and Antiquities  
H.E. Mr. Nayef  
Hmeidi Al Fayez

Minister of Industry  
and Trade  
H.E. Dr. Shabib Farah  
Ammari

Minister of State for  
Prime Ministry  
Affairs and  
Legislation  
H.E. Dr. Kamil  
Hamid Al Saeed

Minister of State for  
Media Affairs and  
Communications  
H.E. Mr. Sameeh Al  
Maaytah

## Khayyat

Minister of Municipal  
Affairs  
H.E. Eng. Maher  
Abul Samin

Minister of  
Agriculture  
H.E. Mr. Ahmad Al  
Khattab

Minister of Justice  
H.E. Mr. Khalifah  
Khaled Al Suleiman

Minister of Political  
Development  
H.E. Dr. Nofan Al  
Aqeel Al Ajarmah

State Minister  
H.E. Mr. Yousef  
Kasib Al Jazi

State Minister for  
Women Affairs  
H.E. Mrs. Nadia  
Mohammad Hashem