

**THE HASHEMITE KINGDOM OF JORDAN
PETRA DEVELOPMENT AND TOURISM REGION AUTHORITY**

**PROJECT FOR COMMUNITY-BASED
REGIONAL TOURISM DEVELOPMENT
IN PETRA REGION**

PROJECT COMPLETION REPORT

NOVEMBER 2018

JAPAN INTERNATIONAL COOPERATION AGENCY (JICA)

INTERNATIONAL DEVELOPMENT CENTER OF JAPAN

NIPPON KOEI

H.I.S.

EI
JR
18-124

**THE HASHEMITE KINGDOM OF JORDAN
PETRA DEVELOPMENT AND TOURISM REGION AUTHORITY**

**PROJECT FOR COMMUNITY-BASED
REGIONAL TOURISM DEVELOPMENT
IN PETRA REGION**

PROJECT COMPLETION REPORT

NOVEMBER 2018

JAPAN INTERNATIONAL COOPERATION AGENCY (JICA)

**INTERNATIONAL DEVELOPMENT CENTER OF JAPAN
NIPPON KOEI
H.I.S.**

For currency conversion where necessary, exchange rate in November 2018 is applied:

JOD 1 = JPY 159.118, USD 1 = JPY 112.201

Hashemite Kingdom of Jordan
Project for Community-Based Regional Tourism Development in Petra Region

Project Completion Report

Table of Contents

Abbreviations

Executive Summary

1	Introduction	1
1.1	Background of the Project	1
1.2	Project Objectives	2
1.3	Framework of the Project	3
2	Result of the Project Activities	5
2.1	Output-1: Coordination System	5
2.2	Output-2: Tourism Promotion	9
2.3	Output-3: Tourism Product Development	16
2.4	Output-4: Petra Museum Functions	24
3	Project Management and Operation	30
3.1	Implementation Structure	30
3.2	Result of Inputs by Japanese Side	32
3.3	Training in Japan and Training in Jordan	34
3.4	Public Relations	35
4	Result of Technical Cooperation	36
4.1	Achievement in Overall Goal, Project Purpose, and Outputs	36
4.2	Evaluation of the Project	39
4.3	Issues, Solutions and Lessons Learned	42
4.4	Recommendation for Achieving Overall Goal	46
5	Appendixes	51
	Appendix-1 Project Design Matrix (PDM) and Plan of Operation (PO) (Version 1.1.1)	
	Appendix-2 Work Breakdown Structure (WBS) as of October 17, 2018	
	Appendix-3 Final Manning Schedule of Japanese Experts	
	Appendix-4 List of Participants in the Training in Japan	
	Appendix-5 List of Equipment	
	Appendix-6 Minutes of Meetings of JCC (1st JCC to 7th JCC)	
	Appendix-7 Organization Chart of PDTRA as of Feb 2018	

List of Tables and Figures

Table 1.2.1 Population of PDTRA2

Table 2.1.1 Stakeholder Workshops Conducted at the Beginning Stage5

Table 2.1.2 Summary of Result of the Stakeholder Workshop6

Table 2.2.1 Tourism Promotion Practice in Petra9

Table 2.2.2 Comparison of Numbers of Tourists in Jordan and Petra10

Table 2.2.3 Trend in Number of Visitors in Petra Archaeological Park10

Table 2.2.4 Tourism Promotion Plan for the Year 201611

Table 2.2.5 Tourism Promotion Plan for the Year 201711

Table 2.2.6 Tourism Promotion Plan for the Year 201812

Table 2.2.7 Identified Materials for Tourism Promotion13

Table 2.2.8 Promotion Video distributed through Project Facebook13

Table 2.2.9 Tourism Promotion Campaigns supported by the Project14

Table 2.2.10 Outlines of HRD Plan in Tourism Marketing15

Table 2.2.11 Trend in Number of Visitors in PAP15

Table 2.3.1 Summary of Major Community Groups in Petra16

Table 2.3.2 List of Trails in PAP18

Table 2.3.3 Proposed Tour Circulation Routes19

Table 2.3.4 History of Support to Elgee Cultural Village21

Table 2.3.5 Program of Tourism Investment Seminar22

Table 2.3.6 Trend in Number of Members and Income of Cooperatives23

Table 2.4.1 Concept, Vision and Missions of Petra Museum24

Table 2.4.2 Proposed Managerial Regulations for Petra Museum24

Table 2.4.3 Exhibition and Interpretation Materials of Petra Museum26

Table 2.4.4 List of Video Contents in Petra Museum27

Table 2.4.5 List of Digital Signage in Petra Museum27

Table 2.4.6 Staff Training for Petra Museum28

Table 2.4.7 Petra Museum Events28

Table 3.1.1 Composition of Joint Coordinating Committee30

Table 3.1.2 History of Joint Coordinating Committee Meetings30

Table 3.1.3 PDTRA Counterpart Team31

Table 3.1.4 JICA Project Team (JPT)31

Table 3.2.1 Input of Japanese Experts32

Table 3.2.2 JPT Operation Cost32

Table 3.2.3 Equipment provided for the Petra Museum32

Table 3.2.4 Equipment used by JPT32

Table 3.2.5 List of Technical Cooperation Outputs33

Table 3.2.6 Sub-Contracted Production33

Table 3.3.1	Counterpart Training in Japan	34
Table 3.3.2	JICA Training in Japan	35
Table 3.3.3	Training in Jordan	35
Table 4.1.1	Achievement Level of the Project	36
Table 4.4.1	Necessity for Tourism Promotion according to the Markets	47
Table 4.4.2	Development of Petra Brand	48
Table 4.4.3	Criteria for Recognition of Petra Brand (Example).....	48
Table 4.4.4	Scope of Petra Brand Products (Example)	48
Table 4.4.5	Events and Activities of Petra Museum (Example).....	49
Figure 1.2.1	Project Area.....	2
Figure 1.3.1	Overall Framework of the Project	3
Figure 1.3.2	General Work Flow of the Project.....	4
Figure 2.1.1	Stake Holder Workshops	5
Figure 2.1.2	Proposed Coordination Mechanism for Regional Tourism Development in Petra.....	7
Figure 2.1.3	First Meeting of the Coordination Mechanism.....	8
Figure 2.2.1	Number of Visits, Length of Stay, Source of Information of Tourists in Petra.....	10
Figure 2.2.2	Formulation of Branding Strategy for Petra.....	12
Figure 2.2.3	Samples of Promotion Video distributed through Project Facebook.....	13
Figure 2.2.4	Tourism Promotion Campaigns supported by the Project	14
Figure 2.3.1	Training in Jordan for Diversification of Tourism Products.....	17
Figure 2.3.2	Made-in-Petra Brand Logo and Shop in Front of Visitor Center	17
Figure 2.3.3	PAP Trail Map	18
Figure 2.3.4	Upgrade of Signage for Priority Trails in PAP	19
Figure 2.3.5	Proposed Tour Circulation Routes.....	19
Figure 2.3.6	Location and Composition of Elgee Village.....	20
Figure 2.3.7	Current Situation of Elgee Village	20
Figure 2.3.8	Pilot Activity at Elgee Village (Petra Festival).....	21
Figure 2.3.9	Investment Map by PDTRA (Part).....	22
Figure 2.4.1	Organization Chart of Petra Museum.....	25
Figure 2.4.2	Demarcation of Visitor Center and Petra Museum.....	26
Figure 2.4.3	Sample of Video Contents and Digital Signage	27
Figure 2.4.4	Petra Museum Events.....	28
Figure 2.4.5	Museum Brochures	29
Figure 3.1.1	Joint Coordinating Meeting.....	30
Figure 3.3.1	Counterpart Training in Japan	34
Figure 4.3.1	Different Nature of Participation in Tourism in Petra Region.....	42

Figure 4.3.2 Different Tourism Businesses in Petra Region 42

Figure 4.3.3 Major Tourism Markets in Petra..... 43

Figure 4.3.4 Major Handicraft Products in Petra 44

Figure 4.3.5 Exhibition Conner of Visitor Center 45

Figure 4.4.1 Image of Future Supply Chain in Petra Region..... 46

Abbreviations

B2B	Business to Business
B2C	Business to Customer
CBT	Community-Based Tourism
DOA	Department of Antiquities
EIA	Environmental Impact Assessment
EU	European Union
FIT	Free Individual Tourists
GOJO	Government of Jordan
GOJP	Government of Japan
HRD	Human Resource Development
IFC	International Finance Corporation
JCC	Joint Coordinating Committee
JICA	Japan International Cooperation Agency
JOD	Jordan Dinar
JPT	JICA Project Team
JTB	Jordan Tourism Board
M/M	Minutes of Meetings
MOPIC	Ministry of Planning and International Cooperation
MOTA	Ministry of Tourism and Antiquities
NA	Not Applicable or Not Available
NGO	Non-Governmental Organization
ODA	Official Development Assistance
PAP	Petra Archaeological Park
PCM	Project Cycle Management
PDCA	Plan – Do – Check – Act
PDM	Project Design Matrix
PDTRA	Petra Development and Tourism Region Authority
PO	Plan of Operation
QIC	Quarantine, Immigration, and Custom
R/D	Record of Discussions
SMP	Strategic Master Plan for Petra Region
SNS	Social Networking Service
SWOT	Strengths, Weaknesses, Opportunities, and Threats
TBD	To Be Determined
TOR	Terms of Reference
UNESCO	UN Educational, Scientific and Cultural Organization
UNWTO	World Tourism Organization
USAID	United States Agency for International Development
VFR	Visiting Friends and Relatives
WBS	Work Breakdown Structure

Executive Summary

1 Introduction

The implementing agency, the project period and the project area are as follows:

Implementing Agency:	Petra Development and Tourism Region Authority (PDTRA)
Project Period:	From Nov 2015 to Oct 2018 (for three years)
Project Area:	Six communities within PDTRA jurisdiction (Wadi Musa, Taybeh, Umm Sayhoun, Baidha, Rajif, and Dlagha)

The Project was carried out to achieve the “Overall Goal” and “Project Purpose” both of which had been agreed on between JICA and PDTRA.

Overall Goal:	Community-based regional tourism development is implemented continuously in Petra.
Project Purpose:	The capacity of PDTRA for sustainable community-based regional tourism development is strengthened.

For achieving the Project Purpose, four Outputs were also agreed on.

Output-1:	Coordination system among stakeholders of Petra regional tourism development is established.
Output-2:	Tourism promotion planning and implementation capacity of PDTRA is strengthened.
Output-3:	Tourism Product Development in collaboration with local community and implementation of PDTRA is strengthened.
Output-4:	Necessary functions of Petra Museum for its opening are built up.

Under each Output, a series of activities were to be implemented.

Output-1:	1-1 Define the role and responsibilities of the relevant organization
	1-2 Establish a mechanism of cooperation with stakeholders
	1-3 Monitor and evaluate the mechanism of cooperation
Output-2:	2-1 Conduct the current situation analysis on tourism promotion
	2-2 Develop a Tourism Promotion Plan including new markets
	2-3 Develop a new brand for Petra
	2-4 Develop promotion tools for tourism promotion
	2-5 Develop tourism marketing campaign
	2-6 Promote Petra to filming industry
	2-7 Develop human resource development plan in tourism promotion
	2-8 Monitor and evaluate the progress of the developed plan
Output-3	3-1 Develop a plan for the diversification of tourism products
	3-2 Develop trekking map and related materials inside PAP
	3-3 Propose tourist circulation routes include Petra Museum
	3-4 Develop a cultural center in Elgee village and implement pilot activities
	3-5 Develop investment promotion materials
	3-6 Establish a statistical database for regional/tourism development
	3-7 Monitor and evaluate the progress of the developed plan
Output-4:	4-1 Establish vision and mission of Petra Museum
	4-2 Establish regulation of operation and management for Petra Museum
	4-3 Identify necessary job description for Petra Museum staff
	4-4 Clarify demarcation of Visitor Center and Petra Museum
	4-5 Develop exhibition and interpretation materials
	4-6 Develop exhibition contents
	4-7 Conduct staff training for operation, maintenance and guide for education
	4-8 Develop museum brochures

2 Result of Project Activities

Output-1: Coordination system among stakeholders of Petra regional tourism development is established.

[1-1] Define the role and responsibilities of the relevant organization

Since the beginning of the Project, PDTRA and JPT organized a series of workshops to make a “Stakeholder Analysis” which identified a concern, mobilizable resources, and authority, weaknesses, roles, and responsibilities of each stakeholder.

[1-2] Establish a mechanism of cooperation with stakeholders

In parallel with the organization of working group meetings, PDTRA and JPT examined a possible coordination mechanism including the relevant public sector, cooperatives, tourism industries, NGOs, etc.

As a result, JPT and PDTRA agreed on that the mechanism would be established by referring to a good practice of Zermatt resort in Switzerland which is a mountain climbing base for Matterhorn and comprising of an organization representing all community (Nabatean Capital Association) and a small number of representatives of the tourism industry.

[1-3] Monitor and evaluate the mechanism of cooperation

The first coordination mechanism meeting was held in Aug 2017 to exchange opinions for trial shuttle bus between Visitor Center and Ain Musa. In Nov 2017, members of the coordination mechanism discussed on effective utilization of Elgee Cultural Village. Between Sep 2017 and July 2018, stakeholders often exchanged opinions in preparation for the organization of the tourism investment seminar.

Output-2: Tourism promotion planning and implementation capacity of PDTRA is strengthened.

[2-1] Conduct the current situation analysis on tourism promotion

Since the beginning of the Project, JPT assessed the tourism promotion activities conducted by PDTRA and Jordan Tourism Bureau (JTB) by year.

[2-2] Develop a Tourism Promotion Plan including new markets

Based on the result of Activity 2-1, JPT supported to formulate the tourism promotion plans for the year 2016, 2017 and 2018 respectively.

[2-3] Develop a new brand for Petra

JPT discussed with PDTRA the branding strategy for targeting the traditional market (Europe, North America, and Japan, etc.) and emerging market (China, Southeast Asia, East Europe, South America, etc.).

[2-4] Develop promotion tools for tourism promotion

Based on the result of Activity 2-1 to 2-3, JPT and PDTRA examined necessary promotion materials. JPT supported to develop Wadi Musa tourist map, PAP trail map, and seasonal calendar, etc.

[2-5] Develop tourism marketing campaign

Based on the discussions in Activity 2-1 to 2-4, JPT and PDTRA examined and formulated tourism promotion campaigns, then implemented Petra Festivals and media trips, etc.

[2-6] Promote Petra to filming industry

JPT and PDTRA discussed how to promote filming industry on the good practices in Japan (Film Commission of Saga Prefecture) which successfully attracted the movie and TV drama shooting from Thailand. Finally, PDTRA agreed on developing the cooperation with the Royal Film Commission for the purpose.

[2-7] Develop human resource development plan in tourism promotion

JPT and PDTRA assessed the capacity required for tourism promotion and made a Gap Analysis among officers in charge to identify the training needs. Based on the result, JPT and PDTRA formulated the HRD plan in tourism marketing in Nov 2017

[2-8] Monitor and evaluate the progress of the developed plan

JPT continuously monitored and analyzed the number of tourists to Jordan and Petra to evaluate the contribution of tourism promotion activities.

Output-3: Tourism Product Development in collaboration with local community and implementation of PDTRA is strengthened.

[3-1] Develop a plan for the diversification of tourism products

JPT started interviews with the community-based organizations in Petra region including cooperatives and NGOs to understand the activities and products, etc. Based on the analysis of strengths and weaknesses, JPT and PDTRA continuously organized training for improvement.

[3-2] Develop trekking map and related materials inside PAP

The field survey revealed that most of the tourists visited only the main trail and didn't enjoy panoramic views from various trails. JPT and PDTRA surveyed all trails in PAP and selected the priority trails where visitors could walk around even without tour guides. Then, JPT prepared the trail maps and improved signage along the priority trails.

[3-3] Propose tourist circulation routes include Petra Museum

Aiming at extending the length of stay of tourists and improving their satisfaction, JPT proposed tour circulation routes outside of PAP. The proposals included the wider circulation routes assuming at moving by car and the walking trails within each community in Petra region.

[3-4] Develop a cultural center in Elgee village and implement pilot activities

JPT prepared a management plan for Elgee Cultural Village with the presentation of good practices in the world including Dubai, Kumamoto in Japan, etc. JPT and PDTRA also conducted the Petra Festival trials.

[3-5] Develop investment promotion materials

In the beginning, it was expected to produce a brochure and audio-visual materials for the investment promotion. However, PDTRA had already made an investment map of 25 investment projects, and CG clips of the five priority projects by own budget before the Project started. As a result of the discussion, JPT and PDTRA agreed on that the scope would be changed to the preparation of an investment handbook which was not included in the

investment map as well as the organization of an investment seminar to promote the investment by using the available materials.

[3-6] Establish a statistical database for regional/tourism development

JPT and PDTRA discussed concrete needs and purpose of the database, then decided the purpose to be the useful tool for investors and developers. PDTRA agreed on the system which can analyze the data obtained from ticket sales (nationality, number, and length of stay) as well as statistic data of other agencies.

[3-7] Monitor and evaluate the progress of the developed plan

The increased numbers of cooperative members and their income indicate that the capacity of community-based tourism development in Petra has been steadily improving.

Output-4: Necessary functions of Petra Museum for its opening are built up.

[4-1] Establish vision and mission of Petra Museum

Based on the proposed vision and missions of the Petra Museum, PDTRA formulated the concept, vision and missions of the Petra Museum.

[4-2] Establish regulation of operation and management for Petra Museum

Based on the proposed managerial regulation of the Petra Museum, PDTRA formulated the regulations necessary for managing the Petra Museum.

[4-3] Identify necessary job description for Petra Museum staff

Based on the proposed organization and job descriptions, PDTRA promulgated the organization structure of the Petra Museum and job descriptions of the museum staff.

[4-4] Clarify demarcation of Visitor Center and Petra Museum

JPT examined the effective use of the exhibition space at Visitor Center after the opening of the Petra Museum and proposed it to PDTRA by Mar 2017. PDTRA will decide on the opening of the Petra Museum.

[4-5] Develop exhibition and interpretation materials

JPT and PDTRA finalized the list of artifacts to be displayed and examined necessary interpretation materials.

[4-6] Develop exhibition contents

JPT formed a taskforce team composed of four Jordanian archaeologists. PDTRA curators, the task force, and JPT collaborated for preparing the basic stories. JPT entrusted six audio-visual contents to a Jordanian production company and 22 sets of digital signage to a Japanese production company.

[4-7] Conduct staff training for operation, maintenance, and guide for education

JPT and PDTRA planned and conducted museum staff in three methods including 1) JICA training in Japan (3 months), 2) museum training in Jordan in cooperation with Husein Univ in Petra and Jordan Museum in Amman (12 weeks), and 3) museum management course as a part of the third CP training in Japan (2 weeks).

[4-8] Develop museum brochures

JPT prepared the museum guide brochures in Arabic, English, and Japanese.

3 Project Management and Operation

A Joint Coordination Committee (JCC) was formed as a decision making the body of the Project. The Committee was held seven times during the Project period.

PDTRA formed a counterpart team composed of relevant officers with Deputy Chief Commissioner as Project Director, Director of Cultural Resource Management as Project Manager and Director of Projects as Project Coordinator. In addition, PDTRA provided a project office and workspace for production of exhibition contents and bore the salary of relevant officers, etc.

Japanese side dispatched a JICA Project Team (JPT) composed of eight experts, two museum advisors and more than ten Jordanian staff for implementing the Project. In addition, JPT procured necessary equipment for the Petra Museum, audio-visual and multimedia contents for the museum. JPT also conducted training in Japan and Jordan as well as the activities under the four Outputs.

JPT established a Project Website within “ODA Website” of JICA to report the progress of the Project to Japanese people. In Petra, JPT established a Project Facebook as well as issued monthly newsletters to share the activities of the Project among the stakeholders.

4 The result of Technical Cooperation

The achievement level of verifiable indicators for Overall Goal, Project Purpose, and Outputs which were agreed on in the PDM was high enough.

The result of the Project was also confirmed high by the qualitative analysis according to the five evaluation criteria: 1) relevance, 2) effectiveness, 3) efficiency, 4) impact and 5) sustainability.

JPT summarized, according to four Outputs, the issues, solutions, and lessons learned which JPT and PDTRA encountered through the implementation of the Project. Finally, JPT provided recommendations to PDTRA for achieving the Overall Goal before 2020.

1 Introduction

1.1 Background of the Project

Petra is one of the UNESCO World Heritage sites in Jordan, and the most frequently visited site where 600 thousand tourists visited in 2014 among 5.3 million in the whole Jordan (MOTA statistics). However, the tourist attractions and facilities in Petra are not fully prepared except for Petra Archaeological Park (PAP). As a result, the average length of stay in Petra remains very short as 1.2 days. It is needed to develop more attractive tourism activities and products that can encourage the tourist to stay longer and bring larger socio-economic benefit to the local community. This challenge is considered to be achieved through the capacity development of Petra Development and Tourism Region Authority (PDTRA).

In this situation, GOJO requested GOJA to implement the Grant Aid cooperation for the Petra Museum Construction Project with the aim of providing proper information regarding historical and cultural properties as well as promoting and developing the tourism industries that contribute to the creation of job opportunities. In addition, GOJO requested GOJA a technical cooperation project titled “the Project for Community-Based Regional Tourism Development in Petra Region” (the Project) aiming at the capacity development of PDTRA for enhancing regional and tourism development effectiveness.

Japan International Cooperation Agency (JICA) dispatched a detailed design survey team in March 2015 to examine details of the Project. On August 11, 2015, JICA and PDTRA finally signed the Record of Discussions (R/D) that described the Terms of Reference (TOR) of the Project. Then, JICA mobilized a JICA Project Team (JPT) to Petra in November 2015 to start the agreed Project.

1.2 Project Objectives

1.2.1 Project Purpose and Outputs

The Project is to be carried out to achieve the “Overall Goal” and “Project Purpose” both of which were agreed on in R/D signed on August 11, 2015.

■ Overall Goal

Community-based regional tourism development is implemented continuously in Petra.

■ Project Purpose

The capacity of PDTRA for sustainable community-based regional tourism development is strengthened.

For achieving the above objectives, the following four Outputs are also required.

Output-1: Coordination system among stakeholders of Petra regional tourism development is established.

Output-2: Tourism promotion planning and implementation capacity of PDTRA is strengthened.

Output-3: Tourism Product Development in collaboration with local community and implementation of PDTRA is strengthened.

Output-4: Necessary functions of Petra Museum for its opening are built up.

1.2.2 Project Area

The Project will be implemented in the jurisdiction of PDTRA including six communities: Wadi Musa, Taybeh, Umm Sayhoun, Baidha, Rajif, and Dlagha.

The six communities are located along the “Kings’ Highway” which is a trade route from the ancient times between Egypt and Levant. The population of each community is shown in the table below.

Table 1.2.1 Population of PDTRA

Community	Population (2012)
Wadi Musa	18,238
Taybeh	6,107
Umm Sayhoun	1,741
Baidha	428
Rajif	1,788
Dlagha	1,531
Total	29,833

Source: PDTRA



Figure 1.2.1 Project Area

1.3 Framework of the Project

1.3.1 Overall Framework

The Project is formulated based on a logical framework comprising of 4 Outputs which will realize the Project Purpose. Figure 1.3.1 illustrates relations among these elements.

Figure 1.3.1 Overall Framework of the Project



Note: The titles are shortened in the above figure.

Source: PDM Version 1.1.1 (Updated Nov 2016)

Output-1 “Coordination System” is the basis for the other three Outputs to establish a platform for sustainable and self-reliant tourism development in Petra Region. The activities under Output-1 start before those under other Outputs. However, Output-1 is to be strengthened through the implementation of activities under other Outputs. Therefore, they are mutually complementary.

Output-2 “Tourism Promotion” and Output-3 “Tourism Product Development” are considered to be capacity development for actions of demand and supply sides, necessary for community-based tourism promotion by making use of the result of Output-1 “Coordination System.” It is necessary to improve and strengthen the capacity continuously by applying the Plan-Do-Check-Act (PDCA) cycle.

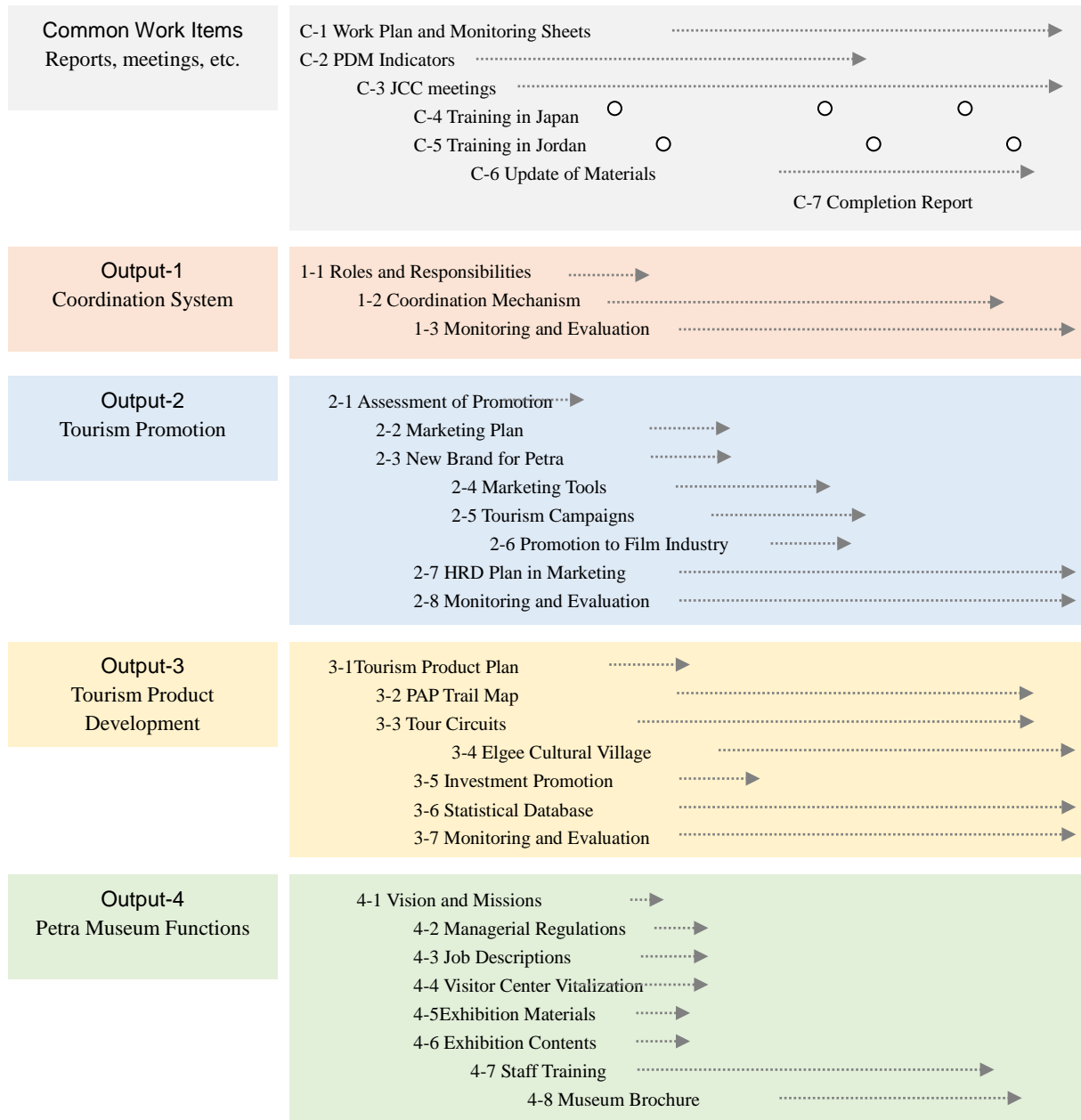
The activities under Output-4 are mostly independent of other three Outputs. It is, however, important to use the result for achieving the Project Purpose. The Project aims at not only preparing the museum functions for the opening but also fostering the necessary management capacity.

The latest PDM (Version 1.1.1) which was updated upon the third JCC meeting in Nov 2016 is attached to Appendix-1 in this report.

1.3.2 General Work Flow

The general workflow of the Project including the activities mentioned above and common work items are shown in the following figure.

Figure 1.3.2 General Work Flow of the Project



Note: The titles are shortened in the above figure.

Source: PO Version 1.1.1 (Updated Nov 2016)

The latest PO (Version 1.1.1) which was updated upon the third JCC meeting in Nov 2016 is attached in Appendix-1 in this report.

2 Result of the Project Activities

This chapter describes in detail the activities conducted by the Project. The Work Breakdown Structure (WBS) which shows the flowchart of activities both planned and implemented is attached in Appendix-2 in this report.

2.1 Output-1: Coordination System

[1-1] Define the role and responsibilities of the relevant organization

Since the beginning of the Project, PDTRA and JPT organized a series of workshops to make a “Stakeholder Analysis” which identified a concern, mobilizable resources, and authority, weaknesses, roles, and responsibilities of each stakeholder.

Table 2.1.1 Stakeholder Workshops Conducted at the Beginning Stage

No.	Date	Participants	Summary
1	Dec 2015	Hotel Association, Travel Agency Association, Horse Owners’ Association, Guide Association, Restaurant Association, PDTRA	In addition to the presentation of the Project, various opinions were exchanged regarding the current situation and prospects of tourism development, tourism events, etc.
2	Jan 2016	Nabataean Capital, Wadi Musa Widows and Family Development Association, Wadi Musa Ladies Association, Nabataean Ladies Cooperative, Petra Pottery Association, Al Rajif Special Education, Al Rajif Non-Profit Association, Silver Hands Society, Umm Sayhoun Community Development Center, Bait Al Anbat, Wadi Musa Ladies Center, PDTRA	Based on the collected information of 11 cooperative groups in Petra Region, PDTRA and JPT visited each of them to hold a small-scale workshop for identifying the capacity for management.
3	Jan 2016	Dr. Maram Al Frehat, Dr. Mohammad Ali Farajat (Al Husein Bin Talal University), PDTRA	PDTRA and JPT visited Husein University located in Petra to exchange opinions about community-based tourism development with professors specialized in cultural anthropology and tourism.
4	Feb 2016	Nabataean Capital Association, Petra Pottery Association, Wadi Musa Ladies Association, Umm Sayhoun Community Development Center, PDTRA	Based on the result of the above workshops, PDTRA and JPT conducted a “Stakeholder Analysis” by inviting mainly community representatives and cooperative groups.

Source: JPT

Figure 2.1.1 Stake Holder Workshops



Note: Left: First Workshop (Nov 2015), Middle: Fourth Workshop (Feb 2016), Right: Fourth Workshop (Feb 2016)

Source: JPT

In the fourth workshop held in Feb 2016, the participants exchanged opinions about the attitude toward tourism development and cooperation between different organizations, and then clarified the roles of the public and private sectors through a simplified stakeholder analysis. In addition, JPT collected the baseline data for PDM indicators related to capacity development by using a questionnaire.

The summary of the result of the fourth workshop is shown in the following table.

Table 2.1.2 Summary of Result of the Stakeholder Workshop

Key Words for Community and Tourism Development

Key Words	Frequency (Importance deemed by the participants)
Quality of service	40
Cleanness of the town	35
Attitude and hospitality of local residents	30
Delicious food	25
Local transportation	20
Family	16
Safety	16
Distinct and diversified nature	8
Useful map	4
Water-themed tourism (sea, river, etc.)	4
Travel	3
Mountain climbing	1

Basic Stakeholder Analysis

Area	Goal	Role of Private Sector	Role of Public Sector
Food	To serve delicious foods	To operate restaurants <ul style="list-style-type: none"> • Cleanness • Various menus • Appropriate pricing 	To control and monitor <ul style="list-style-type: none"> • Cleanness • Appropriate pricing
Hygiene and Cleanness	To keep the town clean	<ul style="list-style-type: none"> • NA 	<ul style="list-style-type: none"> • Installing bins
Community	To improve livelihood in a sustainable manner	<ul style="list-style-type: none"> • Stop exploitations from tourists • Improve the role of tourist guides • Stop child labor 	<ul style="list-style-type: none"> • Raise awareness • Encourage improvement of service providers
Local Transportation	To make taxis equip taximeters	<ul style="list-style-type: none"> • The owners install taximeters. 	<ul style="list-style-type: none"> • Control licensing • Enforce by law • Work with the Public Transport Authority
Tourist Services	To improve the satisfaction of tourists	<ul style="list-style-type: none"> • Establish English language schools • Provide GPS • Provide a mobile application 	<ul style="list-style-type: none"> • Construct the back road of PAP • Maintain the roads

Source: JPT

Most participants experienced the stakeholder analysis for the first time. Although the result was simple, it was important that the participants recognized the necessity of the public and private cooperation. JPT could confirm that the cooperation could be strengthened through the establishment of working groups according to Outputs and holding of frequent meetings.

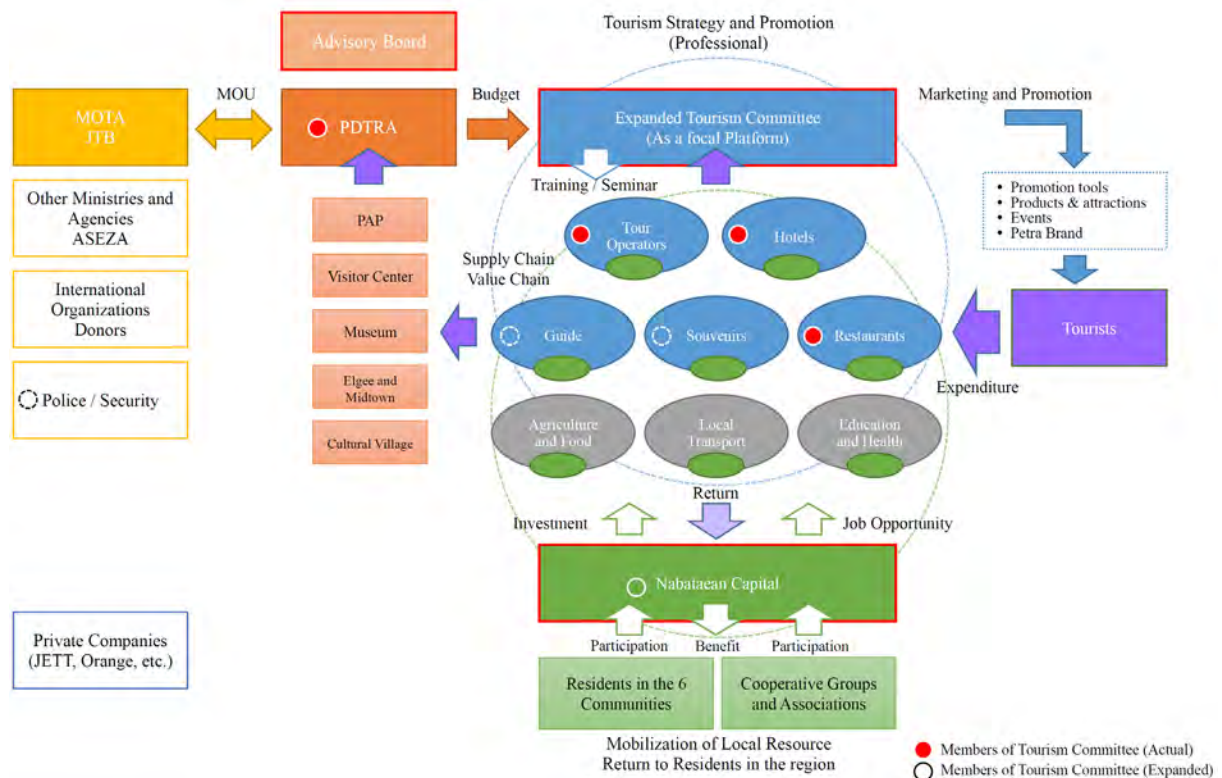
[1-2] Establish a mechanism of cooperation with stakeholders

JPT and PDTRA kept holding frequent working group meetings under Output-2 and Output-3. Based on the experience of working group meetings, JPT and PDTRA examined possible coordination mechanism among the relevant public organizations, cooperatives, the tourism industry as well as NGOs.

PDTRA insisted upon the mechanism which is well-ordered even between the opposed parties regarding interest and able to foster fair coordination. In addition, PDTRA wanted to include the coordination with the central agencies such as MOTA and DOA, and inter-regional cooperation in southern Jordan (Aqaba and Wadi Rum) into the mechanism. JPT persuaded PDTRA that such coordination was PDTRA’s responsibility and the mechanism would be more effective and efficient to focus on the mechanism within the Petra region.

As a result, JPT and PDTRA agreed on that the mechanism would be established by referring to a good practice of Zermatt resort¹ in Switzerland which is a mountain climbing base for Matterhorn and comprising of an organization representing all community (Nabataean Capital Association) and a small number of representatives of the tourism industry. The following figure illustrates the conceptual structure of the coordination mechanism. The document used for examination is attached in the annexed CD-ROM.

Figure 2.1.2 Proposed Coordination Mechanism for Regional Tourism Development in Petra



Source: JPT

¹ In Zermatt in Switzerland, Tourism office and Bürgergemeinde together conduct various activities for promoting community-based tourism. Bürgergemeinde is not a public organization but comprising of local residents. In Petra, Nabataean Capital is expected to play the same role.

Figure 2.1.3 First Meeting of the Coordination Mechanism



Source: JPT

[1-3] Monitor and evaluate the mechanism of cooperation

The first coordination mechanism meeting was held in Aug 2017 to exchange opinions for trial shuttle bus between Visitor Center and Ain Musa. In Nov 2017, members of the coordination mechanism discussed on effective utilization of Elgee Cultural Village. Between Sep 2017 and July 2018, stakeholders often exchanged opinions in preparation for the organization of the tourism investment seminar.

JPT conducted an Endline Survey according to the PDM indicators between Apr and May 2018 by targeting the participants in the working group meetings which had been held frequently. The survey aimed to evaluate the change in awareness and cooperation practice through participation in the Project. The result is described in Chapter 4.1, and the survey report is attached in the annexed CD-ROM.

2.2 Output-2: Tourism Promotion

[2-1] Conduct the current situation analysis on tourism promotion

Since the beginning of the Project, JPT assessed the tourism promotion activities conducted by PDTRA and Jordan Tourism Bureau (JTB) by year.

Table 2.2.1 Tourism Promotion Practice in Petra

	PDTRA	JTB
Printed Materials	<ul style="list-style-type: none"> • Petra map “Capital of the Nabataean” (2012) 	<ul style="list-style-type: none"> • Jordan Visitors’ Guide (2006) • Jordan Eco and Nature (2006) • Jordan History and Culture (2006) • Jordan Leisure and Wellness (2006) • Jordan Fun and Adventure (2006) • Jordan Religion and Faith (2006) • Jordan Meetings (2006) • Jordan Excursion Map (2007) • 99 Things to Do in Amman (2012)
Website	<ul style="list-style-type: none"> • Visitpetra.jo (Eng, Ara) (2012) 	<ul style="list-style-type: none"> • visitjordan.com (12 languages) (2012) • visitjordan.com (smartphone) (ditto) (2012)
SNS	<ul style="list-style-type: none"> • Facebook (2013) 13,000 followers • Youtube (2013) 5 video • Twitter (2013) 128 followers • Instagram • Pinterest 	<ul style="list-style-type: none"> • Facebook (2011) 376,278 followers • Youtube (2008) 9 video, 8,300 followers • Twitter (2009) 172,460 followers • Instagram 45,000 followers • Pinterest
Exhibitions	<ul style="list-style-type: none"> • JATA (NA) • ITB (2012, 2013, 2014) • FITUR (2012) • WTM (2012, 2013) 	<ul style="list-style-type: none"> • JATA (2011, 2012, 2013, 2014, 2015) • ITB (2011, 2012, 2013, 2014, 2015) • FITUR (2012, 2015) • WTM (2012, 2013)
JTB Branches		<ul style="list-style-type: none"> • Palestine • USA • Canada • UK • Australia • Denmark • Netherland • Germany • Italy • Spain • France • Brazil • India • China (Contracted)

Note: JATA (Japan), ITB (Germany), FITUR (Spain), WTM (China)

Source: PDTRA, JTB as of Feb 2016

Although it was quite normal that the result of JTB, as a national organization for tourism promotion, was far superior to that of PDTRA, PDTRA had much scope left to carry out community-based tourism promotion.

The following tables and figures indicate the trend in numbers of visitors to Petra, length of stay, characteristics and nationalities, which are outcomes of the above-mentioned tourism promotion, based on the statistics of MOTA and PDTRA as well as the result of a simple tourist survey in Apr 2016 (relevant documents are attached in the annexed CD-ROM).

Table 2.2.2 Comparison of Numbers of Tourists in Jordan and Petra

	2010	2011	2012	2013	2014	Average
Jordan	8,247,135	6,812,426	6,314,250	5,388,918	5,326,501	6,417,846
Petra	918,136	596,032	599,288	574,729	551,491	647,935

Source: MOTA, PDTRA

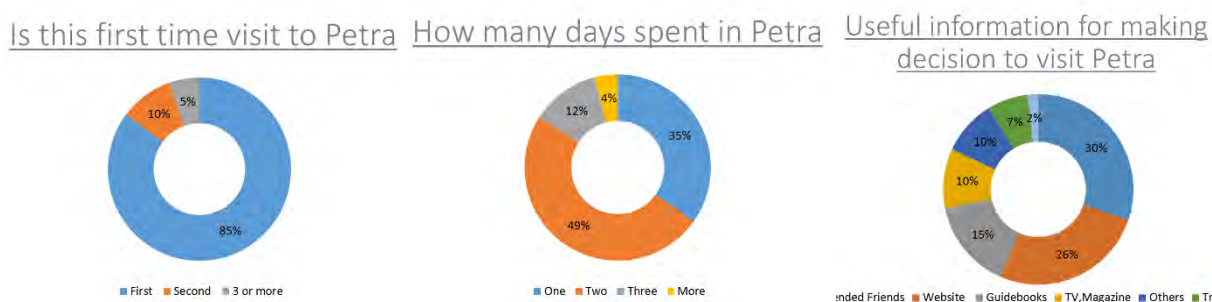
Table 2.2.3 Trend in Number of Visitors in Petra Archaeological Park

Nationality	2010	2011	2012	2013	2014	Average	Percentage
France	95,966	58,129	58,022	50,818	48,519	62,291	9.6%
UK	77,039	40,061	55,027	44,638	44,720	52,297	8.1%
Spain	75,345	32,203	43,885	49,807	42,714	48,791	7.5%
Italy	63,405	42,490	49,539	53,828	40,121	49,877	7.7%
Germany	68,925	33,908	31,498	52,612	32,309	43,850	6.8%
Total Europe	644,700	371,594	379,377	380,895	327,687	420,851	65.0%
USA	75,580	42,931	46,354	41,695	44,336	50,179	7.7%
Canada	11,568	9,176	7,299	6,423	8,471	8,587	1.3%
Total Americas	117,525	69,045	72,206	63,893	70,188	78,571	12.1%
Korea	-	-	7,152	6,327	7,267	6,915	1.1%
India	-	-	1,582	1,624	6,082	3,096	0.5%
China	-	-	2,481	1,901	3,376	2,586	0.4%
Japan	13,986	7,706	5,767	4,970	7,024	7,891	1.2%
Total Asia	8,1973	43,102	42,096	30,982	43,085	48,248	7.4%
Jordan	53,077	84,901	88,698	83,685	93,545	80,781	12.5%
Total Others	73,938	111,931	105,609	98,959	110,531	100,193	15.5%
Total World	918,136	595,672	599,288	574,729	551,491	647,863	100.0%

Note: The nationality is not always accurate as it is based on the report by the tour guides in case of group tours.

Source: PDTRA

Figure 2.2.1 Number of Visits, Length of Stay, Source of Information of Tourists in Petra



Source: JPT (Tourist Survey in Apr 2016)

Petra has enjoyed some tourists from European countries thanks to a short distance and high reputation. However, the result indicating a small percentage of repeaters suggests possible difficulty in maintaining the number if Petra neglects to make an effort. On the other hand, emerging markets such as Asia, East Europe, South America where the reputation of Petra is rising are considered to be promising.

The result of supply and demand analysis indicates a necessity of different approaches for promotion including activities to encourage repeaters and extension of stay for traditional markets, activities to pioneer the new and emerging markets. For the former, approaching directly to the consumers (B2B) would be effective. For the latter, approaching through travel agencies in the target markets (B2C) would be more efficient.

[2-2] Develop a Tourism Promotion Plan including new markets

PDTRA and JPT amended the Tourism Promotion Plan for the year 2016 which had been approved by PDTRA Commissioner Board by considering the result of Activity 2-1 and proposed activities by the Project.

Table 2.2.4 Tourism Promotion Plan for the Year 2016

No.	Category	Activity	Source/Cost (JOD)	Schedule
1	Event	Online magazine "Petra This Month."	PDTRA (0)	Feb-Sep
2	Promotion	The campaign "share your feedback with us."	PDTRA (1,500)	Mar-Apr
3	Promotion	Internet VISA card / online	PDTRA (500)	Feb-Sep
4	Event	Contest for the "best photo of this week" online	PDTRA (0)	Mar-Sep
5	Marketing	Release new statistics	PDTRA (4,000)	NA
6	Training	Training course in JTB for two employees	PDTRA (200)	Feb-Mar
7	Promotion	Make VIDEO for tourism promotion	JICA (5,000)	Mar-Aug
8	Promotion	Gifts packages	PDTRA (7,000)	Apr
9	Promotion	Make new brochures	JICA (5,000)	Mar-May
10	Promotion	Print new brochures	PDTRA (4,000)	Mar-Apr
11	Promotion	Required amendments of website "visit Petra"	PDTRA (4,000)	Mar-May
12	Event	Participation international travel trade fairs	PDTRA (65,000)	Mar, Apr, Jun, Sep, Nov
13	Event	FAM trip	JICA (TBD)	Jul
14	Promotion	Trail map of PAP	JICA (5,000)	Apr-Jun
15	Event	Petra Festival	PDTRA (5,000)	Oct
16	Promotion	Contact international magazines	PDTRA (TBD)	Throughout the year

Note: Shaded activities are those implemented.

Source: PDTRA, JPT

Based on the monitoring of the promotion plan for the year 2016, PDTRA and JPT updated the Tourism Promotion Plan for the year 2017.

Table 2.2.5 Tourism Promotion Plan for the Year 2017

No.	Category	Activity	Source/Cost (JOD)	Schedule
1	Event	Participation international travel trade fairs	PDTRA (65,000)	Mar, Apr, Jun, Sep, Nov
2	Promotion	The campaign "share your feedback with us."	PDTRA (1,500)	May-Jul
3	Event	Contest for the "best photo of this week" online	PDTRA (0)	Jul-Oct
4	Event	Petra Festival	PDTRA (TBD)	Sep-Oct
5	Promotion	Contact international magazines	PDTRA (TBD)	Apr-Dec
6	Training	Training course in JTB for PDTRA staff	PDTRA (200)	May-Oct
7	Promotion	Seasonal Calendar	JICA (1,000)	Feb-Mar
8	Promotion	Develop a new Brand for Petra	JICA (1,000)	Mar-May
9	Promotion	Visit Petra website in Japanese	JICA (0)	Apr-May
10	Promotion	Make VIDEO for tourism promotion	JICA (20,000)	Jun-Sep
11	Promotion	Revision of "Petra Official Tourist Map"	JICA (1,000)	Jul-Aug
12	Promotion	Promotion event for the film industry	JICA (10,000)	May-Aug
13	Event	Promotion event	JICA (TBD)	Oct-Nov

Note: Shaded activities are those implemented.

Source: PDTRA, JPT

Similarly, based on the monitoring of the promotion plan for the year 2017, PDTRA and JPT updated the Tourism Promotion Plan for the year 2018.

Table 2.2.6 Tourism Promotion Plan for the Year 2018

No.	Category	Activity	Source/Cost (JOD)	Schedule
1	Event	Participation international travel trade fairs	PDTRA (65,000)	Jan, Mar, Apr, Sep
2	Promotion	The campaign "share your feedback with us."	PDTRA (1,500)	May-Jul
3	Event	Contest for the "best photo of this week" online	PDTRA (0)	Jul-Oct
4	Event	Petra Festival	PDTRA (TBD)	Sep-Oct
5	Promotion	Contact international magazines	PDTRA (TBD)	Apr-Dec
6	Training	Training course in JTB for PDTRA staff	PDTRA (200)	May-Oct
7	Promotion	Develop a new Brand for Petra	PDTRA (0)	Mar-May
8	Promotion	Visit Petra website in Japanese	PDTRA (0)	Apr-May
9	Promotion	Promotion event for the film industry	PDTRA (0)	May-Aug

Note: Shaded activities are those implemented.

Source: PDTRA, JPT

[2-3] Develop a new brand for Petra

PDTRA signed an MOU for cooperation with Turkish Airlines on Nov 17, 2015, just after the Project started. It was agreed on that PDTRA gave discount entry fees to Turkish Airlines’ passengers while Turkish Airlines supported the implementation of the marketing strategy of PDTRA.

JPT and PDTRA held a series of discussions on the new branding strategy for Petra from May 2016 and started to examine the concrete logo, symbols, and slogans which will be produced by the support of Turkish Airlines.

Based on these discussions, JPT and PDTRA held discussions focusing on the new branding which could contribute to attracting the traditional markets including European countries, Japan, etc. as well as the emerging markets including China, Southeast Asia, Eastern Europe, South America, etc. The related documents are attached in the annexed CD-ROM.



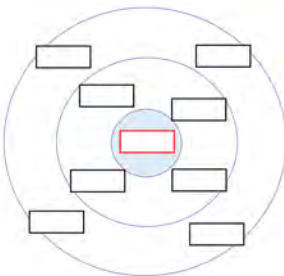
Figure 2.2.2 Formulation of Branding Strategy for Petra

(Example 1) **STARBACKS COFFEE**

Catch phrase: to inspire and nurture the human spirit – one person, one cup, and one neighborhood at a time.

Logo: Starbucks is named after the first mate in Herman Melville's *Moby Dick*. Our logo is also inspired by the sea – featuring a twin-tailed siren from Greek mythology.

Color: Green

CNN

PETRA

Source: JPT

[2-4] Develop promotion tools for tourism promotion

Based on the result of Activity 2-1 to 2-3, JPT and PDTRA examined necessary promotion materials. JTB and other local media have produced many well-oriented audio-visual materials. JPT recommended PDTRA not to produce similar materials, but to distribute them effectively and efficiently to the potential visitors.

Table 2.2.7 Identified Materials for Tourism Promotion

Promotion Tools	Media	Description
Wadi Musa Tourist Map	Printed and PDF	A map which encourages the tourists to walk around the town, eat out the local cuisine and go shopping.
PAP Trail Map	Printed and PDF	A map which encourages the visitors to try panoramic trails in PAP and contribute to extend the length of stay of tourists.
Seasonal Calendar	Printed and PDF	A calendar which indicates annual events, phenological fauna, and flora, fruits. The calendar is expected to attract more repeaters.
Local Cuisine Guide	Printed and PDF	A guide which encourages the tourists to enjoy local cuisine. The guide is expected to contribute benefit to the local community.

Source: JPT

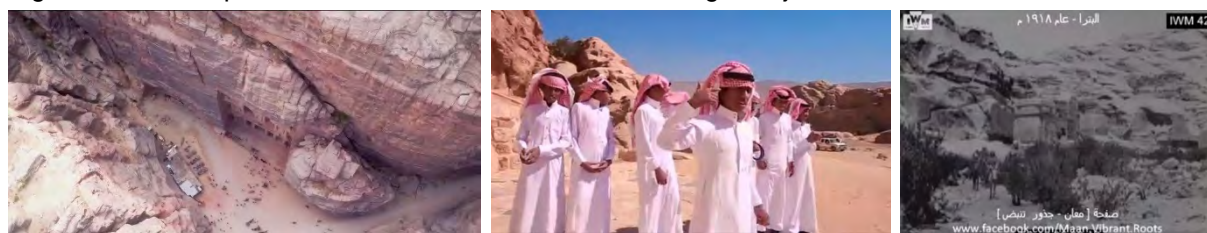
Wadi Musa tourist map and Petra seasonal including local cosines are attached in the annexed CD-ROM. Only PAP trail map is found under Output-3.

Table 2.2.8 Promotion Video distributed through Project Facebook

Titles	Producers	Year	Duration	Contents
Attraction Place Irresistible Magic	Hamza Photo	Sep 2017	02:31	Wadi Musa, sunset, etc.
Petra 1918	Maan VR	1918	05:05	Historical scene of PAP
Petra 1955	British Pathe	1955	03:10	The historical scene of PAP
Al Hai Village	Petra City	Feb 2016	03:15	Ancient village near Petra
Wadi Musa by Google Earth	Hamza Photo	2016	01:37	Wadi Musa aerial view
Love the Land More	Petra City	Sep 2017	02:43	Daily life in Wadi Musa
Unique Sculpture of Artist	Petra City	Sep 2017	00:32	Stone sculpture
Petra a World Wonder	Alpha CM	2017	03:37	PAP main trail
Drawing the Camel in a Sand Bottle	WJFDMB	Oct 2017	01:00	Making a sand bottle
Mansaf	WJFDMB	Oct 2017	00:43	A traditional dish of Jordan
Go Jordan	Joshua Morin	Oct 2017	02:34	Wadi Rum, Petra, Amman, etc.
Jordanian Grills and Mezze	WJFDMB	NA	00:16	Jordanian cuisine
Shaumari Wildlife Reserve	Wild Jordan	Oct 2017	01:42	Shaumari reserve
Little Petra Promotion	Sabri Fdool	Nov 2017	01:30	A promotion event in Petra
Petra Magic	UNDP	Oct 2017	07:50	Walking in PAP
Women for Heritage	Visit Petra	2017	01:40	Women in PAP
Antique Altar Teacher	Jordan TV	2017	02:04	Walking in PAP
Petra by Night	Bucket List	Nov 2017	00:13	Petra by Night
Sheikh Happy and Radio	Petra City	NA	01:04	Bedouin meeting

Source: JPT

Figure 2.2.3 Samples of Promotion Video distributed through Project Facebook



Note: Left: Petra Magic, Middle: Little Petra Promotion, Right: Petra 1918

Source: JPT

JPT also supported the location shooting of Japanese TV (BS-TBS). The supported TV program was broadcasted in Oct 2017. In addition, JPT supported the addition of Japanese pages in PDTRA’s website “Visit Petra.” The contents are attached in the annexed CD-ROM.

[2-5] Develop tourism marketing campaign

Based on the discussions in Activity 2-1 to 2-4, JPT and PDTRA examined and formulated tourism promotion campaigns targeting the traditional markets including Europe and Japan, etc. as well as the emerging markets including China, Southeast Asia, Eastern Europe, South America, etc.

Table 2.2.9 Tourism Promotion Campaigns supported by the Project

Campaign	Period and Duration	Contents
Petra Festival	May 2016 (3 days)	Introduced local products made by cooperative groups at Elgee Cultural Village.
Media Trip	Mar 2016 (2 days)	Organized a media trip to Petra for 2 Japanese travel journalists whom JTB invited to Jordan.
Petra Desert Marathon	Aug 2016 (1 day)	A desert marathon from Petra Visitor Center to Little Petra in magnificent scenery.
Petra Festival	Nov 2016 (3 days)	The second trial of Petra Festival at Elgee Cultural Village. PDTRA and JPT introduced local products made by cooperative groups.
Petra Desert Marathon	Aug 2017 (1 day)	A desert marathon from Petra Visitor Center to Little Petra in magnificent scenery.

Source: JPT

Figure 2.2.4 Tourism Promotion Campaigns supported by the Project



Note: Left: Petra Festival, Middle: Petra Festival, Right: Petra Desert Marathon

Source: JPT

[2-6] Promote Petra to filming industry

JPT assessed the current situation of film shooting agencies in Petra and reviewed the PDTRA regulations which controlled shooting practice in PAP. Then, JPT prepared a referential document on good practices in Japan (Film Commission of Saga Prefecture) which successfully attracted the movie and TV drama shooting from Thailand and discussed the basic strategy with PDTRA. The related documents are attached in the annexed CD-ROM.

JPT also recommended PDTRA to work closely with Royal Film Commission which aimed to promote Jordanian films for joint promotion of film shooting in Petra. JPT, PDTRA and Royal Film Commission held meetings for future cooperation.

[2-7] Develop human resource development plan in tourism promotion

JPT assessed the capacity required for tourism promotion and made a Gap Analysis among PDTRA officers in charge to identify the training needs. Based on the result, JPT discussed with PDTRA to formulate the HRD plan in tourism marketing which was in line with the annual training plan (2016) of PDTRA in Nov 2017. The plan is attached in the annexed CD-ROM.

Table 2.2.10 Outlines of HRD Plan in Tourism Marketing

Subjects	Targets	Frequency
Organization and job demarcation of PDTRA	New Employee	Upon commencement
Job demarcation, business solution, future vision	Middle-class staff	1-2 times a year
Formulation of division strategy	Division head	1-2 times a year
Formulation of management strategy	Director	Once a year
Tourism	All officers	Once a year
Risk management	All officers	Once a year
Tourism marketing	All officers	1-2 times a year
Tourism promotion	All officers	1-2 times a year
Contact with clients, collaboration with stakeholders	All officers	Once a year
ICT advertisement including SNS	All officers	1-2 times a year
General knowledge of statistics	All officers	Once a year

Source: JPT

[2-8] Monitor and evaluate the progress of the developed plan

The number of tourists in Petra which had decreased to less than a half of that in 2010 caused by Syrian Crisis since 2011 was recovering after 2016. The numbers of tourists from China, Southeast Asia, Eastern Europe and South America increase at a higher rate than the traditional market including Europe and Japan, etc. In particular, the increase rate of tourists from Asia in 2017 over the previous year recorded 180% which was extremely high.

Table 2.2.11 Trend in Number of Visitors in PAP

By Source Markets (number and change from the previous year)

	Total Europe		Total Americas		Total Asia		Total Others		Total World	
2015	172,018	-	43,752	-	47,699	-	146,902	-	410,371	-
2016	192,577	112%	63,976	146%	54,330	114%	153,271	104%	464,154	113%
2017	272,937	142%	95,029	149%	97,588	180%	154,050	101%	619,604	133%

By Types of Entrance Tickets (number and percentage)

	Foreigners			Jordanian and Arab	Total
	1 Day Tickets	2 Day Tickets	3 Day Tickets		
2015	264,796 (64.53%)	26,148 (6.37%)	2,582 (0.63%)	116,845 (28.47%)	410,371 (100%)
2016	280,673 (60.47%)	33,015 (7.11%)	4,101 (0.88%)	146,363 (31.53%)	464,154 (100%)
2017	412,511 (66.58%)	47,659 (7.69%)	6,686 (1.08%)	152,748 (24.65%)	619,604 (100%)

Source: JPT recapitulated based on the statistics of PDTRA

The percentages of 2-day and 3-day tickets compared to that of 1-day tickets are steadily increasing. This may be implicated in the result of tourism promotion and provision of PAP trail map with improving signage which encouraged the tourists to enjoy more and stay longer in the archaeological park.

2.3 Output-3: Tourism Product Development

[3-1] Develop a plan for the diversification of tourism products

Starting from Dec 2015, JPT started interviews with the community-based organizations in Petra region including cooperatives and NGOs to understand the activities and products, etc.

Table 2.3.1 Summary of Major Community Groups in Petra

Organizations	Establishment and members	Activities and Products
Nabatean Capital Association	<ul style="list-style-type: none"> Established in 2012 4,000 families and 25,000 	<ul style="list-style-type: none"> Operation of restaurant and souvenir shop at Visitor Center, etc.
Wadi Musa Widows and Family Development Association	<ul style="list-style-type: none"> Established in 2013 78 members 	<ul style="list-style-type: none"> Patisserie, baking, soap, cooking classes, etc.
Wadi Musa Ladies Association	<ul style="list-style-type: none"> Established in 1993 120 members 	<ul style="list-style-type: none"> Mosaic, handicraft, traditional clothes, carpet, souvenir shop, nursery, etc.
Nabatean Ladies Cooperative	<ul style="list-style-type: none"> Established in 1996 60 members 	<ul style="list-style-type: none"> Silver products, scholarship, international exchange, etc.
Petra Pottery Association	<ul style="list-style-type: none"> Established in 2003 55 members 	<ul style="list-style-type: none"> Mosaic, handicraft, pottery, statue, etc. Wholesale to hotels and souvenir shops
Al Rajif Association for Special Education	<ul style="list-style-type: none"> Established in 1999 60 members 	<ul style="list-style-type: none"> Support for inclusive education, fatherless families, cooperation with universities, etc.
Al Rajif Non-Profit Association	<ul style="list-style-type: none"> Established in 1867 91 members 	<ul style="list-style-type: none"> Financing to agriculture and women entrepreneurs, skill training, support for low-income families, kindergarten, etc.
Silver Hands Women Society	<ul style="list-style-type: none"> Established in 2012 30 members 	<ul style="list-style-type: none"> Production and sales of handmade silver products
Umm Sayhoun Community Development Center	<ul style="list-style-type: none"> Established in 2014 	<ul style="list-style-type: none"> Social education, English class, vocational training, agriculture support, awareness activity against domestic violence, etc.
Bait Al Anbat	<ul style="list-style-type: none"> Established in 1997 120 members 	<ul style="list-style-type: none"> Publication of Nabataean culture, the campaign against child labor, etc.
Wadi Musa Ladies Center	<ul style="list-style-type: none"> Established in 1989 50 members 	<ul style="list-style-type: none"> Training on baking and patisserie (excluding sales), language class, awareness campaign, etc.

Source: Interview with each organization (As of Dec 2015)

According to the interview, it was identified that many organizations related to the tourism most frequently production of handicraft and souvenirs, but weaknesses lied in a limited variety of products, lack of awareness of marketing (believing that good products would be purchased without sales effort), packaging and display, sales channels, etc. In addition, the strong brand value of Petra was not fully used and even not recognized its value.

In Apr 2016, JPT organized the community-based tourism training by visiting Salt where local Salt brand and its shop had been established. In Nov 2016, JPT and PDTRA formulated the tourism product diversification plan (attached in the annexed CD-ROM). Following the formulated plan, JPT and PDTRA organized the branding training (Feb 2017), SNS marketing training (Mar 2017), a study tour to Amman Design Week (Oct 2017) and the Petra brand seminar (May 2018) aiming at registering the potential products with Petra Brand.

Figure 2.3.1 Training in Jordan for Diversification of Tourism Products



Note: Upper left and middle: Training in Salt, Upper right: Petra brand training, Lower left: SNS marketing training, Lower right: Study tour to Amman Design Week

Source: JPT

Based on the result of above activities, PDTRA allocated three units of the Visitor Center to Petra Brand shop and start to find appropriate operator. PDTRA also started to register the Petra Brand and its logo, and formulate criteria for recognition of individual products including reflection of local design, history, tradition, etc.

Figure 2.3.2 Made-in-Petra Brand Logo and Shop in Front of Visitor Center



Note: The Made-in-Petra Shop is located between the Visitor Center and the Petra Museum. The furniture and casher machine are already installed.

Source: PDTRA

[3-2] Develop trekking map and related materials inside PAP

Activity 2-1 related to the analysis of the current tourism promotion revealed the major issues including a short length of stay of tourists and a small number of repeaters. As for the activities within the PAP, most tourists visit only the main trail and don't enjoy panoramic views from various trails.

JPT and PDTRA surveyed all trails in PAP which were presented at Visitor Center and selected the priority trails where visitors could walk around even without tour guides.

Table 2.3.2 List of Trails in PAP

Name of Trail	Starting Point	Ending Point	Distance	Required Time	Level
Main Trail	Visitor Center	Qasr Al Bint	4.0 km	1.5~2.0	Easy
Ed Deir (Monastery)	Qasr Al Bint	Ed Deir	1.5 km	1.0~1.5	Partly hard
Khubtha	Main Trail	Treasury Viewpoint	1.6 km	1.0~1.5	Hard
High Place of Sacrifice and Wadi Al Farasa	Mai Trail	Qasr Al Bint	3.0 km	3.5~4.0	Hard
Umm Al Biyara	Qasr Al Bint	Umm Al Biyara	2.0 km	1.5~2.0	Hard
Jabal Haroun	Qasr Al Bint	Jabal Haroun	7.5 km	2.5~3.0	Hard
Wadi Sabra	Qasr Al Bint	Wadi Sabra	10.0 km	3.0~3.5	Moderate
Al Madras	Dam	Al Madras	1.5 km	1.5	Moderate

Note: The distance and required time are for one way. Shaded trails are with upgraded signage by the Project.

Source: PDTRA, JPT

JPT and PDTRA prepared the PAP trail maps which included the priority trails and improved the signage installed along these priority trails. The PAP trail maps and the documents related to the improvement of trail signage are attached in the annexed CD-ROM.

Figure 2.3.3 PAP Trail Map



Source: JPT

Figure 2.3.4 Upgrade of Signage for Priority Trails in PAP



Note: Left, middle and right: Improvement of trail signage along Khubtha Trail.
 Source: JPT

[3-3] Propose tourist circulation routes include Petra Museum

Aiming at extending the length of stay of tourists and improving their satisfaction, JPT proposed tour circulation routes outside of PAP. The proposals included the wider circulation routes assuming at moving by car and the walking trails within each community in Petra region. The maps proposed are attached in the annexed CD-ROM.

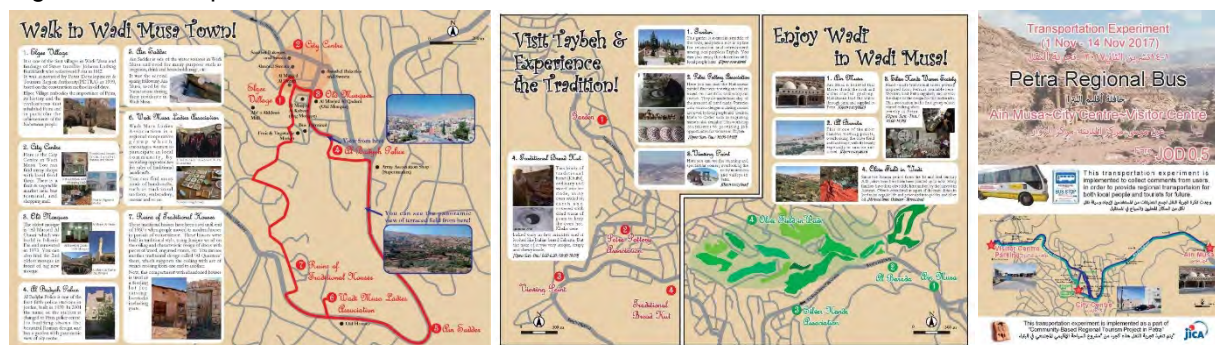
Table 2.3.3 Proposed Tour Circulation Routes

Category	Name	Contents	Proposed in
Wider Tourism Routes	Northern Tourism Route	Baidha, Umm Sayhoun, Wadi Musa	Aug 2016
	Southern Tourism Route	Wadi Musa, Taybeh, Rajif, Dlagha	Aug 2016
City Trail in Each Community	Wadi Musa City Trail	Elgee Village, City Center, old mosque, Wadi Musa Ladies Association, Ain Musa, viewing point, etc.	Aug 2017
	Taybeh City Trail	Petra Pottery Association, viewing point, traditional bread hut, As Seeq Association	Oct 2017
	Umm Sayhoun City Trail	SELA, Bedouin products, musicians, etc.	May 2018
	Baidha City Trail	Bedouin camp, Little Petra, etc.	May 2018
	Rajif City Trail	Roman cistern, old village, olive products, etc.	May 2018
	Dlagha	Olive farm, viewing point, etc.	May 2018

Source: JPT

JPT and PDTRA made a trial shuttle bus service for improving circulation of communities between Visitor Center, Wadi Musa town center and Ain Musa for two weeks in Nov 2017. The trial was formulated through the coordination mechanism established under Output-1 (see the annexed CD-ROM for details).

Figure 2.3.5 Proposed Tour Circulation Routes

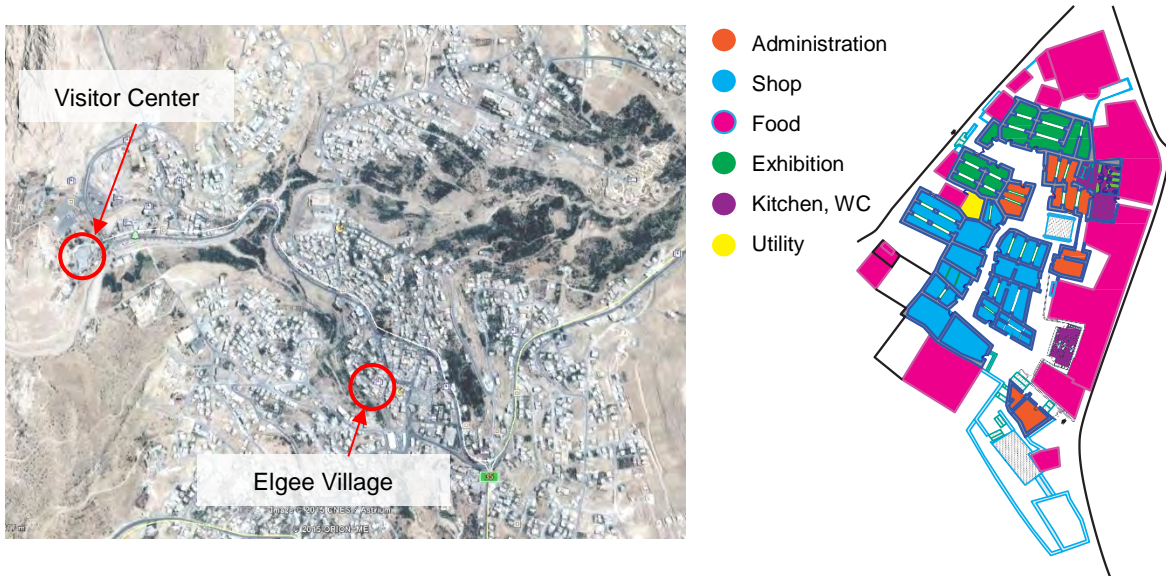


Note: Left: Wadi Musa City Trail, Middle: Taybeh & Wadi Musa City Trail, Right: Wadi Musa Shuttle Bus Trial
 Source: JPT

[3-4] Develop a cultural center in Elgee village and implement pilot activities

Elgee Village representing the traditional settlement in the region is located in the old quarter of Wadi Musa town. Elgee Village was restored in 1998 by the fund of World Bank, and the tourism project supported by USAID since 2005 proposed a complex including coffee shops, tourist information center and souvenir shops as a base for the cultural tourism. The Strategic Master Plan of Petra Region (SMP) formulated in 2011 also follow the concept.

Figure 2.3.6 Location and Composition of Elgee Village



Source: PDTRA

Figure 2.3.7 Current Situation of Elgee Village



Source: JPT

JPT prepared a management plan for Elgee Cultural Village with the presentation of good practices in the world including Dubai, Kumamoto in Japan, etc. JPT and PDTRA also conducted the Petra Festival trials.

Table 2.3.4 History of Support to Elgee Cultural Village

Month/Year	Activity	Details
Apr 2016	CBT Training in Salt	A study tour to Salt to learn Salt Museum and Salt brand with the participation of community groups.
May 2016	Petra Festival Trial-1	JPT and PDTRA organized the Petra Festival trial. Various cooperatives participated in with their products.
May 2016	Management Plan for Elgee Village	JPT prepared a management plan to establish an organization and advertise for tenants, etc.
Aug 2016	Updated Management Plan	JPT updated the management plan.
Sep 2016	First CP training in Japan	Participants experienced Edo Wonderland in Nikko.
Nov 2016	Petra Festival Trial-2	JPT and PDTRA held the second Petra Festival trial.
Sep 2017	Second CP training in Japan	Participants experienced Edo Wonderland in Nikko.
Oct 2017	Revised Management Plan	JPT revised the management plan according to the decision that the established coordination mechanism would manage.
Nov 2017	Site survey and discussion with PDTRA and Nabataean Capital	JPT, PDTRA and Nabataean Capital Association together made a site survey and discussed for future activities.
Dec 2018	Elgee Village Management Plan in Arabic	Nabataean Capital Association prepared a management plan for the presentation to Commissioners of PDTRA.
April 2018	Third CP training in Japan	Participants experienced Edo Wonderland in Nikko.

Source: JPT

Figure 2.3.8 Pilot Activity at Elgee Village (Petra Festival)



Source: JPT

The reference documents and the final management plan of Elgee Cultural Village are attached in the annexed CD-ROM as a technical output.

[3-5] Develop investment promotion materials

In the signed R/D, the Project expected to produce materials necessary for the investment promotion. However, PDTRA had already made an investment map of 25 investment projects, and CG of the five priority projects by own budget before the Project started. As a result of discussion in Nov 2016, JPT and PDTRA agreed on that the scope would be changed to the preparation of an investment handbook which was not included in the investment map as well as the organization of an investment seminar to promote the investment by using the available materials. The investment handbook which was prepared only in Arabic is attached in the annexed CD-ROM.

Figure 2.3.9 Investment Map by PDTRA (Part)



Source: PDTRA

PDTRA held meetings with local stakeholders who were interested in attracting investors in Jul 2017. PDTRA also contacted Prime Minister Office for approval and support. However, due to the change of Chief Commissioner in Jan 2017, the seminar was tentatively postponed. In Sep 2018, the seminar was finally held according to the following program. A total of 85 participants including investors interested in the tourism sector in Petra both inside and outside of the country attended the seminar. JPT also presented part of outputs of the Project including the Petra Museum.

Table 2.3.5 Program of Tourism Investment Seminar

Date	Time	Program
Day 1 Sep 17, 2018	14:00 - 18:00	Shuttle Bus from Amman to Petra
	18:00	Room Allocation and Check-In
	20:30	Petra by Night
	22:30	To Hotel
Day 2 Sep 18, 2018	09:00 - 10:00	Registration
	10:00 - 10:45	Opening Ceremony (Chief Commissioner, JICA Chief Representative, etc.)
	10:45 - 11:15	Coffee Break
	11:15 - 12:35	Session 1: World Heritage and Tourism Development Investment and Heritage, JICA Project, Investment Corporation
	12:35 - 14:00	Lunch
	14:00 - 15:00	Session 2: Investment Experience and Success Stories Wadi Araba Development Company, AYL, etc.
	15:00 - 15:30	Coffee Break
	15:30 - 16:30	Session 3: Petra's Tourism Future Recent Development and Future Plans in Petra, etc.
16:30 - 17:00	Wrapping up and General Discussion	
Day 3 Sep 19, 2018	19:00 - 22:00	Dinner
	09:00 - 11:00	Check-Out
	11:00	Shuttle Bus from Petra to Amman

Source: PDTRA, JPT

[3-6] Establish a statistical database for regional/tourism development

JPT and PDTRA started discussions on concrete needs and purpose of the database since Mar 2016.

As a result, it became clear that PDTRA would use the database for providing useful information for the investors and developer, and include the data obtained from ticket sales (nationality, number, length of stay, etc.) and the statistical data obtained from other organizations such as MOTA and national statistics bureau, etc. JPT provided referential documents useful for PDTRA for preparing specifications of the database. The related documents are attached in the annexed CD-ROM.

[3-7] Monitor and evaluate the progress of the developed plan

The increased numbers of cooperative members and their income indicate that the capacity of community-based tourism development in Petra has been steadily improving.

Table 2.3.6 Trend in Number of Members and Income of Cooperatives

Members

Cooperatives	2013	2014	2015	2016	2017
1 Nabataean Capital Association	2,345	2,360	2,348	2,354	2,396
2 Bait Al Anbat	-	-	-	120	-
3 Wadi Musa Widows	80	85	86	78	87
4 Wadi Musa Ladies Association	112	115	118	120	121
5 Petra Pottery Association	49	54	50	55	50
6 Al Rajif Association for Special Education	-	-	-	60	-
7 At Tyabeh Center for Young Women	500	550	600	600	600
8 Nabataean Ladies Association	-	-	30	31	41
Total (1+3+4+5)	2,586	2,614	2,602	2,607	2,654

Income (Unit: JOD)

Cooperatives	2013	2014	2015	2016	2017
1 Nabataean Capital Association	11,279	57,599	81,770	24,994	39,941
2 Bait Al Anbat	-	-	-	-	-
3 Wadi Musa Widows	240	255	258	234	261
4 Wadi Musa Ladies Association	15,461	15,540	19,256	23,880	24,145
5 Petra Pottery Association	6,160	10,732	7,138	6,180	6,070
6 Al Rajif Association for Special Education	-	-	-	-	-
7 At Tyabeh Center for Young Women	-	-	-	-	-
8 Nabataean Ladies Association	-	-	-	-	-
Total I (1+3+4+5)	33,140	84,126	108,422	55,288	70,417

Source: JPT recapitulated based on the interviews with each cooperative.

As the number of tourists in Petra shows a tendency of recovery since 2016, it is expected that diversification of tourism products and its contribution to the local community will be sustainably expanded by continuing the activities and trials conducted under the Project.

2.4 Output-4: Petra Museum Functions

[4-1] Establish vision and mission of Petra Museum

JPT examined the vision, missions and core values of the Petra Museum and proposed them to PDTRA by Mar 2017. The proposed vision, missions, and core values are attached in the annexed CD-ROM.

Later on July 3, 2018, PDTRA officially appointed Mr. Ibrahim Farajat as Director of Visitor Service and Museum. Mr. Ibrahim Farajat and Dr. Suleiman A. D. Farajat who was Commissioner for Petra Archaeological Park and Tourism Affairs decided the concept, vision and missions of the Petra Museum as described in the table below.

Table 2.4.1 Concept, Vision and Missions of Petra Museum

Vision	Mission	Core Value
<ul style="list-style-type: none"> The Petra Museum displays archaeological objects which are found in and around the Petra Archaeological Park. The artifacts are derived from different civilizations which Petra has fostered since the Early Stone Age to the present day with a focus on the Nabataean Civilization. The Petra Museum contains eight galleries each of which present specific theme. 	<ul style="list-style-type: none"> The vision of the Petra Museum is to be the landmark to all visitors and the social education center for all six communities in Petra Region. 	<ol style="list-style-type: none"> Documentation and restoration of archaeological objects. Education for all people, especially for students, through organization of museum events and activities. <ul style="list-style-type: none"> Exhibition of civilizations in Petra Region.

Source: PDTRA

[4-2] Establish regulation of operation and management for Petra Museum

JPT examined the necessary regulations for managing the Petra Museum and proposed them to PDTRA by Mar 2017. The proposed regulations are attached in the annexed CD-ROM.

Later, Mr. Ibrahim Farajat, Director of Visitor Service and Museum and Dr. Suleiman A. D. Farajat, Commissioner for Petra Archaeological Park and Tourism Affairs decided the major managerial regulations as shown below. By Aug 2018, Commissioner Board of PDTRA approved the regulations.

Table 2.4.2 Proposed Managerial Regulations for Petra Museum

Topic	Summary
Opening Day and Closing Day	<ul style="list-style-type: none"> No regular closing day Petra Museum closes annually six days in total: two days for maintenance of facilities., four days for fumigation of exhibition galleries.
Opening hours	<ul style="list-style-type: none"> Summer (April to October): 08:30 - 20:30 Winter (November to March): 08:30 - 19:30
Admission	<ul style="list-style-type: none"> Free admission (included in the admission fee of PAP)
Permission for shooting and leasing	<ul style="list-style-type: none"> All artifacts belong to DOA, and the necessary procedure for obtaining permission for shooting pictures or filming is regulated by the DOA.
Contractors	<ul style="list-style-type: none"> Similar to the old museum in PAP, Petra Museum will engage a museum shop operator. Janitors will be contracted similar to Visitor Center.

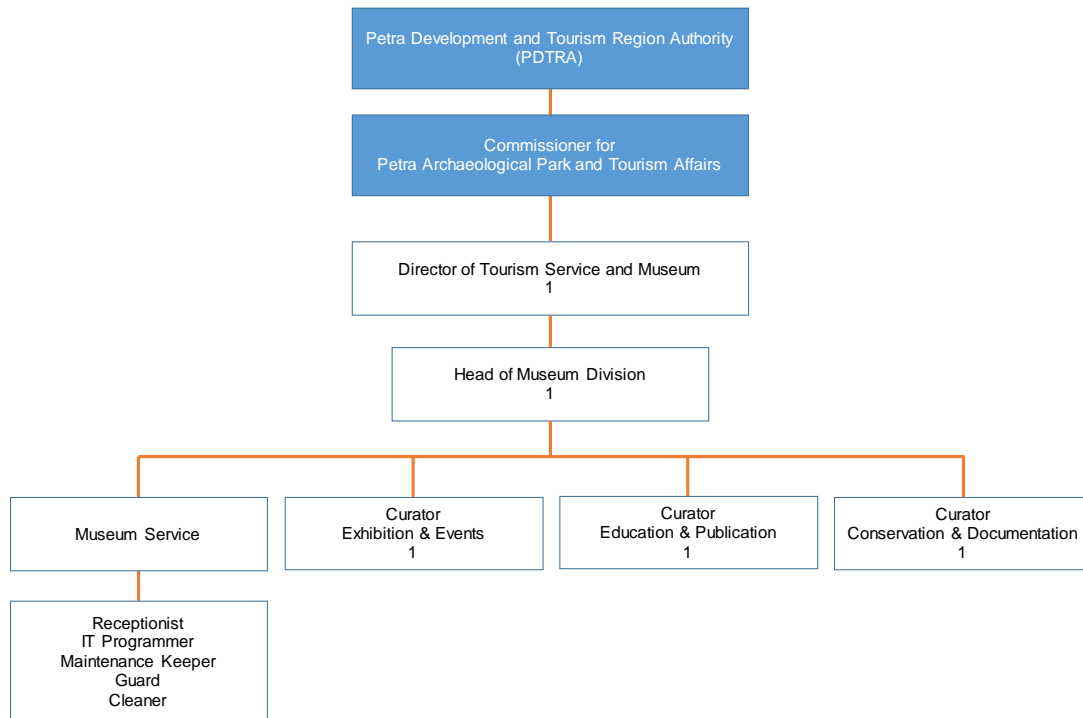
Source: PDTRA

[4-3] Identify necessary job description for Petra Museum staff

JPT examined the organization and job descriptions of the Petra Museum and proposed them to PDTRA by Mar 2017. The proposed job descriptions of the museum staff are attached in the annexed CD-ROM.

PDTRA later decided the organization to be according to the curator’s responsibility as shown in the figure below.

Figure 2.4.1 Organization Chart of Petra Museum



Source: PDTRA

In the preparation of the Petra Museum, as many PDTRA curators and staff from relevant divisions who have participated in the JICA Training “Museum and Community Development”, “Museum Training in Jordan” organized in cooperation with Husein University and Jordan Museum, and the third CP Training in Japan are expected to involve. They have acquired various knowledge and skills in conservation and restoration of artifacts, first aid and cleaning, museum management, maintenance of multi-media of the museum (IT), awareness program and education for the communities, etc. It is expected to develop their knowledge and skills through the practice. On the other hand, PDTRA needs to continuously review and appoint additional right staff in the right staff in the Petra Museum even after its opening.

[4-4] Clarify demarcation of Visitor Center and Petra Museum

JPT examined the effective use of the exhibition space at Visitor Center after the opening of the Petra Museum and proposed it to PDTRA by Mar 2017. The proposed vitalization plan is attached in the annexed CD-ROM.

Figure 2.4.2 Demarcation of Visitor Center and Petra Museum



Source: JPT

PDTRA will decide, by considering the JPT’s recommendation, how to use the exhibition space of the Visitor Center effectively before the Petra Museum opens by the Commissioner Board.

[4-5] Develop exhibition and interpretation materials

JPT and PDTRA finalized the list of artifacts of the Petra Museum and examined necessary interpretation materials.

Table 2.4.3 Exhibition and Interpretation Materials of Petra Museum

Materials	Contents
1. Graphic Panels	Graphic panels with writings, illustrations pictures, etc. 18 panels were prepared. PDTRA produced them by the contractor.
2. Labels	Labels attached to each artifact. Interpretation includes collection code, name, year (age), etc. in Arabic and English.
3. Mountings	Most mountings for artifacts are reused the existing ones in the old museum and Visitor Center. PDTRA makes new mountings by the contractor following the same design.

Source: JPT

[4-6] Develop exhibition contents

Starting from Mar 2016, the task force composed of four Jordanian archaeologists (employed by JPT), PDTRA curators and JPT together prepared the basic stories for six audio-visual contents and 22 digital signage contents for the Petra Museum.

Based on the prepared basic stories, PDTRA curators started to collect visual data (pictures, maps, and graphics) for the digital signage. JPT produced the audio-visual contents and the digital signage by sub-contracting the production companies in Jordan for the former and in Japan for the latter.

Table 2.4.4 List of Video Contents in Petra Museum

No.	Video Contents	Location	Language	Duration (min)
P-01	Endless Tides of Nabataea	Gallery 3 (Circular)	Arabic and English	9:02
P-02	Buried Secrets of Al Khazna	Gallery 4	Arabic and English	6:01
P-03	Nabataean Inscriptions	Gallery 6	Arabic and English	4:35
P-04	The Petra Memoir	Gallery 8	Arabic and English	5:17
M-01	The Power of Water	Gallery 1	Arabic and English	8:31
M-02	Local People	Gallery 8	Arabic and English	16:15

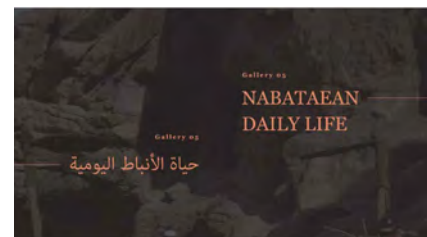
Source: JPT

Table 2.4.5 List of Digital Signage in Petra Museum

No.	Digital Signage	Location	Language
D-01	Nature of Petra	Gallery 2	Arabic and English
D-02	Petra in the Early Stone Ages	Gallery 2	Arabic and English
D-03	Petra in the Later Stone Ages	Gallery 2	Arabic and English
D-04	Beginnings of Recorded History	Gallery 2	Arabic and English
D-05	Nabataean People	Gallery 3	Arabic and English
D-06	Cultural Interaction	Gallery 3	Arabic and English
D-07	Raqmu-Petra and Egypt	Gallery 3	Arabic and English
D-08	Main Temples of Raqmu-Petra	Gallery 3	Arabic and English
D-09	Nabataean Façade Tombs	Gallery 4	Arabic and English
D-10	The Nabataean Funeral	Gallery 4	Arabic and English
D-11	Nabataean Daily Life	Gallery 5	Arabic and English
D-12	The Nabataean House	Gallery 5	Arabic and English
D-13	The Nabataean Kingdom	Gallery 6	Arabic and English
D-14	Nabataean Language and Writings	Gallery 6	Arabic and English
D-15	Trade and Caravans	Gallery 6	Arabic and English
D-16	Nabataea and Rome	Gallery 7	Arabic and English
D-17	Petra under the Romans	Gallery 7	Arabic and English
D-18	Christian Petra	Gallery 7	Arabic and English
D-19	Early Islamic Petra	Gallery 7	Arabic and English
D-20	Medieval Petra	Gallery 7	Arabic and English
D-21	Ottoman Petra	Gallery 8	Arabic and English
D-22	Living Heritage in Petra	Gallery 8	Arabic and English

Source: JPT

Figure 2.4.3 Sample of Video Contents and Digital Signage



Note: Left: Vide Contents “Endless Tides” at Gallery 3 (Circular), Right: Interface for Digital Signage

Source: JPT

[4-7] Conduct staff training for operation, maintenance, and guide for education

JPT and PDTRA planned and implemented museum staff training in three ways: 1) JICA Training in Japan “Museum and Community Development,” 2) Museum Training in Jordan at Husein University and Jordan Museum, 3) the third Counterpart Training in Japan “Museum Management Course.”

Table 2.4.6 Staff Training for Petra Museum

Training Program	Period and Participants
JICA Training in Japan “Museum and Community Development”	Sep-Dec 2015 (1 PAX), Sep-Dec 2016 (1 PAX), Sep-Dec 2017 (1 PAX)
Museum Training in Jordan at Husein Univ. and Jordan Museum	Jun-Sep 2018 (12 weeks) (16 interns and 6 officers)
Third CP Training in Japan “Museum management.”	Apr 2018 (2 PAX)

Note: The first JICA Training in Japan “Museum and Community Development” started before the Project commenced.

Source: JPT

Making most of the result of museum staff training, JPT and PDTRA organized different museum events three times during the Project period at Visitor Center and other places in Petra region. The storybook used for the second museum event is attached in the annexed CD-ROM.

Table 2.4.7 Petra Museum Events

No.	Period	Event	Target Participants
1	May 2017 (3 days)	Let’s Draw Nabataean Design on Earthenware (in cooperation with Petra Pottery Association)	All children visiting Petra
2	Nov 2017 (about 1 month)	Storybook “Laila and Habib: Glen the Brummie Tortoise Visit Petra”	Children in six communities All children visiting Petra
3	July - Aug 2018 (4 weeks)	Summer Children Forum Craft, painting, picture shooting, excursion, etc.	Children aged between 7 and 14 in six communities

Source: JPT

Figure 2.4.4 Petra Museum Events



Note: Upper: “Let’s Draw Nabataean Design on Earthenware,” Lower: Storybook “Laila and Habib”

Source: JPT

3 Project Management and Operation

3.1 Implementation Structure

3.1.1 Joint Coordinating Committee (JCC)

A Joint Coordinating Committee (JCC) was formed as a decision making the body of the Project. The Committee was held seven times during the Project period. The Minutes of Meetings (M/M) are attached in Appendix-4.

Table 3.1.1 Composition of Joint Coordinating Committee

Category	Position	Members
Jordanian Side (PDTRA)	Chair	Chief Commissioner
	Member	Deputy Chief Commissioner (Project Director)
		Commissioner for Infrastructure
		Commissioner for Financial Affairs
		Commissioner for Local Community and Environment
		Director of Cultural Resource Management (Project Manager)
		Director of Projects and Risk Management (Project Coordinator)
		Director of Investment
Director of Tourism		
Japanese Side	Member	JICA Jordan Office
		JICA Project Team (JPT)

Source: JPT

Table 3.1.2 History of Joint Coordinating Committee Meetings

Date	JCC	Major Topics
Dec 10, 2015	First JCC	Discussion and approval of Work Plan and PDM Ver. 1.0.0. Creation of a post of Project Manager and nomination of Project Coordinator.
May 10, 2016	Second JCC	Update of PDM including setup of quantitative indicators, transfer of investment promotion from Output-2 to Output-3, etc.
Nov 15, 2016	Third JCC	Minor modification of PO due to the delay of museum construction, etc.
May 18, 2017	Fourth JCC	Discussion on the production process of museum exhibition content, the nomination of curators, coordination system, and shuttle bus trial, etc.
Nov 16, 2017	Fifth JCC	Reassignment of Project Director, the abolition of the post of “Project Manager,” the nomination of the person in charge of the museum, etc.
May 8, 2018	Sixth JCC	Replacement of Project Director due to the arrival of new commissioners, demarcation of roles in preparation for the opening of the museum
Sep 19, 2018	Seventh JCC	Discussion on the results, issues, and solutions upon completion of the Project, and recommendations for achieving Overall Goal, etc.

Source: JPT

Figure 3.1.1 Joint Coordinating Meeting



Note: Left, middle and right: Second JCC meeting

Source: JPT

3.1.2 Counterpart Team

Deputy Chief Commissioner (Project Director) took overall responsibility for administration and implementation of the Project. Director of Cultural Resource Management (Project Manager) assisted Project Director. Director of External Projects (Project Coordinator) was responsible for implementation and coordination of the Project.

Table 3.1.3 PDTRA Counterpart Team

Responsibility	Position	Name
Project Director	Deputy Chief Commissioner	Dr. Emad Hijazeen (until Jun 2017) Eng. Abdel Moneim Abu Helaleh (Nov 2017 – Jan 2018) Dr. Suleiman Farajat (Jan 2018 to date)
Project Manager	Director, Cultural Resource Management	Eng. Tahani Al Salhi (until Oct 2017)
Project Coordinator	Director, Projects and Risk Management Director, External Projects (Feb 2018 – Jun 2018) Director, Visitor Service and Museum (Jun 2018 to date)	Mr. Ibrahim Farajat

Source: JPT

PDTRA nominated directors of relevant directorates as counterparts to manage the Project. The organization chart of PDTRA as of Feb 2018 with indication of relevant divisions are attached to Appendix-7.

3.1.3 JICA Project Team (JPT)

JICA Project Team (JPT) is comprised of 8 Japanese experts, two museum advisors and a few locally engaged members: the secretary, research assistants, driver, etc.

Table 3.1.4 JICA Project Team (JPT)

Category	Responsibility	Name
Japanese Experts	Team Leader /Tourism Development	Mr. Tetsuo Isono
	Institutional Building /Capacity Development /Monitoring	Mr. Hiro Okuda (until Jun 2016) Dr. Ryo Sasaki (from Jun 2016)
	Tourism Marketing /Tourism Promotion	Mr. Kazuyuki Noguchi
	Museum Management	Mr. Yusuke Namba
	Exhibition Development	Mr. Ryutaro Omagari
	Audio-Visual Content Development	Ms. Midori Yuzawa
	Community Development	Ms. Yukiko Sakai
	Coordinator /Procurement	Mr. Satoshi Ono (until Sep 2017) Ms. Nanako Matsuda (from Sep 2017)
Museum Advisors	Museum Advisor	Ms. Keiko Ishida (Ancient Orient Museum)
	Museum Advisor	Ms. Saeko Miyashita (Ancient Orient Museum)
National Staff	Tourism Marketing and Promotion Assistant	Ms. Reham Abujuhisheh Ms. Doaa Mashleh (for Reham's maternity leave)
	Community Development Assistant	Mr. Abdelrahman Nasarat
	Museum Management	Dr. Khairieh Amr, Dr. Mohammad Najjar
	Museum Exhibition Development	Dr. Saad Twaissi, Dr. Suleiman Farajat
	Secretary	Ms. Arwa Farajat Ms. Hala Farajat (for Arwa's maternity leave)
	Drivers	Mr. Qossi Semsan, Mr. Saad Farajat

Source: JPT

3.2 Result of Inputs by Japanese Side

The following tables show the inputs of the Japanese side in terms of experts (excluding Museum Advisors and Jordanian archaeologists), operation cost and equipment. The final manning schedule is attached in Appendix-3, and the list of equipment for the Petra Museum is attached in Appendix-5.

Table 3.2.1 Input of Japanese Experts

	Original Plan (Nov 2015)	Revised Plan (Jan 2018)	Final Result
Work in Jordan	57.70	58.70	58.06
Work in Japan	2.35	2.35	2.99
Total	60.05	61.05	61.05

Unit: Man-Months

Note: In January 2018, JPT revised the contract with JICA to increase 1.0 man-months.

Source: JPT

Table 3.2.2 JPT Operation Cost

	Budget (Nov 2015)	Budget (Jan 2018)	Transfer	Result	Percentage
Operation	63,582,000	49,582,000	48,838,000	42,000,000	86.0%
Sub-Contract	56,000,000	86,000,000	86,000,000	86,000,000	100.0%
Equipment	13,098,000	7,574,000	7,574,000	7,567,000	99.9%
Training in Japan	1,356,000	1,356,000	2,100,000	2,100,000	100.0%
Total	134,036,000	144,512,000	144,512,000	137,667,000	-

Unit: Japanese Yen (JPY)

Note: Result: Estimation as of the end of Sep 2018, "Training in Japan" doesn't include travel and accommodation.

Source: JPT

Table 3.2.3 Equipment provided for the Petra Museum

	Items		QTY	Procured	Date
1	Video camera	Tripod, other accessories	1 set	Japan	May 2017
2	Digital still camera	Macro lens, tripod, others	1 set	Japan	May 2016
3	Digital fabricator set	3D scanner	1 set	Japan	May 2016
4	Portable photo studio system	The lighting system, shooting stand, table, background papers	1 set	Japan and Jordan	May 2016
5	Desktop PC	For image processing and production	2 sets	Jordan	May 2016
6	Software	Multimedia	2 sets	Jordan and Online	Aug - Nov 2016
7		3D data processing	2 sets		
8		Documentation	2 sets		
9		Database	2 sets		
10	Color laser printer	Up to A3	1 set	Jordan	May 2016
11	Digital thermo-hygrometer	Wi-Fi linked	20 sets	Japan	May 2018
12	Lighting measuring meter	-	1 set	Japan	Aug 2018

Note: JPT procured according to the final list which was prepared through discussion with PDTRA based on the Record of Discussion (R/D) signed on August 11, 2015.

Source: JPT

Table 3.2.4 Equipment used by JPT

	Items	QTY	Purpose and Location	Date
1	Laptop PC Lenovo G5080	1 Set	Purpose: translation, minutes of meetings Location: Project Office	Dec 2015 Proc. in Jordan
2	Laptop PC DELL Latitude 3470	1 Set	Purpose: 3D scanning of objects and processing in PAP Location: Project Work Space in PAP Office	Oct 2016 Proc. in Japan

Note: The equipment used by JPT was also handed over to PDTRA for managing the Petra Museum.

Source: JPT

In addition, JPT provided the following technical cooperation outputs in cooperation with PDTRA counterparts throughout the Project period. These technical cooperation outputs are found in the annexed CD-ROM.

Table 3.2.5 List of Technical Cooperation Outputs

Category	Technical Cooperation Outputs (Production Date)
Output-1	<ol style="list-style-type: none"> 1. Coordination Mechanism (Mar 2017) 2. Follow-Up Survey Report (Jun 2018)
Output-2	<ol style="list-style-type: none"> 1. Current Tourism Promotion in Petra (Mar 2016) 2. Tourist Survey Result (May 2016) 3. Branding Strategy (Feb 2017) 4. Wadi Musa Tourist Map (Jun 2016) 5. Petra Seasonal Calendar (Feb 2017) 6. Visit Petra Website Japanese Page Texts (May 2017) 7. Film Industry Promotion (May 2017) 8. HRD Plan in Marketing (Nov 2018)
Output-3	<ol style="list-style-type: none"> 1. Product Diversification Plan (Nov 2016) 2. PAP Trail Map (Nov 2016) 3. PAP Signage Improvement (Aug 2016) 4. Petra City Trail Map (Jun 2018) 5. Shuttle Bus Trial (Nov 2017) 6. Elgee Cultural Village (May 2016 and Oct 2018) 7. Elgee Village Management Plan (Arabic) (Nov 2017) 8. Investment Procedure Handbook (only in Arabic) (Oct 2016) 9. Database Plan (Nov 2017)
Output-4	<ol style="list-style-type: none"> 1. Vision and Missions (Mar 2017) 2. Regulations (Mar 2017) 3. Job Descriptions (Mar 2017) 4. Visitor Center Vitalization (Mar 2017) 5. Graphic Panels (Mar 2017) 6. Museum Label Design (Sep 2018) 7. Six Video Contents (Aug 2018) 8. Twenty-Two Digital Signage (Screen Shots as of July 2018) 9. Museum Training Evaluation (Sep 2018) 10. Storybook for Museum Event (Oct 2017) 11. Guideline for the Petra Museum Logo (Jun 2018) 12. Museum Brochure (Oct 2018)
PR	<ol style="list-style-type: none"> 1. Project Newsletter (from Sep 2016 to Sep 2018)

Source: JPT

JPT sub-contracted the specialized and experienced companies in Jordan or Japan for the following productions after consolidating the concept in cooperation with PDTRA counterparts.

Table 3.2.6 Sub-Contracted Production

Activity	Production	Details	Sub-Contract Companies	Contract
4-6	Petra Museum: Audio-Visual for projector and screen	Circular projection (1) Square projection (3) Monitor video (2)	SYNTAX (Jordan)	From Nov 29, 2017 To Aug 31, 2018
4-6	Petra Museum: Digital Signage System	22 digital signage contents for 22 sets of touch-panel monitors (2 monitors compose 1 set)	NHK Enterprises (Japan)	From Feb 16, 2018 To Aug 31, 2018

Source: JPT

3.3 Training in Japan and Training in Jordan

3.3.1 Counterpart Training in Japan

JPT organized the following counterpart training in Japan which contribute to the achievement of the Project Purpose and Outputs three times during the Project period. The participants are listed in Appendix-4.

Table 3.3.1 Counterpart Training in Japan

No.	Period/Duration	Major Contents	Participants
1	Sep 2016 (11 days)	Community-Based Tourism: <ul style="list-style-type: none"> • Nikko (municipality, Toshogu Shrine, Edo village, Highland, etc.) • Asakusa (Visitor Center, Sensoji Temple, model shops, etc.) • Tourism EXPO, tour company, the guidebook publisher • Museums (Edo-Tokyo Museum, Ancient Orient Museum) 	6 PAX (2 female) All PDTRA
2	Sep 2017 (11 days)	Community-Based Tourism: <ul style="list-style-type: none"> • Asakusa (Visitor Center, Sensoji Temple, model shops, etc.) • Tourism EXPO, tour company, the guidebook publisher • Nikko (Toshogu Shrine, Edo village, Oya quarry, Kuriyama, etc.) • Museums (Edo-Tokyo Museum, Ancient Orient Museum) • Embassy of Jordan in Japan 	7 PAX (2 female) PDTRA 4 PAX Community 3 PAX
3	Apr 2018 (12 days)	Museum Management Course (2 PAX): <ul style="list-style-type: none"> • Tokyo (National Museum, Ancient Orient Museum, etc.) • Kanazawa/Toyama (21 Century Museum, Glass Museum, etc.) • Yokohama (History Museum, Otsuka Archaeological Park) • Tokyo/Kawagoe (Kawagoe Municipal Museum, Edo-Tokyo Museum) • Embassy of Jordan in Japan Community-Based Tourism Course (4 PAX): <ul style="list-style-type: none"> • Similar to the second counterpart training except for Tourism EXPO • Museums (Kawagoe Municipal Museum, Edo-Tokyo Museum) • Embassy of Jordan in Japan 	6 PAX (2 female) PDTRA 5 PAX Community 1 PAX

Source: JPT

Figure 3.3.1 Counterpart Training in Japan



Note: Left: Lecture at a wholesale tour company, Middle: CBT in Nikko, Right: Visiting Jordanian Embassy in Tokyo

Source: JPT

3.3.2 Visit Program to Japan

In parallel with the first counterpart training in Japan (Sep 2016), JPT organized a Visit Program to Japan for two commissioners. The purpose was to promote a better understanding of JICA, participate in JATA Tourism EXPO and a part of counterpart training. Unfortunately, one commissioner was forced to cancel due to the emergent issue. As a result, commissioner for financial affairs alone joined in the program.

3.3.3 JICA Training in Japan

In addition to the counterpart training in Japan, JPT sent PDTRA officers to the various JICA training in Japan aiming at developing the capacity.

Table 3.3.2 JICA Training in Japan

Period/Duration	Training Title	Implemented by	Participants
Sep 2015 (83 days)	Museum and Community Development	JICA Kansai International Center	1 PAX
Sep 2016 (83 days)	Museum and Community Development	JICA Kansai International Center	1 PAX
Sep 2017 (83 days)	Museum and Community Development	JICA Kansai International Center	1 PAX
Sep 2017 42 days)	Tourism Promotion and Marketing (B)	JICA Tokyo International Center	1 PAX
Apr 2018 (25 days)	Branding and Marketing of Products utilizing local resources (A)	JICA Chubu International Center	1 PAX

Note: The first JICA Training in Japan “Museum and Community Development” started before the Project commenced.

出典： JPT

3.3.4 Training in Jordan

JPT organized the following training in Jordan.

Table 3.3.3 Training in Jordan

Period/Duration	Training Title	Location	Participants
Apr 2016 (2 days)	CBT Training	Salt	12 PAX + 3 PDTRA
Feb 2017 (1 day)	Petra Brand Training-1	Petra (Marriott Hotel)	50 PAX + 3 lecturers
Mar 2017 (2 days)	SNS Marketing Training	Petra (PAP Office)	15 PAX + 2 lecturers
Oct 2017 (1 day)	Study Tour “Amman Design Week”	Amman	8 PAX
May 2018 (3 days)	Petra Brand Training-2 and Cooperative consultation	Petra (Marriott Hotel) Wadi Musa, etc.	50 PAX + 4 lecturers
Jun 2018 to Sep 2018 (12 weeks excluding OJT)	Museum and Tourism Promotion Training	Husein Univ. Jordan Museum, JTB, etc.	6 PDTRA, 16 interns

Source: JPT

3.4 Public Relations

JPT established a Project Website within “ODA Website” of JICA targeted for periodically report the progress of the Project to Japanese people. In Petra, JPT established a Project Facebook to share the plan and result of activities.

In addition, JPT started to issue monthly Newsletters from Sep 2016. JPT distributed the newsletters on the Project Facebook and delivered hard copies to major cooperative groups and business groups involved in the Project. The newsletters from Sep 2016 to Sep 2018 are attached in the annexed CD-ROM as a technical output.

4 Result of Technical Cooperation

4.1 Achievement in Overall Goal, Project Purpose, and Outputs

The following table summarizes the achievement level of verifiable PDM indicators for Overall Goal, Project Purpose, and Outputs which were agreed on at the second JCC meeting.

Table 4.1.1 Achievement Level of the Project

Overall Goal	Verifiable Indicator	The situation as of October 2018
Overall Goal: Community-based regional tourism development is implemented continuously in Petra.	1. Level of satisfaction of local residents and tourists is to be increased by 10% respectively by 2020.	<ul style="list-style-type: none"> Local residents: Baseline surveyed in Feb 2016 was 54.2% and Endline surveyed in 2018 was 83.3%. There was an increase of 29.1%. Tourists: Baseline surveyed in Apr 2016 was 75% and Endline surveyed in May 2018 was 84%. There was an increase of 9%. An effort is to be maintained.
	2. Tourist activities newly developed by the Project enable 5% more local residents to participate in tourism business and increase income level by 5% by 2020.	<ul style="list-style-type: none"> Participation: Baseline surveyed in 2015 was 2,602 members in 6 community groups, and Endline in 2018 was 2,654 in the same groups. There was an increase of 2.0%. Income: Baseline in 2016 was +1.95% in the past three years (AAGR), and Endline in 2018 was +1.59%. The result indicated that the income remained stagnated.
	3. Number of tourists is to be increased by 5% by 2020.	<ul style="list-style-type: none"> The number of tourists 2015-2017 has increased by 22.88% annually.
	4. Number of repeaters is to be increased by 5% by 2020.	<ul style="list-style-type: none"> The number of repeaters in 2016 was 66 among 445 respondents representing 15%. That in 2018 was 13 among 104 representing 13%. There was a decrease of 2%. More effort is needed to achieve the Overall Goal.

Project Purpose	Verifiable Indicator	The situation as of October 2018
Project Purpose: The capacity of PDTRA for sustainable community-based regional tourism development is strengthened.	1. The number of policies, plans, and activities implemented by PDTRA as a part of the Project is to be more than 10.	<ul style="list-style-type: none"> 25 items: 1-3) Tourism promotion plans (2016, 2017, 2018), 4) Tourist map, 5-6) 2 trial Petra festivals, 7) Festival in UK, 8) HRD plan in marketing, 9-13) 5 PAP trekking route improvement, 14-19) City trail development in 6 communities, 20-21) 2 Petra brand workshops, 22) SNS marketing training, 23) Shuttle bus trials, 24) Tourism investment seminar, 25) Museum and tourism promotion training.
	2. Level and changes of PDTRA's capacity on tourism /regional development is to be improved by 10% after the Project.	<ul style="list-style-type: none"> Baseline surveyed in Apr 2016 was 82% and Endline surveyed in May 2018 was 87.5%. There was an increase of 5.4%. The change was smaller than the target rate probably due to the unexpectedly high baseline level. The endline survey identified the amended Baseline to be 27.5%. Against the amended Baseline, the change was an increase of 60% (See Follow-Up Survey Report found in the attached CD-ROM).
	3. Level and changes in stakeholders' awareness and ownership in regard to tourism /regional development is to be improved by 10%.	<ul style="list-style-type: none"> Baseline surveyed in Feb 2016 was 54.2% and Endline surveyed in May 2018 was 83.3%. There was an increase of 29.1%.

Outputs	Verifiable Indicator	The situation as of October 2018
Output-1: Coordination system among stakeholders of Petra regional tourism development is established.	1-1 The coordination mechanism of Petra regional tourism development among stakeholders is to be in practice by May 2017.	<ul style="list-style-type: none"> The structure of coordination mechanism was agreed on between PDTRA and JICA in May 2017. However, the first meeting was held in Aug 2017 due to insufficient time for preparation before Ramadan, which was agreed on in the fourth JCC meeting.
	1-2 Number of activities of newly established stakeholders' coordination mechanism is to be more than 10.	<ul style="list-style-type: none"> 20 activities were made: 1) Petra tourist map, 2) PAP trail maps, 3-4) 2 trial Petra festivals, 5) Festival in the UK, 6) Seasonal calendar, 7-12) City trails in 6 communities, 13-14) 2 Petra brand workshops, 15) SNS marketing training, 16-17) 2 museum events, 18) Elgee cultural village management plan, 19) Shuttle bus trial, 20) Tourism investment seminar.
	1-3 Level of interests and participants' satisfaction with regard to tourism development is to be increased by 10%.	<ul style="list-style-type: none"> Baseline surveyed in Feb 2016 was 54% and Endline surveyed in May 2018 was 83.3%, which was an increase of 29.1%.
	1-4 Number of stakeholder meetings is to be more than 10.	<ul style="list-style-type: none"> 17 times including WG meetings: 1) Dec 2015, 2-3) Jan, 4) Feb, 5) Apr, 6) May, 7) Jun, 8) Jul, 9) Aug, 10) Oct 2016, 11) Feb, 12) Mar, 13) Aug, 14) Oct, 15) Nov 2017, 16) May, 17) July 2018.
Output-2: Tourism promotion planning and implementation capacity of PDTRA is strengthened.	2-1 Number of activities formulated in the tourism promotion plan is to be more than 12 annually.	<ul style="list-style-type: none"> 16 activities in 2016, 13 activities in 2017 and 9 activities in 2018 (See Chapter 2.2). The average was 12.7 activities annually.
	2-2 Number of tourism promotion activities implemented and promotion materials made is to be more than 12 annually.	<ul style="list-style-type: none"> 2016: 17 activities: 1) Release new statistics, 2) video for tourism promotion, 3) gift packages, 4) making new brochures, 5) amendment of "Visit Petra" website, 6-10) participation in travel trade fairs (5 times), 11) FAM trip, 12) PAP trail map, 13) Petra Festival, 14) Visit Petra Facebook, 15) sales in Aqaba, 16) Petra Desert Marathon, 17) media tour. 2017: 20 activities: 1-5) participation in travel trade fairs (5 times), 6) Petra Festival, 7) seasonal calendar, 8) Branding, 9) adding Japanese texts to "Visit Petra" website, 10) video for tourism promotion, 11) adding French texts to "Visit Petra" website, 12) Visit Petra Instagram, 13) Visit Petra Facebook, 14) updating PAP trail map, 15) roadshow in South American countries, 16) roadshow in China, 17) Petra Desert Marathon, 18-20) media trip from Japan (3 times) 2018: 12 activities: 1-3) participation in travel trade fairs (3 times), 4) training course at JTB, 5) Branding, 6) adding Japanese texts to "Visit Petra" website, 7) promotion to filming industry, 8) Visit Petra Facebook, 9) Visit Petra Instagram, 10-11) invitation of Japanese TV (2 times), 12) Petra Desert Marathon

Outputs	Verifiable Indicator	The situation as of October 2018
Output-3: Tourism product development in collaboration with local community and implementation capacity of PDTRA is strengthened.	3-1 Number of newly planned new tourism products is to be more than 12.	<ul style="list-style-type: none"> 15 items: 1-5) 5 PAP trekking route improvement, 6-7) 2 trial Petra festivals, 8-13) 6 city trail maps, 14) Elgee cultural village management plan, 15) Shuttle bus trial.
	3-2 Number of newly developed tourism products is to be more than 8.	<ul style="list-style-type: none"> 12 items: 1-3) 3 PAP trekking route improvement, 4-5) 2 trial Petra festivals, 6-11) 6 city trail maps, 12) Shuttle bus trial.
Output-4: Necessary functions of Petra Museum for its opening are built up.	4-1 Number and type of newly developed materials and documents for Petra Museum are more than 4 types and 45 materials.	<ul style="list-style-type: none"> 4 types and 51 items: 1) 18 graphic panels, 2) 6 video productions, 3) 22 digital signage contents, 4) Museum brochures in 3 languages.
	4-2 Result of staff training represented by achievement is to be more than 80%.	<ul style="list-style-type: none"> The average of the result reached 4.28/5.00 (85.6%) among the 12 participants in the museum training in Japan and Jordan. Refer to No. 08 of Output-4 of the technical cooperation in the CD-ROM.

Note: The evaluation of verifiable indicators is described in the "Follow-Up Survey Report" in the attached CD-ROM.

Source: JPT

4.2 Evaluation of the Project

The previous section evaluated the degree of achievement of the overall goal, project purposes, and outputs by analyzing values of the quantitative indicators. In this section, we evaluate by the five evaluation criteria: 1) relevance, 2) effectiveness, 3) efficiency, 4) impact and 5) sustainability.

4.2.1 Appropriateness

It is concluded that the relevance of this project (consistency with the policies, the upper plans, and the needs) is HIGH during the whole project period and it is expected that it will continue to be high from now on.

It is understood that no big change in policy priority has been made if we look through “The Jordan National Vision and Strategy” explaining socio-economic development goal targeting 2015 -2025, “Executive Development Program” explaining the detailed program during the initial three years of the Strategy (2016-2018) and the National Tourism Strategy 2011-2015.

Also, the tourism sector is identified as one of the important sectors in the new “Country Assistance Policy for Jordan” (July 2017) and the “Rolling Plan” (April 2017) prepared by Japanese Government based on the said strategy and program prepared by Jordanian Government. This project maintains to be consistent with the Basic Policy of Assistance in the above Policy and Rolling Plan, namely “Enhancement of Regional stability and Development of Industrial Infrastructure for Economic Growth,” and its priority area, namely “Support for Self-reliant and Sustainable Economic Growth” of Jordan.

In addition, in terms of identification of the target areas and groups, the project includes the activities not only benefiting the direct counterparts but also enabling the community groups to become the major actors and, as a result, they became capacitated during the project period. Thus, identification of the direct and indirect target groups is also judged as relevant.

4.2.2 Effectiveness

It is concluded that the effectiveness of this project (achievement of the project purpose) is HIGH because of the following reasons.

The project purpose of this project is set as the “capacity of PDTRA for sustainable community-based regional tourism development is strengthened.” The outputs implemented by PDTRA are set as 1) Coordination system is established; 2) Tourism promotion is strengthened; 3) Tourism product development is strengthened, and 4) Necessary function of Petra Museum for its opening is built up. It is concluded that the implementation capacity among PDTRA staff has been strengthened through the implementation of planned activities under each of four outputs, collaboration with JPT counterparts and attendance to a series of training.

In addition, as the previous section shows, it is quantitatively confirmed that the high effectiveness is achieved by comparison of the baseline survey data collected at the beginning of the project and the endline survey data collected at the almost end of the project.

4.2.3 Efficiency

It is concluded that the efficiency of this project (comparison between outputs and inputs) is **HIGH** because of the following reasons.

Inputs (inputs of experts and monetary resources) have been made as planned whereas outputs (direct deliverables, number of training, etc.) have been produced more than planned as shown quantitatively in the previous section. Thus, it should be concluded that high efficiency is achieved by comparing the inputs actually made and the outputs produced more than the initial targets.

In addition, UNESCO, UNDP, USAID and other donors have collaborated with the project in preservation and maintenance activities of the Petra Heritages. Those collaborations have further promoted the efficiency of the project. Especially, the activities of UNESCO have contributed to the enhancement of efficiency of the project in several cases. For example, the Forum for Integrated Management Plan that has been set in January 2017 in assistance of UNESCO and it consists of nine thematic groups. Members of the project were invited and joined three out of nine committees of the Forum, and they were: Group 1: Local community participation; Group 8: Visitor service, interpretation and museum; and Group 9: Tourism. Another example is that the booth named “seek weathering prevention project” was registered and operated by UNESCO at the Petra Festival held as a part of the project in May 2016. The participation fairly contributed to enhancing the efficiency of the Project.

4.2.4 Impact

It is concluded that the project has **FAIRLY IMPACTED** (contribution to the overall goal and the outside the framework) and it is expected to continue. However, medium- and long-term monitoring and evaluation is necessary.

The overall goal of the project is set as “Community-based regional tourism development is implemented continuously in Petra,” and it is expected that the tourism development benefitting community groups will be sustainably achieved. It is confirmed that the outputs that community groups joined have been made more than planned, and thus the overall goal has been achieved by a certain degree by analyzing values of the set quantitative indicators. It is expected that the number and the extent of community groups benefitted by those activities will be increased by continuously holding those activities.

Moreover, the activity namely “cleanup campaign” which enhances the consciousness of conservation of the Heritage and tries preventing graffiti and littering of garbage started the implementation of the action plan prepared by the participants to the counterpart training in Japan. It is confirmed that the self-consciousness of Jordanian counterparts has raised and, as a result, they started this kind of actions that promote the increase of impact of the project

In addition, the collaboration between activities under the output-4 and the activities related to the Petra Museum has been pursued, and this synergy effect is one of the expected impacts generated by the collaboration between this technical assistance project (TA project) and the grant project (Construction of the Petra Museum).

4.2.5 Sustainability

It is concluded that the sustainability of this project (sustainability of policy aspect, technical aspect, organizational aspect and financial aspect) is HIGH because of the following reasons.

As policy aspect, tourism is one of the main industries of Jordan, and the policy priority has continuously high, and it is expected to maintain its status in the future.

Moreover, the capacity of various departments and sections of PDTRA has been strengthened in terms of planning, implementation, and monitoring and evaluation during the project period and it will contribute to the high sustainability of technical aspect.

Furthermore, it is expected that the sustainability of organizational aspect including community groups would become strong if community groups feel the benefit of the project and participation in the project activities increase. To realize such a situation, it is necessary that PDTRA should ask community groups for continuous collaboration and participation.

On the other hand, although the sustainability of financial aspect had been long concerned until recently, the number of visitors turned to be increased since the regional situation got better in 2016. It is expected that the financial situation of both PDTRA and community groups would be gradually improved because sales of two-day and three-day tickets have increased these days. However, it is necessary to keep close eyes on the financial situations because it would be affected by the change in numbers of tourists affected by the rapidly changing regional situation in the Middle East.

4.3 Issues, Solutions and Lessons Learned

This Section describes the issues, solutions, and lessons learned which PDTRA counterpart and JPT encountered through the implementation of the Project according to the four Outputs.

4.3.1 Output-1: Coordination System

The major issues for seeking a workable coordination mechanism between the public and private sectors were conflicting benefit and interests among communities and tourism businesses. Hotels and travel agencies are concentrated in Wadi Musa. The residents in Umm Sayhoun have vested rights to operate souvenir shops and camel riding in Petra Archaeological Park. Hotels and travel agencies feel more interest with the relationship to the travel agencies in Amman and abroad than local communities in Petra Region.

Figure 4.3.1 Different Nature of Participation in Tourism in Petra Region



Note: Left: Wadi Musa where many hotels and restaurants are located; Middle: Umm Sayhoun which is established on a hill overlooking PAP; Right: Rajif where many olive and fruit farms are seen.

Source: JPT

Figure 4.3.2 Different Tourism Businesses in Petra Region



Note: Left: An international hotel in Wadi Musa; Middle and Right: Tourist businesses found in PAP.

Source: JPT

PDTRA empirically knows that a meeting with all stakeholders of the private sector cannot produce anything except conflict of opinions. PDTRA and JPT decided to hold separate meeting and workshops by working groups (WG-2 and WG-3) which have common benefit and interest, by aiming at making a habit of discussion on the common issues with clear goals. PDTRA played a role of coordinator in the meetings and workshops.

Based on the discussions with communities, tourism businesses, professors as well as an examination of good practices in the world, JPT proposed PDTRA to establish a workable coordination mechanism with limited members. It was fortunate that the Nabataean Capital Association², established in 2012 with the participation of

² Nabataean Capital Association is, different from other cooperatives, a registered association for community development.

more than half of residents in six communities in Petra region, was functioning. If the Project could improve the awareness and capacity of the core members of association through the Project activities and counterpart training in Japan, the future development of tourism supply chain among the communities can be expected.

4.3.2 Output-2: Tourism Promotion

Petra is the most popular tourist site in Jordan. Jordan Tourism Bureau (JTB), a national tourism organization, has initiated a worldwide tourism promotion. It is not too much to say that PDTRA has fully depended totally on JTB rather than cooperated with JTB for tourism promotion of Petra. It is true that PDTRA has started own tourism promotion in cooperation with some private companies such as Turkish Airlines and Hyundai Motors. However, the initiative is rather from the private company side, and advertisement factor is stronger than tourism promotion for Petra. International organizations and NGOs³ are also active in Petra, but similarly, the initiative of PDTRA seems always limited. This may be because of limited information which PDTRA can disseminate to the world tourism market due to the inexistence of the coordination mechanism of PDTRA with local communities.

The tourism markets for Petra can be classified into three major markets: traditional market including Europe and North America, etc.; emerging market including Southeast Asia and South America, etc.; and Domestic and Arab market. Two-day one-night group tours are still the most popular for the emerging market. On the other hand, tourists from the traditional market started enjoying Petra Archaeological Park by spending not only one day but also two to three days.

Figure 4.3.3 Major Tourism Markets in Petra



Note: Left: Traditional market (FIT from France); Middle: Emerging market (a group tour from Indonesia); Right: Arab market (a study tour from Amman)

Source: JPT

For promoting Petra to the emerging market, it might be still effective and efficient to approach to travel agencies in the market countries (B2B). For increasing the economic benefit from the Arab market, it would be effective to improve the tourist services outside of the park as the visitors come with their families as a part of recreation. On the other hand, tourists from the traditional market would find other attractive destinations unless PDTRA takes promotional actions. It is necessary to utilize diversified accommodation styles, traditional cuisine, traditional music and dances, souvenirs including handicraft and spices for tourism promotion targeted for the traditional market. The potential tourists cannot make a travel plan including such a new and valuable experience unless

The association signs with PDTRA a MUOU composed of 17 articles including operation of restaurants and souvenirs at Visitor Center, Elgee cultural village and community-based tourism, etc.

³ Major international organizations include UNESCO, UNDP, USAID, etc. NGOs are mostly concerned with animal abuse, child labor, etc. The Project collaborated with an NGO to make a flyer in Japanese for alleviating animal abuse.

PDTRA provides them with community-based tourism information.

The Project established a basis for dissemination of community-based tourism for tourism promotion purpose through coordination mechanism under Output-1 and Petra Brand under Output-3. If PDTRA doesn't continue, it will be in vain. It is important for PDTRA to take the initiative in implementing the tourism promotion by disseminating the community-based tourism information.

4.3.3 Output-3: Tourism Product Development

As the Petra region is a tribal society with limited population moves among different tribes, the benefit from tourism is also unevenly distributed. In Wadi Musa where many hotels, travel agencies and restaurants are situated, people can easily participate in the tourism businesses. In Umm Sayhoun, a village where Bedouins who ever lived in the Petra Archaeological Park have resettled, people have vested rights in the park. Small-scaled inns and tour operators are found in the village. In Baidha, another Bedouin village, people have vested rights in Little Petra. In Taybeh and Rajif, two communities along the Kings' Highway, touristic route with a scenic view of Petra, although a few luxury hotels and souvenir shops are located, people have little chance to run a tourism business in their hometowns. In Dlagha, the southernmost community in Petra region, also a Bedouin village and away from the Kings' Highway, people rarely have a chance to see tourists and live self-sustaining lives. In general, women have fewer chance to find jobs due to the separate men and women societies. However, the situation differs community by community because women have been important workforce in Bedouin families.

Figure 4.3.4 Major Handicraft Products in Petra



Note: From Upper Left: Mosaic, pottery, silver products, weavings, puppets, accessories.

Source: JPT

Under such circumstances, there are many cooperatives mainly composed of women and producing handicraft supported by donors. They are making very similar products and lack of marketing mind and knowledge. These are the main challenges for them.

Although the cause lays somewhere deeper, the Project tried to provide opportunities for cooperatives to

understand better the marketing mechanism. The Project aimed to foster cooperation among cooperatives and did not provide support to the individual cooperative by organizing SNS marketing training which is commonly used by youth and women in the region, study tours to Salt Brand shop, Amman Design Week, etc. to learn by themselves. The Project also frequently organized working group meetings and workshops to identify issues by themselves and establish a network among cooperatives.

4.3.4 Output-4 : Petra Museum Functions

In Nov 2015, when the Project started, the Visitor Center had already started its exhibition corner. The exhibition corner is composed of six galleries and virtually a museum. The exhibition corner was included in the original design as a function of the Visitor Center which had been supported by USAID.

Figure 4.3.5 Exhibition Conner of Visitor Center



Source: PDTRA

The exhibition corner provides an opportunity for visitors to learn the historical background and appreciate the excavated artifacts which are hardly seen in the Archaeological Park. The corner provides an audio-visual room and monitors to see the video produced by various excavation teams and JTB. On the other hand, there is no curator who is an important part of a museum. During three-year of the Project period, the exhibition in the Visitor Center has not updated at all.

The Project extended technical cooperation to PDTRA for management of the Petra Museum which was being built by the Japanese Grant Aid, and preparation of exhibition contents as well. The emphasis was laid on that the Petra Museum would not only show the objects and video clips as the exhibition corner of the Visitor Center, but the museum curators would acquire the capacity to manage and update the exhibition continuously, and the museum would be a social education center for raising awareness of local communities in Petra region. JPT supported PDTRA to reach this goal by providing the museum training composed of counterpart training in Japan, JICA training in Japan and three-months museum training in Jordan as well as by organizing the museum events of different themes three times during the Project period.

4.4 Recommendation for Achieving Overall Goal

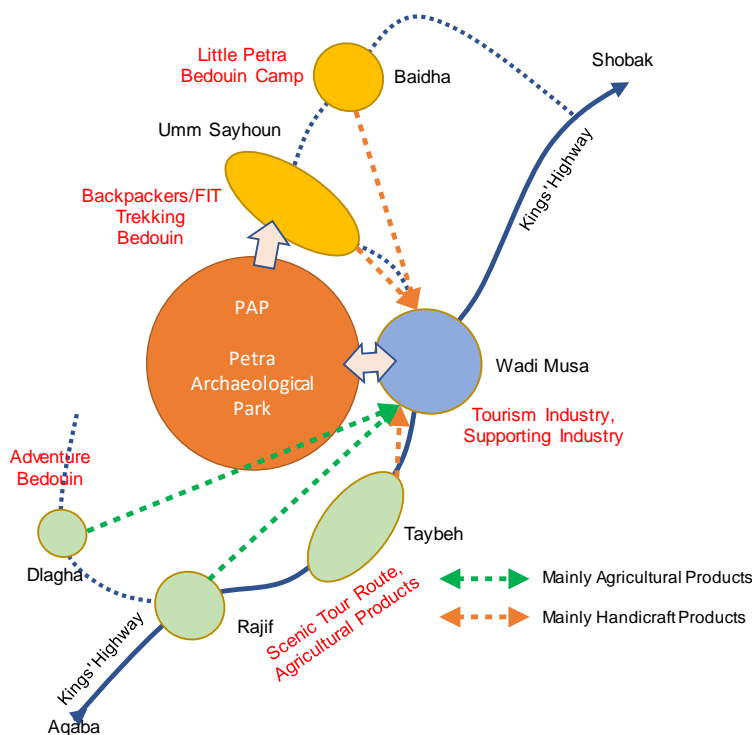
This Section describes recommendations to PDTRA for achieving the Overall Goal of the Project by the year 2020 which was agreed on in the PDM, according to the four Outputs of the Project.

4.4.1 Output-1: Coordination System

It is important for PDTRA to take the initiative in organizing periodical coordination mechanism meetings, for example, twice a year in May and October, after one month of every high season.

In the meetings, the members representing the tourism industries and those representing the six communities (Nabataean Capital Association) would discuss the issues appeared during the last high season and drew a roadmap to solve the issues before the next high season. At the same time, PDTRA forms working groups composed of concerned parties to make an action plan and implement it. By repeating such practice, a tourism supply chain or tourism value chain would be established among tourism businesses and six communities in Petra region.

Figure 4.4.1 Image of Future Supply Chain in Petra Region



Source: JPT

When the raised specific issue requires a long-term strategy, PDTRA will discuss with the Government such as MOTA, DOA, etc. individually or upon the existing Advisory Board of PDTRA to determine the directions.

4.4.2 Output-2: Tourism Promotion

The tourism markets in Petra can be classified into three: traditional market including Europe, North America and Japan, etc.; emerging market including China, Asia, East Europe and South America, etc.; and Arab market including domestic tourists and surrounding countries. As different promotion approaches are needed depending on the markets, PDTRA needs to train professional staff. It is not for the director level but for the officer level as directors are shuffled periodically.

Table 4.4.1 Necessity for Tourism Promotion according to the Markets

Markets	Areas	Characteristics	Useful Marketing Approaches
Traditional Market	Europe, North America, Japan, etc.	<ul style="list-style-type: none"> • Many people have already visited Petra. • Aging societies with decreasing population. • Interests in competing tourist destinations. 	<ul style="list-style-type: none"> • To raise the satisfaction of visitors to get more repeaters. • To propose new attractions and new experience to potential tourists. • To provide with accommodation facilities targeted to FIT at different grades.
Emerging Market	China, Asia, East Europe, South America, etc.	<ul style="list-style-type: none"> • Tourism, mainly group tours, is booming thanks to economic expansion. • The population is continuously increasing. • Petra is a new destination because of increased interests in different culture. • However, long holidays cannot be expected yet. 	<ul style="list-style-type: none"> • To approach travel agencies and media in the source countries. • To improve the level of services and foods particularly at hotels for group tours. • To develop souvenirs of reasonable prices but not made-in-China (the souvenir will attract more tourists).
Arab Market	Jordan and surrounding countries	<ul style="list-style-type: none"> • Holidays and recreation. • Shorter stay in Petra • Petra is not of a different culture. 	<ul style="list-style-type: none"> • Although it is not easy to attract this market through the cultural experience, local food has a strong influence. • To raise the satisfaction of visitors by focusing on “Value for Money.” • It is rather easy to get a quick response for the promotion in the low season as the traveling distance is short. • Similarly, promotion through events such as the festival is effective for this market.

Source: JPT

Under the Project, PDTRA officers in charge of tourism have developed their knowledge and skills in tourism marketing through collaboration, participation in the counterpart training in Japan, JICA training in Japan, etc. It is important for PDTRA to continue the human resource development by utilizing every opportunity for tourism marketing training in and out of Jordan., and use the acquired knowledge and skills for practical tourism marketing and promotion through coordination mechanism/

4.4.3 Output-3: Tourism Product Development

In Petra, community-development and operation of based tourism product are initiated by various cooperatives and individuals. However, the weakness lies in a weak relationship with the tourism business, both for FIT and group tourists,

For addressing this issue, it is necessary to develop Petra Brand by encouraging the cooperatives and similar local enterprises, and strengthen the relationship with tourism business through coordination mechanism. PDTRA is expected to take the initiative in registering and promoting the Petra Brand common for each product and service, encourage cooperatives to register their products as part of Petra Brand and play a role of coordinator for strengthening the relationship between the cooperatives and tourism businesses.

Table 4.4.2 Development of Petra Brand

Process	PDTRA	Cooperative Groups	Tourism Businesses
1. Registration of Petra Brand as an Umbrella Brand	✓	✓	
2. Workshop or Seminar on Petra Brand	✓	✓	✓
3. Application for recognition and appraisal of Petra Brand products and services	✓	✓	
4. Marketing and sales of Petra Brand products and services		✓	✓

Source: JPT

For making Petra Brand valuable and effective, PDTRA needs to define the criteria for recognition of Petra Brand products and services, appraise the application of cooperatives whether their products meet the criteria. The following tables indicate examples for the criteria and the scope of Petra Brand products and services.

Table 4.4.3 Criteria for Recognition of Petra Brand (Example)

Criteria for recognition of Petra Brand Product (Example)	<ul style="list-style-type: none"> • Applicants are to be registered enterprises or cooperatives in Petra region. • Products and services are to be strongly relevant to Petra region. • Products and services must satisfy the Jordanian standards for quality and safety. • Products and services must inherit history, culture, technology or design of Petra region. • Products and services must satisfy the environment code of Jordan with sufficient consideration for recycling. • Other special features (originality, creativity, uniqueness, etc.)
---	--

Source: JPT

Table 4.4.4 Scope of Petra Brand Products (Example)

Category	Products and Services (Example)
Handicraft and Art Works	Pottery, mosaic, weaving, cloths, silver products, accessories, etc.
Foods	Jam, cheese, vegetable, fruits, meats, etc.
Experience	Home visits, olive and fruit harvesting, barbecue, etc.

Source: JPT

Under the leadership of PDTRA, it is expected that local residents in the six communities would participate, directly or indirectly, in the tourism development in Petra by diversifying the tourism products, strengthening the relationship with tourism businesses including hotels, travel agencies, restaurants, etc. Through such practice, it can be expected increased satisfaction of tourists which will increase repeaters and higher expenditure of tourists, and finally increased the living standard of local residents in Petra region.

In addition, it is important to attract the investment from outside of Petra Region. The officers in charge of investment at PDTRA need to cooperate with Jordan Investment Commission to advertise and promote excellent investment opportunities in Petra.

4.4.4 Output-4: Petra Museum Functions

The Petra Museum is expected to disseminate interactive information by the curators in charge of exhibition and event, education and publication, and conservation and documentation, not like the museums ever existed in Petra which had displayed the excavated artifacts for providing information of the cultural heritage in a one-way manner.

In addition to maintaining functions of the Petra Museum, it is important to utilize the museum as a core for the community development. It is necessary to continue and enrich the museum events which the Project has organized a few times on a trial basis for tourism promotion and community development in Petra region.

Table 4.4.5 Events and Activities of Petra Museum (Example)

Purpose	Targets	Examples of Activity	In or Out of Museum
Community Development	Residents	<ul style="list-style-type: none"> • Town walking for seeking themed history • Local history class of Petra region 	<ul style="list-style-type: none"> • IN • IN
	Children	<ul style="list-style-type: none"> • Storybook telling • Storybook telling by visiting schools • Drawing Nabataean design on earthenware • Papercraft of Nabataean architecture • Summer children forum 	<ul style="list-style-type: none"> • IN • OUT • IN • IN • IN and OUT
Tourism Promotion	Tourists	<ul style="list-style-type: none"> • History class of Petra • Town walking along themed history 	<ul style="list-style-type: none"> • IN • OUT
	Children among Tourists	<ul style="list-style-type: none"> • Storybook telling • Drawing Nabataean design on earthenware • Papercraft of Nabataean architecture 	<ul style="list-style-type: none"> • IN • IN • IN

Source: JPT

By holding such museum events, in and out of the museum, targeted for both residents and tourists periodically, it is highly expected that the awareness of local people toward conservation of culture and history inherited for generations would strengthen and their idea for community development and tourism promotion would diversify as well.

5 Appendixes

- Appendix-1 Project Design Matrix (PDM) and Plan of Operation (PO) (Version 1.1.1)
- Appendix-2 Work Breakdown Structure (WBS) as of October 17, 2018
- Appendix-3 Final Manning Schedule of Japanese Experts
- appendix-4 List of Participants in the Training in Japan
- Appendix-5 List of Equipment
- Appendix-6 Minutes of Meetings of JCC (1st JCC to 7th JCC)
- Appendix-7 Organization Chart of PDTRA as of Feb 2018

Appendix-1 Project Design Matrix (PDM) and Plan of Operation (PO)

Project Design Matrix (PDM)

Project Title: The Project for Community-Based Regional Tourism Development in Petra Region
 Target Area: Petra Region (Wadi Musa, Taybeh, Umm Sayhoun, Baidah, Rajif and Dlagha)
 Target Group: Petra Development and Tourism Region Authority (PDTRA)

Project Period: 3 Years (Nov 2015 – Oct 2018)
 Date: May, 2016
 Version No.: 1.1.1

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
OVERALL GOAL Community-based regional tourism development is implemented continuously in Petra.	<ol style="list-style-type: none"> Level of satisfaction of local residents and tourists is to be increased by 10% respectively by 2020. Tourist activities newly developed by the Project enable 5% more local residents to participate in tourism business, and increase income level by 5% by 2020. Number of tourists is to be increased by 5% by 2020. Number of repeaters is to be increased by 5% by 2020. 	<ol style="list-style-type: none"> Questionnaire survey and interviews to project participants and stakeholders. Questionnaire survey to cooperative groups; Statistical data on tourism income before and after the Project. Statistical data. Statistical data and/or questionnaire survey to tourists. 	<ul style="list-style-type: none"> The number of visitors to Jordan is maintained. PDTRA's financial resources (tourism revenue) are maintained properly. The trained personnel continuously work in the organization.
PROJECT PURPOSE Capacity of PDTRA for sustainable community-based regional tourism development is strengthened.	<ol style="list-style-type: none"> The number of policies, plans and activities implemented by PDTRA as a part of the Project is to be more than 10. Level and changes of PDTRA's capacity on tourism /regional development is to be improved by 10% after the Project. Level and changes of stakeholders' awareness and ownership in regard to tourism /regional development is to be improved by 10%. 	<ol style="list-style-type: none"> Project document Questionnaire survey and interviews to project participants in PDTRA. Questionnaire survey and interview to project participants among stakeholders. 	<ul style="list-style-type: none"> PDTRA's financial resources (tourism revenue) are maintained properly. The trained personnel continuously work in the organization. There is no serious conflict among local community groups and/or other stakeholders in the Project site.
OUTPUTS 1. Coordination system among stakeholders of Petra regional tourism development is established.	<ol style="list-style-type: none"> 1-1 The coordination mechanism of Petra regional tourism development among stakeholders is to be in practice by May, 2017. 1-2 Number of activities of newly established stakeholders' coordination mechanism is to be more than 10. 1-3 Level of interests and participants' satisfaction in regard to tourism development is to be increased by 10%. 1-4 Number of stakeholder meetings is to be more than 10. 	<ol style="list-style-type: none"> 1-1. Project Document 1-2. Project document. 1-3. Questionnaire survey to project participants. 1-4. Project document. 	<ul style="list-style-type: none"> There is no security problem in the Project site. The Government continuously recognize the importance of Petra region as a tourist destination. Stakeholders are willing to participate in the Project.
2. Tourism promotion planning and implementation capacity of PDTRA is strengthened.	<ol style="list-style-type: none"> 2-1 Number of activities formulated in the tourism promotion plan is to be more than 12 annually. 2-2 Number of tourism promotion activities implemented and promotion materials made is to be more than 12 annually. 	<ol style="list-style-type: none"> 2-1. Project document. 2-2. Project document. 	
3. Tourism product development in collaboration with local community and implementation capacity of PDTRA is strengthened.	<ol style="list-style-type: none"> 3-1 Number of newly planned new tourism products is to be more than 12. 3-2 Number of newly developed tourism products is to be more than 8. 	<ol style="list-style-type: none"> 3-1. Project document 3-2. Project document 	

<p>4. Necessary functions of Petra Museum for its opening are built up.</p>	<p>4-1 Number and type of newly developed materials and documents for Petra Museum are more than 4 types and 45 materials. 4-2. Result of staff training represented by achievement is to be more than 80%.</p>	<p>4-1. Project document 4-2. Questionnaire survey to the trainees and supervisors (knowledge, skill, awareness).</p>
<p>INPUTS</p>		
<p><Jordanian side></p>		
<p>1. Personnel</p>		
<p>(1) Project Director: Deputy Chief Commissioner</p>		
<p>(2) Project Manager: Director of Cultural Resource Management, PDTRA</p>		
<p>(3) Project Coordinator: Officer, Projects and Risk Management Unit</p>		
<p>(4) Counterparts (C/P): Officers, PDTRA</p>		
<p>- Tourism Promotion Development: Head of Marketing</p>		
<p>- Tourism Product Development: Director of Community Development + Director of Tourism and Marketing</p>		
<p>- Planning: Director of Cultural Resource Management</p>		
<p>- Museum Management and Exhibition: Head of Museum Division</p>		
<p>- Media Contents: Director of Tourism and Marketing + Director of IT</p>		
<p>- IT and Public Relations: Director of IT and Public Relations</p>		
<p>2. Others</p>		
<p>- Office space with necessary equipment and infrastructure (e.g., office furniture, water, electricity, internet, transportation, etc.), travel costs and fees for counterpart personnel including meetings, and other local costs as needed.</p>		
<p><Japanese side></p>		
<p>1. Personnel</p>		
<p>(1) Team Leader /Tourism Development</p>		
<p>(2) Institutional Building /Capacity Development /Monitoring</p>		
<p>(3) Tourism Marketing</p>		
<p>(4) Museum Management</p>		
<p>(5) Exhibition Contents Development</p>		
<p>(6) Audio Visual Contents Development</p>		
<p>(7) Community Development</p>		
<p>(8) Coordination /Equipment Procurement</p>		
<p>2. Training in Japan</p>		
<p>3. Cost for necessary equipment for the Project</p>		
<p>4. Others</p>		
<p>- IT equipment (e.g., PC and printer for the project office), and local costs as needed.</p>		
<p>Pre-Condition</p>		
<p>• There is no serious conflict among local community groups and/or other stakeholders in the Project site.</p>		
<p>• There is no drastic event or acute negative changes, such as war, terrorism and natural disasters which affect the Project.</p>		
<p>• The intended stakeholders are willing to participate in the Project activities.</p>		
<p>• Project counterparts are positioned as planned.</p>		
<p>• PDTRA ensure financial resource for some part of project local cost.</p>		
<p>ACTIVITIES</p>		
<p>1-1. Define the roles and responsibilities of relevant organizations.</p>		
<p>1-2. Establish a mechanism for cooperation with stakeholders and counterparts (local community, private sector and central government, cooperative groups, NGO and travel agencies, etc.).</p>		
<p>1-3. Monitor and evaluate the mechanism of cooperation.</p>		
<p>2-1. Conduct current situation analysis on tourism promotion.</p>		
<p>2-2. Develop a Tourism Promotion Plan including new markets (Asia, Middle East and Latin America).</p>		
<p>2-3. Develop a new brand for Petra.</p>		
<p>2-4. Develop marketing tools for tourism promotion such as website, social media, guide, audio visual, event calendar.</p>		
<p>2-5. Develop tourism promotion campaign.</p>		
<p>2-6. Promote Petra to filming industry.</p>		
<p>2-7. Develop human resource development plan in tourism promotion.</p>		
<p>2-8. Monitor and evaluate the progress of the developed plan.</p>		
<p>3-1. Develop a plan for diversification of tourism products.</p>		
<p>3-2. Develop trekking map and related materials inside PAP to enhance its attractiveness.</p>		
<p>3-3. Propose tourist circulation routes including Petra Museum.</p>		
<p>3-4. Develop a cultural center in Eigeer village and implement pilot activities (local food, performing arts, handicraft, festival, etc.).</p>		
<p>3-5. Develop investment promotion materials</p>		
<p>3-6. Establish Statistical Database for regional /tourism development.</p>		
<p>3-7. Monitor and evaluate the progress of the developed plan.</p>		
<p>4-1. Establish vision and mission of Petra Museum.</p>		
<p>4-2. Establish regulation of operation and management plan for Petra Museum.</p>		
<p>4-3. Identify necessary job description for Petra Museum staff.</p>		
<p>4-4. Clarify demarcation of Visitor Center and Petra Museum.</p>		
<p>4-5. Develop exhibition and interpretation materials (graphics, labels, panels, mountings, replicas).</p>		
<p>4-6. Develop exhibition contents (digital signage, audio visual contents).</p>		
<p>4-7. Conduct staff training for operation, maintenance and guide for education.</p>		
<p>4-8. Develop museum brochure.</p>		

Outputs and Activities	Year 1												Year 2												Year 3												
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
3. Tourism product development in collaboration with local community and implementation capacity of PDTRA is strengthened.																																					
3-1. Develop a plan for diversification of tourism products																																					
3-2. Develop trekking map and related materials inside PAP to enhance its attractiveness.																																					
3-3. Propose tourist circulation routes including Petra Museum.																																					
3-4. Develop a cultural center in Elgeee village and implement pilot activities (local food, performing arts, handicraft, festival, etc.).																																					
3-5. Develop investment promotion material.																																					
3-6. Establish Statistical Database for regional /tourism development.																																					
3-7. Monitor and evaluate the progress of the developed plan.																																					

4. Necessary functions of Petra Museum for its opening are built up.																																					
4-1. Establish vision and mission of Petra Museum																																					
4-2. Establish regulation of operation and management plan for Petra Museum.																																					
4-3. Identify necessary job description for Petra Museum staff.																																					
4-4. Clarify demarcation of Visitor Center and Petra Museum.																																					
4-5. Develop exhibition and interpretation materials (graphics, labels, panels, mountings, replicas).																																					
4-6. Develop exhibition contents (digital signage, audio visual contents).																																					
4-7. Conduct staff training for operation, maintenance and guide for education.																																					
4-8. Develop museum brochure																																					

Appendix-2: Work Breakdown Structure for the Project for Community-Based Regional Tourism Development in Petra Region (1/3)

As of Oct 17, 2018

Task	2015		2016					2017					2018												
	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	
Common																									
C-1 Preparation of W/P and M/S																									
C-2 PDM indicators and baseline data																									
C-3 JCC meetings																									
C-4 Training in Japan																									
C-5 Training in Jordan																									
C-6 Update of materials																									
C-7 Project progress/completion report																									
Output-1: Coordination system among stakeholders																									
1-1 Role and responsibilities																									
1-1-1 Listing up stakeholders																									
1-1-2 Introduction of the project																									
1-1-2-1 Professional association																									
1-1-2-2 Other stakeholders																									
1-1-3 Workshop design																									
1-1-4 Implementation of workshop																									
1-2 Establishment of coordination mechanism																									
1-2-1 Activation of WG meetings																									
1-2-2 Learning examples in Japan and other countries																									
1-2-3 Examination of appropriate mechanism for Petra																									
1-2-4 Planning agenda for CM meeting																									
1-2-5 Organization of CM meeting																									
1-3 Monitoring and evaluation																									
Output-2: Tourism marketing																									
2-1 Current situation analysis																									
2-1-1 Assessment of current tourism promotion activities																									
2-2 Tourism promotion plan																									
2-2-1 Reviewing existing marketing studies																									
2-2-2 Discussion on promotion plan																									
2-2-3 Discussion with local stakeholders																									
2-3 New brand for Petra																									
2-3-1 Gathering branding examples																									
2-3-2 Scheduling of related activities																									
2-3-3 Discussion in PDTRA to make																									
2-3-4 Discussion with local stakeholders																									
2-3-5 Finalization of destination branding																									
2-4 Marketing tools																									
2-4-1 Reviewing existing promotion materials																									
2-4-2 Discussion on marketing tools																									
2-4-3 Planning new materials																									
2-4-4 Producing new materials																									
2-4-5 Distribution of new materials																									
2-5 Tourism marketing campaign																									
2-5-1 Reviewing campaign activities																									
2-5-2 Planning new campaign																									
2-5-3 Implementation of new campaign																									
2-6 Promotion to film industry																									
2-6-1 Analyzing current situation																									
2-6-2 Preparing manual																									
2-7 Development of HRD plan in marketing																									
2-7-1 Analysis of current situation in HRD																									
2-7-2 Necessity of new training																									
2-7-3 Training plan																									
2-7-4 Implementation of training by PDTRA budget																									
2-8 Monitoring and evaluation																									

Appendix-4: List of Participants in the Training in Japan

First Counterpart Training in Japan (J16-21888): Sep 20 to Sep 30, 2016

Name	Organization and Position
1 Mr. Bajes R A Awamreh	Director, Internal Control Unit, PDTRA
2 Mr. Yousef Mahmoud Ahmad	Director, Human Resource Department, PDTRA
3 Mr. Hussein Abedalssalam Ibrahim Jdiat	Director, Budgeting and Accounting Department, PDTRA
4 Mr. Ibrahim Nayef D. Alfarajat	Officer, Project and Risk Management Unit, PDTRA
5 Ms. Asmah Mohammad Ahmad Elkhalaifa	Head, Awareness and Community Activity Division, PDTRA
6 Ms. Areej Mohammed Al-Farajat	Officer, Cultural Resource Management Department, PDTRA

Second Counterpart Training in Japan (J17-22124): Sep 19 to Sep 29, 2017

Name	Organization and Position
1 Mr. Hassn Al-Lawama	Director, Investment Department, PDTRA
2 Mr. Qasim Alsamahir	Ranger, Ranger Division, PDTRA
3 Mr. Saleh Almashaileh	Director of Ranger, Ranger Division, PDTRA
4 Mr. Atef Nawafleh	President, Nabataean Capital Association
5 Mr. Moath Al Ammarin	Director, Baydeh Association
6 Ms. Maha Alamashaileh	Director, Wadi Musa Ladies Association
7 Ms. Maha Al Daghesheh	Curator, Museum Unit, PDTRA

Third Counterpart Training in Japan: Apr 4 to Apr 20, 2018

Museum Course (J18-21581)

Name	Organization and Position
1 Ms. Sanaa Mfadel Suleiman Alrawajfi	Asst. Inspector, Cultural Resource Management Department, PDTRA
2 Mr. Otaiba Ali Atalla Farajat	IT Programmer, Information System Department, PDTRA

Community-Based Tourism Course (J18-21582)

Name	Organization and Position
1 Mr. Ibrahim Mohammad Ibrahim Alsalamir	Director, Finance Department, PDTRA
2 Mr. Abedasalam Haroun Khalil Alhasanat	Head, Supporting Administrative Service Division, PDTRA
3 Mr. Rakad Okleh Ghanem Alnaimat	Head, Archive Division, PDTRA
4 Ms. Zainab Salameh Salman Almousah	Social Worker, Umm Sayhoun Development Center

Museum and Community Development (J15-04324): Sep 28 to Dec 19, 2015

Name	Organization and Position
1 Mr. Qais Tweissi	Museum Curator, Museum Unit, PDTRA

Museum and Community Development (J16-04292): Sep 26 to Dec 17, 2016

Name	Organization and Position
1 Mr. Rami Mohammed Akeela Alfarajat	Public Relations, Tourism Department, PDTRA

Museum and Community Development (J17-04257): Sep 25 to Dec 16, 2017

Name	Organization and Position
1 Mr. Ibrahim Al Mashailh	Museum Curator, Museum Unit, PDTRA

Tourism Promotion and Marketing (J17-04082): Sep 10 to Oct 21, 2017

Name	Organization and Position
1 Emad Ali Suleiman Alhelalat	Guest Relation, Tourism Department, PDTRA

Branding and Marketing of Products (J18-04137): Apr 4 to Apr 28, 2018

Name	Organization and Position
1 Mr. Jafar Ibrahim Ali Alhelalat	Head, Local Development Division, PDTRA

Visit Program to Japan: Sep 21 to Sep 28, 2016

Name	Organization and Position
1 Dr. Emad Hijazeen (Canceled)	Deputy Chief Commissioner, PDTRA
2 Mr. Riad Al Shreideh	Commissioner for Administration and Finance, PDTRA

Appendix-5 List of Equipment for Museum

No.	Listing	Items	Specification	QTY	Reference Model	Procurement Place	Intended use	Procured Date
1	Video camera	Video Camera	-handy type (easy to use for anybody)	1	JVC GZ-R470-Y	JAPAN	<ul style="list-style-type: none"> -For recording museum activities. (opening ceremony, excavation activity, school educational trip, etc) -Not for making exhibition materials 	May, 2017
		Tripod	-tripod with a zoom remote control	1	SLIX GX 6400			
		Memory Card	-SDXC class 10 -UHS- I -32GB (5 hours)	4				
	Digital still camera	Digital Still Camera	-Full Size Image Sensor -FULL HD Movie	1	Nikon D810	JAPAN	<ul style="list-style-type: none"> -For preparing/making exhibition materials -Documentation for <ol style="list-style-type: none"> 1) artifacts 2) monuments in PAP 3) landscape in PAP 4) short movie 	
		Extra Battery		2	One EN-EL15 Rechargeable Li-ion Battery			
		Memory Card	-SDXC class 10 -UHS- I -16GB (260 shoots)	8	Transend SDXC Card 16GB Class10 UHS- I			
		Normal Zoom Lens		1	AF-S NIKKOR 24-85mm f/3.5-4.5G ED VR			
		Telephoto Zoom Lens		1	AF-S NIKKOR 70-200mm f/4G ED VR			
		Wide Lens		1	AF-S NIKKOR 16-35mm f/4G ED VR			
		Lens Protector	-Natural Color	3	NC 67mm (Telephoto) NC 72mm (Normal) NC 77mm (Wide)			
		Lens Hood		3	HB-23(Wide) HB-60(Telephoto) HB-63(Normal)			
		Lens Case		3	Soft Case CL-1118(Normal) Soft Case CL-1120 (Wide) Soft Case CL-1225(Telephoto)			
		Strobe Light	(For taking photo inside the monument or cave in PAP)	1	Nikon Speedlight SB-910 Alkaline Battery (AA) X 20			
Camera Bag	Remote Code	(For taking photo in studio)	1	Nikon Remoto code MC-36A Alkaline Battery (AAA) X 10				
	Tripod	-3Way Head -Safety Payload Weight: 5kg -Quick Shoe -Carbon	1	GITZO GT4542LS (Triipod) GITZO G2272M (Head)				
	Camera Bag	-Aluminium / Hard Case	1	HAKUBA ZX-65				

Appendix-5 List of Equipment for Museum

No.	Listing	Items	Specification	QTY	Reference Model	Procurement Place	Intended use	Procured Date				
		Blower		4								
		Microfibre Cleaning Cloth		4								
		Brush		4								
3	Digital fabricator set	3D scanner	<ul style="list-style-type: none"> •Handy type •Flash Valve •18,000 measures/s •Accuracy: up to 0.1mm •24bits color 	1	Artec Eva (including 3D data software (Artec Studio))	JAPAN	<ul style="list-style-type: none"> •For preparing/making exhibition materials •3D documentation (e.g. statue, artifact) 	May, 2016				
		Software	•3D PDF Converter	2	Agisoft PhotoScan (standard edition)							
		Rotating Platform (for 3D scanner)	•electrical operation •battery-operated	1								
		3D Scanner Bag	•Aluminum / Hard Case	1								
		Lighting system	•Rifa Light	3	<ul style="list-style-type: none"> •40 x 40 •50 x 50 •65 x 65 							
		Shooting stand		3	<ul style="list-style-type: none"> •Manfrotto nanostand 001JB with Light Boom (40 x 40) •Manfrotto 1052JBAC x 2 (50x50 & 65x65) 							
		Table		1								
4	Portable Photo Studio System	Reflector Board		1		JAPAN	<ul style="list-style-type: none"> •For making exhibition materials 	May, 2016				
		C-Stand	<ul style="list-style-type: none"> •C-Stand •Grip 	1								
		Background Paper	<ul style="list-style-type: none"> •Black 180 x 270 •White 180 x 270 •Gray 180 x 270 •Gradation 80 x 110 	4								
		Background Stand		1	Manfrotto 1314JB							
		Scale		1	•30cm							

Appendix-5 List of Equipment for Museum

No.	Listing	Items	Specification	QTY	Reference Model	Procurement Place	Intended use	Procured Date
		Non-Reflecting Glass		1	61 x 46cm			
		Shooting Box		1	Shooting Box 70x70cm			
5	Desktop PC	Desktop	<ul style="list-style-type: none"> •Windows 10 •core i7 6700 (3.4GHz, 8M) •16GB RAM •1TB HDD •1TB SSD •NVIDIA Quadro M4000 8GB GDDR5 •Graphics 	2	HP Z240 Tower Workstation	JORDAN	<ul style="list-style-type: none"> •For image processing and production high spec 	May, 2016
		Display	•23-25 inch screen size	2	HP EliteDisplay E240 60,4 cm (23.8") Monitor			
		Keyboard & Mouse		2	HP Slim USB Keyboard and Mouse			
		External HDD	•4TB	2				
		UPS	•2KVA	2	APC Smart 2KVA			
		Multimedia	•Adobe Creative Suites (Illustrator, Photoshop, After Effects)	2	Adobe Creative Suite 6			
		3D data processing	•Software attached with 3D scanner	2	Artex Studio			
8	Software	Documentation	•Microsoft Office professional 2013 (Online purchase)	2	Microsoft Office professional 2013	Online		Aug - Nov, 2016
		Database	•File Maker Pro 14 Advanced (Online purchase)	2	File Maker Pro 14 Advanced	Online		
10		Security	•Symantec Endpoint Protection Manager (provided by PDTRA)				<ul style="list-style-type: none"> •For protecting PCs from computer virus 	
		Color Laser Printer	<ul style="list-style-type: none"> •Print up to A3 size paper up to 30 ppm color print up to 30 ppm mono print 600 x 600dpi Print •Scan •Copy 	1	Konica Minolta Colored MFP bizhub C308		<ul style="list-style-type: none"> •For printing images and clerical work 	

Appendix-5 List of Equipment for Museum

No.	Listing	Items	Specification	QTY	Reference Model	Procurement Place	Intended use	Procured Date
11	Color Laser Printer	Stand	•Safety Payload Weight: 100kg	1	Laser Printer Stand (W700xD700xH350mm)	JORDAN		May, 2016
		Toner		40	Black LaserJet Toner Cartridge x 10 Cyan LaserJet Toner Cartridge x 10 Magenta LaserJet Toner Cartridge x 10 Yellow LaserJet Toner Cartridge x 10			
12	Digital Thermo Hytro Meter	Digital Thermo Hytro Meter	•Temp/Humidity Data Logger	20	EasyLog EL-Wifi-TH (LASCAR electronics)	JAPAN	•For controlling temprature and humidity in museum	May, 2018
13	Lighting Measuring Meter	Lighting Measuring Meter		1	Digital Lux Meter LX-1332D (CUSTOM)	JAPAN	•For controlling lighting in museum	August, 2018



The Project for Community-Based Regional Tourism Development in Petra Region

Acknowledgement of Receiving the Project Equipment

Date: 10th May, 2016

Equipment List

Color Laser Printer (Konica Minolta Colored MFP bizhub C308)	1pcs
3D Scanner (Artec Eva)	1pcs
Software (ArtecStudio 10 & PhotoScan)	2pcs
Digital Single-Lens Reflex (Nikon D810)	1pcs
Normal Zoom Lens (Nikon)	1pcs
Telephoto Zoom Lens (Nikon)	1pcs
Wide Lens (Nikon)	1pcs
Portable Photo Studio System	1pcs

*Detailed of the project equipment is attached as annex.

I received all of the above items in good condition.

H.E. Prof. Dr. Mohammad Nawafleh
Chief Commissioner,
Petra Development and Tourism Region Authority,
Hashemite Kingdom of Jordan

List of Equipment for The Project for Community-Based Regional Tourism Development in Petra Region

Item	Qty	
Color Laser Printer (Konica Minolta Colored MFP bizhub C308)	1pcs	طابعة ليزر ملونة
3D Scanner (Artec Eva)	1pcs	ماسحه ضوئيه ثلاثية الابعاد
Software (ArtecStudio 10)	2pcs	برنامج الماسح الضوئي
Software (PhotoScan)	2pcs	برنامج معالجة الصور
Digital Single-Lens Reflex (Nikon D810)	1pcs	العدسة الرقمية الاحاديه العاكسة
Normal Zoom Lens	1pcs	عدسة تكبير عادية
Telephoto Zoom Lens	1pcs	عدسه تكبير تيليفوتوغرافية
Wide Lens	1pcs	عدسة عريضة
Tripod (GITZO GT4542LS)	1pcs	قاعدة ثلاثية القوائم
Head of Tripod (GITZO G2272M)	1pcs	راسية القاعده
Shooting Light (LED)	1pcs	ضوء تسليط
Shooting Light (fluorescent)	1pcs	ضوء تسليط
Shooting Stand (Manfrotto 1052JBAC)	3pcs	قاعدة تصوير
Boom Stand (Manfrotto 420B)	1pcs	قاعدة تصوير
Background Stand (Manfrotto 1314JB)	1pcs	قاعدة خلفية
Stand Arm	1pcs	ذراع قاعدة
Rechargeable Battery	2pcs	بطارية قابله للشحن
Memory Card	8pcs	بطاقة ذاكرة
Strobe Light	1pcs	ضوء احترافي
Remote Code	1pcs	جهاز تعليمات برمجية عن بعد
Camera Bag	1pcs	حقيبة الكاميرا
Hygrometer for camera bag	1pcs	مقياس رطوبة لحقيبة الكاميرا
Rotating Platform	1pcs	منصة دوارة
Reflector Board	1pcs	لوحة عاكس
Background Paper	4pcs	ورق خلفيه
Non-Reflecting Glass Set	1pcs	مجموعة زجاج غير عاكسة
Shooting Box	1pcs	صندوق التصوير
Scale	1pcs	مقياس
Blower	4pcs	منفاخ هواء لتنظيف المعدات
Microfibre Cleaning Cloth	4pcs	قطعة قماش لتنظيف المعدات
Cleaning Brush for Camera	4pcs	فرشاة لتنظيف الكاميرا
Paper Peg	2pcs	مشجب ورق
Conversion Adapter	2pcs	وصلة كهرباء
Alkaline Battery (AA) x10	2pcs	بطارية قلووية
Alkaline Battery (AAA) x10	1pcs	بطارية قلووية
Desiccant	3pcs	مجففة



The Project for Community-Based Regional Tourism Development in
Petra Region

Acknowledgement of Receiving the Project Equipment

Date: 1 December 2016

Equipment List

ITEM		QTY
HP Z240 Tower Workstation Intel I7-6700 (3.4GHz, 8M) 16GB RAM 1TB 7200RPM HDD 1TB SATA SSD NVIDIA Quadro M4000 8GB GDDR5 Graphics Windows 10 64-bit HP USB Keyboard and mouse	كمبيوتر شخصي	2 pcs
HP Elite Display E240 Monitor	شاشة كمبيوتر Hp	2 pcs
External 4TB HDD	وحدة تخزين خارجية	2 pcs
Liebert GXT4 UPS-2kVA	بطارية جهاز كمبيوتر	2 pcs
Software	برمجيات	
Adobe Creative Suite 6		2 pcs
Microsoft Office Professional 2013		2 pcs
File Maker Pro 14 Advanced		2 pcs

I received all the above items in good condition.

H.E. Dr. Emad Hijazeen
Deputy Chief Commissioner,
Petra Development and Tourism Region Authority,
Hashemite Kingdom of Jordan

List of Equipment for The Project for Community-Based Regional Tourism Development in Petra Region (May in 2017)

Item	Qty
Video Camera (JVC GZ-R470-Y)	1pcs
Tripod (SLIX GX 6400)	1pcs
Memory Card (64GB)	1pcs
Camera Bag	1pcs

- ٢ . كاميرا تصوير فيديو
 ٣ . قاعدة ثلاثية القوائم
 ٧ . بطاقة ذاكرة
 ٤ . حقيبة الكاميرا

في
 السيد
 السيد
 السيد
 PDTRA received
 all items.
 2017/5/22



The Project for Community-Based Regional Tourism Development in
Petra Region

Acknowledgement of Receiving the Project Equipment

Date: 8 May 2018

Equipment List

ITEM		QTY
Digital Thermo Hytro Meter EasyLog EL-WiFi-TH WiFi Temperature & Humidity Data Logger (LASCAR electronics)	جهاز لقياس الحرارة والرطوبة	20 pcs

I received all the above items in good condition.

H.E. Dr. Suleiman A. D. Farajat
Deputy Chief, Commissioner,
Petra Development and Tourism Region Authority,
Hashemite Kingdom of Jordan



The Project for Community-Based Regional Tourism Development in
Petra Region

Acknowledgement of Receiving the Project Equipment

Date: 7 August 2018

Equipment List

ITEM		QTY
Digital Lux Meter LX-1332D (Custom)	جهاز قياس الضوء الرقمي	1 pc

I received the above item in good condition.

H.E. Dr. Suleiman A. D. Farajat
Deputy Chief, Commissioner,
Petra Development and Tourism Region Authority,
Hashemite Kingdom of Jordan



Petra Regional Tourism Development Project

Address: P.O. Box 28 Wadi Musa, Petra, JORDAN

Tel: +962-77-052-1846

Sep 30, 2018

H.E. Dr. Suleiman A. D. Farajat
Deputy Chief Commissioner,
Petra Development and Tourism Region Authority,
Hashemite Kingdom of Jordan

Subject: Handing Over the Equipment used by JICA Project Team

Dear Dr. Farajat,

It is our great pleasure to hand over to PDTRA the following office equipment used for conducting the Project. Please accept it and allocate each piece to the appropriate place.

Equipment	Number	Remark
1. Laptop PC: Lenovo G5080	1	Procure in Dec, 2015 for general office work
2. Laptop PC: DELL Latitude 3470	1	Procure in Oct, 2016 for 3D scanning

We are looking forward to continued cooperation between PDTRA and JICA.

Sincerely yours,


Tetsuo Isono
Team Leader / Tourism Development
Project for Community-Based Regional Tourism Development in Petra Region

Date: Sep 30, 2018

Receipt of the Equipment used by JICA Project Team

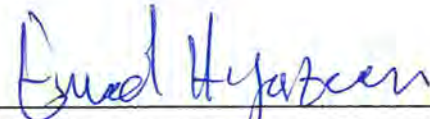
Equipment	Number	Remark
1. Laptop PC: Lenovo G5080	1	Procure in Dec, 2015 for general office work
2. Laptop PC: DELL Latitude 3470	1	Procure in Oct, 2016 for 3D scanning


We received all the above equipment in good condition.



Dr. Suleiman A. D. Farajat
Deputy Chief Commissioner,
Commissioner for Petra Archaeological Park and Tourism Affairs
Petra Development and Tourism Region Authority
Hashemite Kingdom of Jordan

MINUTES OF MEETING
ON
THE FIRST
JOINT COORDINATING COMMITTEE
FOR
THE PROJECT FOR
COMMUNITY-BASED REGIONAL TOURISM DEVELOPMENT
IN PETRA REGION
IN THE HASHEMITE KINGDOM OF JORDAN

Thursday, December 10, 2015


H.E. Prof. Dr. Mohammad Nawafleh
Chief Commissioner,
Petra Development and Tourism Region Authority,
Hashemite Kingdom of Jordan


Mr. Shokichi Sakata
Chief Representative,
JICA Jordan Office


Mr. Tetsuo Isono
Team Leader,
JICA Project Team for Community-Based
Regional Tourism Development in Petra Region

The first Joint Coordinating Committee (hereinafter “JCC”) meeting on the Project for Community-Based Regional Tourism Development in Petra Region (hereinafter “the Project”) was held on Thursday, December 10, 2015 with the participation of the committee members among the Petra Development and Tourism Region Authority (hereinafter “PDTRA”), Japan International Cooperation Agency (hereinafter “JICA”) Jordan Office and JICA Project Team. The list of attendants is annexed to this document.

The meeting was conducted according to the following agenda:

1. Opening remarks by PDTRA,
2. Presentation of JICA’s activities in Jordan by JICA Jordan Office,
3. Presentation of the outlines of the Project by JICA Project Team,
4. Introduction of PDM indicators and Work Breakdown Structure (WBS) by JICA Project Team,
5. Discussion, and
6. Conclusion and closing remarks.

Following the opening remarks of the first JCC meeting pronounced by Dr. Emad Hijazeen, Deputy Chief Commissioner, PDTRA, Mr. Junji Wakui, Deputy Chief Representative of JICA Jordan Office introduced to the attendants, on behalf of the Government of Japan, the past and current technical cooperation in the tourism sector by JICA while stressing the importance of sustainable tourism development in Petra.

JICA Project Team officially submitted to JCC the Work Plan which had been finalized through discussions between PDTRA and JICA Project Team.

JICA Project Team explained outlines of the submitted Work Plan, and stated that the Project would be conducted in accordance with the Record of Discussions (R/D) agreed upon between PDTRA and JICA signed on August 11, 2015. JICA Project Team also called for close collaboration among all the concerned parties for making the Project most effective.

PDTRA expressed that the objectives, methodology, activities, organization and schedule described in the Work Plan are consistent and acceptable. Consequently, all the JCC members approved the submitted Work Plan including PDM and PO (Version 1.0.0) and WBS (Version December 2015). The approve PDM and PO (Version 1.0.0) is annexed to this document.

The comments and the clarification at the meeting are summarized hereafter:

1. Dr. Emad Hijazeen, Deputy Chief Commissioner, PDTRA proposed replacement of the Project Coordinator from Eng. Tahani Al-Salhi, Director of Risk and Project Management, PDTRA to Mr. Ibrahim N. Farajat, Officer, Projects and Risk Management Unit, PDTRA as the former had already been in charge of other projects and difficult to allocate enough time to perform the role of coordinator. Eng. Tahani Al-Salhi would be assigned to the new position of the Project Manager to continuously follow up all the process.

Mr. Junji Wakui, Deputy Representative, JICA Jordan Office accepted and confirmed this amendment in organizational setting of the Jordanian side for smoother implementation of the Project.

2. Dr. Emad Hijazeen also requested transfer of Activity 2-4 “Develop investment promotion material” from the activities under the Output 2 to Output 3 as the activity requires is much more related to the search for available financial source for tourism product development.

JICA Jordan Office and JICA Project Team stated that the activities under Output 2 and Output 3 were closely correlated, and if PDTRA preferred to carry out the activity under Output 3 rather to under Output 2, JICA Jordan Office would convey the request to the JICA Headquarters for consideration.

Finally, Dr. Emad Hijazeen officially closed the first JCC meeting and declared that the JCC members would meet again in May 2016 in the second meeting for discussing the progress of the Project.

LIST OF ATTENDANTS

Jordanian Side:

Petra Development and Tourism Region Authority (PDTRA)

H.E. Prof. Dr. Mohammad Nawafleh	Chief Commissioner
H.E. Dr. Emad Hijazeen, Deputy	Chief Commissioner/Commissioner, PAP and Tourism (Project Director)
H.E. Dr. Tharwat Masalheh	Commissioner for Infrastructure and Investment
H.E. Eng. Abed Al monem Abo- helalah	Commissioner for Community Development and Environment
H.E. Mr. Reyad Al- sheraideh	Commissioner for Finance and Administrative Affairs
Eng: Tahani Al- salhi	Director of Risk and Project Management (Project Coordinator)
Mr.Sabri Al- fdool	Acting Director of Tourism & Marketing
Mr.Hassan Al- lawama	Director of Investment
Mr.Mohammad Al-marahleh	Head of Museum Department
Mr. Ibrahim N. Farajat	Officer, Projects and Risk Management Unit

Japanese Side:

JICA Jordan Office:

Mr. Junji Wakui	Deputy Chief Representative
Eng. Adel Zureikat	Technical Coordinator

JICA Project Team:

Mr. Tetsuo Isono	Team Leader, Tourism Development
Mr. Hiro Okuda	Deputy Team Leader, Institutional Building /Capacity Development /Monitoring
Mr. Kazuyuki Noguchi	Tourism Marketing
Mr. Satoshi Ono	Coordination, Equipment Procurement
Ms. Arwa M. Al- Farajat	Secretary

Project Design Matrix (PDM)

Project Title: The Project for Community-Based Regional Tourism Development in Petra Region
Target Area: Petra Region (Wadi Musa, Taybeh, Umm Sayhoun, Baidah, Rajif and Diagha)
Target Group: Petra Development and Tourism Region Authority (PDTRA)

Project Period: 3 Years (Nov 2015 – Oct 2018)
Date: December, 2015
Version No.: 1.0.0

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
OVERALL GOAL Community-based regional tourism development is implemented continuously in Petra.	<ol style="list-style-type: none"> Level of satisfaction of local residents and tourists is increased by X% respectively by 2020. Tourist activities newly developed by the Project enable X% more local residents to participate in tourism business, and increase income level by X% by 2020. Number of tourists increased by X% by 2020. Number of repeaters increased by X% by 2020. 	<ol style="list-style-type: none"> Questionnaire survey and interviews to project participants and stakeholders. Questionnaire survey to cooperative groups; Statistical data on tourism income before and after the Project. Statistical data. Statistical data and/or questionnaire survey to tourists. 	<ul style="list-style-type: none"> The number of visitors to Jordan are maintained. PDTRA's financial resources (tourism revenue) are maintained properly. The trained personnel continuously work in the organization.
PROJECT PURPOSE Capacity of PDTRA for sustainable community-based regional tourism development is strengthened.	<ol style="list-style-type: none"> The number of policies, plans and activities implemented by PDTRA as a part of the Project is more than X. Level and changes of PDTRA's capacity on tourism /regional development is improved by X% after the Project. Level and changes of stakeholders' awareness and ownership in regard to tourism /regional development is improved by X%. 	<ol style="list-style-type: none"> Project document Questionnaire survey and interviews to project participants in PDTRA. Questionnaire survey and interview to project participants among stakeholders. 	<ul style="list-style-type: none"> PDTRA's financial resources (tourism revenue) are maintained properly. The trained personnel continuously work in the organization. There is no serious conflict among local community groups and/or other stakeholders in the Project site.
OUTPUTS <ol style="list-style-type: none"> Coordination system among stakeholders of Petra regional tourism development is established. Tourism promotion planning and implementation capacity of PDTRA is strengthened. Tourism product development in collaboration with local community and implementation capacity of PDTRA is strengthened. Necessary functions of Petra Museum for its opening are built up. 	<ol style="list-style-type: none"> 1-1 The coordination mechanism of Petra regional tourism development among stakeholders is in practice by X, 2016. 1-2 Number of activities of newly established stakeholders' coordination mechanism (X). 1-3 Level of interests and participants' satisfaction in regard to tourism development is increased by X%. 1-4 Number of stakeholder meetings (X). 2-1 Number of activities formulated in the tourism promotion plan (X). 2-2 Number of tourism promotion activities implemented and promotion materials made (X). 3-1 Number of newly planned new tourism products. 3-2 Number of newly developed tourism products. 4-1 Number and type of newly developed materials and documents for Petra Museum (X). 	<ol style="list-style-type: none"> 1-1. Project Document 1-2. Project document. 1-3. Questionnaire survey to project participants. 1-4. Project document. 2-1. Project document. 2-2. Project document. 3-1. Project document 3-2. Project document 4-1. Project document 	<ul style="list-style-type: none"> There is no security problem in the Project site. The Government continuously recognize the importance of Petra region as a tourist destination. Stakeholders are willing to participate in the Project.

	4-2. Result of staff training represented by achievement (X%).	4-2. Questionnaire survey to the trainees and supervisors (knowledge, skill, awareness).
<p>ACTIVITIES</p> <p>1-1. Define the roles and responsibilities of relevant organizations.</p> <p>1-2. Establish a mechanism for cooperation with stakeholders and counterparts (local community, private sector and central government, cooperative groups, NGO and travel agencies, etc.).</p> <p>1-3. Monitor and evaluate the mechanism of cooperation.</p> <p>2-1. Conduct current situation analysis on tourism promotion.</p> <p>2-2. Develop a Tourism Promotion Plan including new markets (Asia, Middle East and Latin America).</p> <p>2-3. Develop a new brand for Petra.</p> <p>2-4. Develop investment promotion material.</p> <p>2-5. Develop marketing tools for tourism promotion such as website, social media, guide, audio visual, event calendar.</p> <p>2-6. Develop tourism promotion campaign.</p> <p>2-7. Promote Petra to filming industry.</p> <p>2-8. Develop human resource development plan in tourism promotion.</p> <p>2-9. Monitor and evaluate the progress of the developed plan.</p> <p>3-1. Develop a plan for diversification of tourism products.</p> <p>3-2. Develop trekking map and related materials inside PAP to enhance its attractiveness.</p> <p>3-3. Propose tourist circulation routes including Petra Museum.</p> <p>3-4. Develop a cultural center in Elgee village and implement pilot activities (local food, performing arts, handicraft, festival, etc.).</p> <p>3-5. Establish Statistical Database for regional /tourism development.</p> <p>3-6. Monitor and evaluate the progress of the developed plan.</p> <p>4-1. Establish vision and mission of Petra Museum.</p> <p>4-2. Establish regulation of operation and management plan for Petra Museum.</p> <p>4-3. Identify necessary job description for Petra Museum staff.</p> <p>4-4. Clarify demarcation of Visitor Center and Petra Museum.</p> <p>4-5. Develop exhibition and interpretation materials (graphics, labels, panels, mountings, replicas).</p> <p>4-6. Develop exhibition contents (digital signage, audio visual contents).</p> <p>4-7. Conduct staff training for operation, maintenance and guide for education.</p> <p>4-8. Develop museum brochure.</p>	<p>INPUTS</p> <p><Jordanian side></p> <p>1. Personnel</p> <p>(1) Project Director: Deputy Chief Commissioner</p> <p>(2) Project Coordinator: Director of Cultural Resource Management, PDTRA</p> <p>(3) Counterparts (C/P): Officers, PDTRA</p> <ul style="list-style-type: none"> - Tourism Promotion Development: Head of Marketing - Tourism Product Development: Director of Community Development + Director of Tourism and Marketing - Planning: Director of Cultural Resource Management - Museum Management and Exhibition: Head of Museum Division - Media Contents: Director of Tourism and Marketing + Director of IT - IT and Public Relations: Director of IT and Public Relations <p>2. Others</p> <ul style="list-style-type: none"> - Office space with necessary equipment and infrastructure (e.g., office furniture, water, electricity, internet, transportation, etc.), travel costs and fees for counterpart personnel including meetings, and other local costs as needed. <p><Japanese side></p> <p>1. Personnel</p> <p>(1) Team Leader /Tourism Development</p> <p>(2) Institutional Building /Capacity Development /Monitoring</p> <p>(3) Tourism Marketing</p> <p>(4) Museum Management</p> <p>(5) Exhibition Contents Development</p> <p>(6) Audio Visual Contents Development</p> <p>(7) Community Development</p> <p>(8) Coordination /Equipment Procurement</p> <p>2. Training in Japan</p> <p>3. Cost for necessary equipment for the Project</p> <p>4. Others</p> <ul style="list-style-type: none"> - IT equipment (e.g., PC and printer for the project office), and local costs as needed. <p>Pre-Condition</p> <ul style="list-style-type: none"> • There is no serious conflict among local community groups and/or other stakeholders in the Project site. • There is no drastic event or acute negative changes, such as war, terrorism and natural disasters which affect the Project. • The intended stakeholders are willing to participate in the Project activities. • Project counterparts are positioned as planned. • PDTRA ensure financial resource for some part of project local cost. 	

Plan of Operation (PO)

Project Title: The Project for Community-Based Regional Tourism Development in Petra Region
Target Area: Petra Region (Wadi Musa, Taybeh, Umm Sayhoun, Baidah, Rajif and Diagha)
Target Group: Petra Development and Tourism Region Authority (PDTRA)

Project Period: 3 Years (Nov 2015 – Oct 2018)
Date: December, 2015
Version No.: 1.0.0

Outputs and Activities	Year 1												Year 2												Year 3												
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
1. Coordination system among stakeholders of Petra regional tourism development is established.																																					
1-1. Define the roles and responsibilities of relevant organizations																																					
1-2. Establish a mechanism for cooperation with stakeholders and counterparts (local community, private sector and central government, cooperative groups, NGO and travel agencies, etc.).																																					
1-3. Monitor and evaluate the mechanism of cooperation.																																					

2. Tourism promotion planning and implementation capacity of PDTRA is strengthened.																																				
2-1. Conduct current situation analysis on tourism promotion.																																				
2-2. Develop a Tourism Promotion Plan including new markets (Asia, Middle East and Latin America).																																				
2-3. Develop a new brand for Petra																																				
2-4. Develop investment promotion material.																																				
2-5. Develop marketing tools for tourism promotion such as website, social media, guide, audio visual, event calendar.																																				
2-6. Develop tourism promotion campaign.																																				
2-7. Promote Petra to filming industry.																																				
2-8. Develop human resource development plan in tourism promotion.																																				
2-9. Monitor and evaluate the progress of the developed plan.																																				

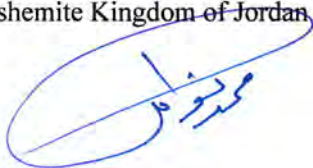
Outputs and Activities	Year 1												Year 2												Year 3												
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
3. Tourism product development in collaboration with local community and implementation capacity of PDTRA is strengthened.																																					
3-1. Develop a plan for diversification of tourism products																																					
3-2. Develop trekking map and related materials inside PAP to enhance its attractiveness.																																					
3-3. Propose tourist circulation routes including Petra Museum.																																					
3-4. Develop a cultural center in Elgee village and implement pilot activities (local food, performing arts, handicraft, festival, etc.).																																					
3-5. Establish Statistical Database for regional /tourism development.																																					
3-6. Monitor and evaluate the progress of the developed plan.																																					

4. Necessary functions of Petra Museum for its opening are built up.																																					
4-1. Establish vision and mission of Petra Museum																																					
4-2. Establish regulation of operation and management plan for Petra Museum.																																					
4-3. Identify necessary job description for Petra Museum staff.																																					
4-4. Clarify demarcation of Visitor Center and Petra Museum.																																					
4-5. Develop exhibition and interpretation materials (graphics, labels, panels, mountings, replicas).																																					
4-6. Develop exhibition contents (digital signage, audio visual contents).																																					
4-7. Conduct staff training for operation, maintenance and guide for education.																																					
4-8. Develop museum brochure																																					

MINUTES OF MEETING
ON
THE SECOND
JOINT COORDINATING COMMITTEE
FOR
THE PROJECT FOR
COMMUNITY-BASED REGIONAL TOURISM DEVELOPMENT
IN PETRA REGION
IN THE HASHEMITE KINGDOM OF JORDAN

Tuesday, May 10, 2016

H.E. Prof. Dr. Mohammad Nawafleh
Chief Commissioner,
Petra Development and Tourism Region Authority,
Hashemite Kingdom of Jordan



Mr. Shokichi Sakata
Chief Representative,
JICA Jordan Office



Mr. Tetsuo Isono
Team Leader,
JICA Project Team for Community-Based
Regional Tourism Development in Petra Region

The second Joint Coordinating Committee (hereinafter “JCC”) meeting on the Project for Community-Based Regional Tourism Development in Petra Region (hereinafter “the Project”) was held on Tuesday, May 10, 2016 with the participation of the committee members among the Petra Development and Tourism Region Authority (hereinafter “PDTRA”), Japan International Cooperation Agency (hereinafter “JICA”) and JICA Project Team. The list of attendants is annexed to this document.

The meeting was conducted according to the following agenda:

1. Opening remarks,
2. Handover of the Project equipment,
3. Presentation of a progress of the Project, modification of PDM and indicators and coming activities of the Project by JICA Project Team,
4. Presentation of a result of tourist survey by JICA Project Team,
5. Presentation of a result of CBT training in Salt by JICA Project Team,
6. Discussion, and
7. Conclusion and closing remarks.

Following the opening remarks of the second JCC meeting pronounced by Dr. Emad Hijazeen, Deputy Chief Commissioner, PDTRA and Dr. Maki Morikawa, Senior Advisor for Urban and Regional Development Infrastructure and Peacebuilding Department, a part of project equipment including a 3D scanner, digital single-lens reflex camera, color laser printer, etc. was handed over from JICA to PDTRA.

JICA Project Team reported progress and coming activities of the Project, and proposed to JCC a modified PDM which transfers Activity 2-4 “Develop investment promotion material” from the activities under the Output 2 to Output 3 in accordance with the request of PDTRA upon the first JCC, and specifies all the indicators of PDM so as to evaluate the achievement of the Project.

PDTRA expressed that the adjustment of activity transition and clarified indicators were acceptable. Consequently, all the JCC members approved the submitted modified PDM. The approve PDM and PO (Version 1.1.0) is annexed to this document.

JICA Project Team presented the result of tourist survey targeted for 445 tourists and conducted in March and April. In addition, the result of Community-Based Tourism training conducted in Salt on 27th- 28th of April, was also reported by JICA Project Team.

The comments and the clarification at the meeting are summarized hereafter:

1. PDTRA asked if the project can modify the personnel assignment of counterparts(C/P) described in PDM to match the actual personnel structure of the project.

JICA accepted his proposal and JICA Project Team will update the personnel assignment of PDTRA to current structure.

2. PDTRA also requested the following amendment of the first objective verifiable indicator of project purpose described in PDM. The word “policies” should be deleted as making or implementation of policies is outside the scope of the project.

Since it is not in the project plan to make or implement policies, JICA will consider his request by the next JCC.

3. In order to make up the delay of the project, PDTRA proposed to hold a weekly meeting between JICA Project Team and PDTRA for making the communication within the project member smoother.

JICA accepted his proposal.

Finally, the second JCC meeting was closed by Dr. Mohammad Nawafleh, Chief Commissioner, PDTRA and Mr. Shokichi Sakata, Chief Representative, JICA Jordan Office, and Dr. Emad Hijazeen declared that the JCC members would meet again in November 2016 in the third meeting for discussing the progress of the Project.

LIST OF ATTENDANTS

Jordanian Side:

H.E. Prof. Dr. Mohammad Nawafleh	Chief Commissioner, PDTRA
H.E. Dr. Emad Hijazeen	Deputy Chief Commissioner, PDTRA /Commissioner for PAP and Tourism (Project Director)
H.E. Eng. Abdel Moneim Abu Helaleh	Commissioner for Community Development and Environment, PDTRA
Eng. Tahani Al-Salhi	Director of Risk and Project Management, PDTRA (Project Manager)
Mr. Sallah Faqeer	Head of Marketing and Statistics, PDTRA
Mr. Hassan Al-Lawama	Director of Investment, PDTRA
Mr. Mohammad Al-Marahleh	Head of Museum Department, PDTRA
Mr. Ibrahim N. Farajat	Officer, Projects and Risk Management Unit, PDTRA (Project Coordinator)

Japanese Side:

JICA Headquarters:

Dr. Maki Morikawa	Senior Advisor for Urban and Regional Development Infrastructure and Peacebuilding Department, JICA Headquarters
Ms. Kie Maegawa	Project Officer, Urban and Regional Development Infrastructure and Peacebuilding Department, JICA Headquarters

JICA Jordan Office:

Mr. Shokichi Sakata	Chief Representative, JICA Jordan Office
Mr. Mitsutaka Hoshi	Representative, JICA Jordan Office
Eng. Adel Zureikat	Technical Coordinator, JICA Jordan Office

JICA Project Team:

Mr. Tetsuo Isono	Team Leader, Tourism Development Expert
Mr. Kazuyuki Noguchi	Tourism Marketing Expert
Ms. Yukiko Sakai	Community Development Expert
Mr. Satoshi Ono	Coordinator including Equipment Procurement
Ms. Arwa M. Al- Farajat	Secretary
Ms. Reham Khaled	Technical Assistant
Mr. Abdalrahman Nasarat	Technical Assistant

(PDM and PO Version 1.1.0)

Project Design Matrix (PDM)

Project Title: The Project for Community-Based Regional Tourism Development in Petra Region
Target Area: Petra Region (Wadi Musa, Taybeh, Umm Sayhoun, Baidah, Rajif and Diagha)
Target Group: Petra Development and Tourism Region Authority (PDTRA)

Project Period: 3 Years (Nov 2015 – Oct 2018)
Date: May, 2016
Version No.: 1.1.0

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
OVERALL GOAL Community-based regional tourism development is implemented continuously in Petra.	<ol style="list-style-type: none"> Level of satisfaction of local residents and tourists is increased by 10% respectively by 2020. Tourist activities newly developed by the Project enable 5% more local residents to participate in tourism business, and increase income level by 5% by 2020. Number of tourists is increased by 5% by 2020. Number of repeaters is increased by 5% by 2020. 	<ol style="list-style-type: none"> Questionnaire survey and interviews to project participants and stakeholders. Questionnaire survey to cooperative groups; Statistical data on tourism income before and after the Project. Statistical data. Statistical data and/or questionnaire survey to tourists. 	<ul style="list-style-type: none"> The number of visitors to Jordan is maintained. PDTRA's financial resources (tourism revenue) are maintained properly. The trained personnel continuously work in the organization.
PROJECT PURPOSE Capacity of PDTRA for sustainable community-based regional tourism development is strengthened.	<ol style="list-style-type: none"> The number of policies, plans and activities implemented by PDTRA as a part of the Project is more than 10. Level and changes of PDTRA's capacity on tourism /regional development is improved by 10% after the Project. Level and changes of stakeholders' awareness and ownership in regard to tourism /regional development is improved by 10%. 	<ol style="list-style-type: none"> Project document Questionnaire survey and interviews to project participants in PDTRA. Questionnaire survey and interview to project participants among stakeholders. 	<ul style="list-style-type: none"> PDTRA's financial resources (tourism revenue) are maintained properly. The trained personnel continuously work in the organization. There is no serious conflict among local community groups and/or other stakeholders in the Project site.
OUTPUTS <ol style="list-style-type: none"> Coordination system among stakeholders of Petra regional tourism development is established. Tourism promotion planning and implementation capacity of PDTRA is strengthened. Tourism product development in collaboration with local community and implementation capacity of PDTRA is strengthened. 	<ol style="list-style-type: none"> 1-1 The coordination mechanism of Petra regional tourism development among stakeholders is in practice by May, 2017. 1-2 Number of activities of newly established stakeholders' coordination mechanism (10). 1-3 Level of interests and participants' satisfaction in regard to tourism development is increased by 10%. 1-4 Number of stakeholder meetings (10). 2-1 Number of activities formulated in the tourism promotion plan (annually 12). 2-2 Number of tourism promotion activities implemented and promotion materials made (annually 12). 3-1 Number of newly planned new tourism products (12). 3-2 Number of newly developed tourism products (8). 	<ol style="list-style-type: none"> 1-1. Project Document 1-2. Project document. 1-3. Questionnaire survey to project participants. 1-4. Project document. 2-1. Project document. 2-2. Project document. 3-1. Project document 3-2. Project document 	<ul style="list-style-type: none"> There is no security problem in the Project site. The Government continuously recognize the importance of Petra region as a tourist destination. Stakeholders are willing to participate in the Project.

<p>4. Necessary functions of Petra Museum for its opening are built up.</p>	<p>4-1 Number and type of newly developed materials and documents for Petra Museum (4 types and 45 materials). 4-2. Result of staff training represented by achievement (80%).</p>	<p>4-1. Project document 4-2. Questionnaire survey to the trainees and supervisors (knowledge, skill, awareness).</p>	
<p>ACTIVITIES</p>			
<p>1-1. Define the roles and responsibilities of relevant organizations. 1-2. Establish a mechanism for cooperation with stakeholders and counterparts (local community, private sector and central government, cooperative groups, NGO and travel agencies, etc.). 1-3. Monitor and evaluate the mechanism of cooperation. 2-1. Conduct current situation analysis on tourism promotion. 2-2. Develop a Tourism Promotion Plan including new markets (Asia, Middle East and Latin America). 2-3. Develop a new brand for Petra. 2-4. Develop marketing tools for tourism promotion such as website, social media, guide, audio visual, event calendar. 2-5. Develop tourism promotion campaign. 2-6. Promote Petra to filming industry. 2-7. Develop human resource development plan in tourism promotion. 2-8. Monitor and evaluate the progress of the developed plan. 3-1. Develop a plan for diversification of tourism products. 3-2. Develop trekking map and related materials inside PAP to enhance its attractiveness. 3-3. Propose tourist circulation routes including Petra Museum. 3-4. Develop a cultural center in Elgea village and implement pilot activities (local food, performing arts, handicraft, festival, etc.). 3-5. Develop investment promotion materials 3-6. Establish Statistical Database for regional /tourism development. 3-7. Monitor and evaluate the progress of the developed plan. 4-1. Establish vision and mission of Petra Museum. 4-2. Establish regulation of operation and management plan for Petra Museum. 4-3. Identify necessary job description for Petra Museum staff. 4-4. Clarify demarcation of Visitor Center and Petra Museum. 4-5. Develop exhibition and interpretation materials (graphics, labels, panels, mountings, replicas). 4-6. Develop exhibition contents (digital signage, audio visual contents). 4-7. Conduct staff training for operation, maintenance and guide for education. 4-8. Develop museum brochure.</p>			
<p>INPUTS</p>			
<p><Jordanian side> 1. Personnel (1) Project Director: Deputy Chief Commissioner (2) Project Manager: Director of Cultural Resource Management, PDTRA (3) Project Coordinator: Officer, Projects and Risk Management Unit (4) Counterparts (C/P): Officers, PDTRA - Tourism Promotion Development: Head of Marketing - Tourism Product Development: Director of Community Development + Director of Tourism and Marketing - Planning: Director of Cultural Resource Management - Museum Management and Exhibition: Head of Museum Division - Media Contents: Director of Tourism and Marketing + Director of IT - IT and Public Relations: Director of IT and Public Relations 2. Others - Office space with necessary equipment and infrastructure (e.g., office furniture, water, electricity, internet, transportation, etc.), travel costs and fees for counterpart personnel including meetings, and other local costs as needed. <Japanese side> 1. Personnel (1) Team Leader /Tourism Development (2) Institutional Building /Capacity Development /Monitoring (3) Tourism Marketing (4) Museum Management (5) Exhibition Contents Development (6) Audio Visual Contents Development (7) Community Development (8) Coordination /Equipment Procurement 2. Training in Japan 3. Cost for necessary equipment for the Project 4. Others - IT equipment (e.g., PC and printer for the project office), and local costs as needed. Pre-Condition • There is no serious conflict among local community groups and/or other stakeholders in the Project site. • There is no drastic event or acute negative changes, such as war, terrorism and natural disasters which affect the Project. • The intended stakeholders are willing to participate in the Project activities. • Project counterparts are positioned as planned. • PDTRA ensure financial resource for some part of project local cost.</p>			

Plan of Operation (PO)

Project Title: The Project for Community-Based Regional Tourism Development in Petra Region
Target Area: Petra Region (Wadi Musa, Taybeh, Umm Sayhoun, Baidah, Rajif and Diagha)
Target Group: Petra Development and Tourism Region Authority (PDTRA)

Project Period: 3 Years (Nov 2015 – Oct 2018)
Date: May, 2016
Version No.: 1.1.0

Outputs and Activities	Year 1												Year 2												Year 3												
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
1. Coordination system among stakeholders of Petra regional tourism development is established.																																					
1-1. Define the roles and responsibilities of relevant organizations																																					
1-2. Establish a mechanism for cooperation with stakeholders and counterparts (local community, private sector and central government, cooperative groups, NGO and travel agencies, etc.).																																					
1-3. Monitor and evaluate the mechanism of cooperation.			▲									▲												▲													▲


2. Tourism promotion planning and implementation capacity of PDTRA is strengthened.																																					
2-1. Conduct current situation analysis on tourism promotion.																																					
2-2. Develop a Tourism Promotion Plan including new markets (Asia, Middle East and Latin America).																																					
2-3. Develop a new brand for Petra																																					
2-4. Develop marketing tools for tourism promotion such as website, social media, guide, audio visual, event calendar.																																					
2-5. Develop tourism promotion campaign.																																					
2-6. Promote Petra to filming industry.																																					
2-7. Develop human resource development plan in tourism promotion.																																					
2-8. Monitor and evaluate the progress of the developed plan.			▲									▲												▲													▲

Outputs and Activities	Year 1												Year 2												Year 3											
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
3. Tourism product development in collaboration with local community and implementation capacity of PDTRA is strengthened.																																				
3-1. Develop a plan for diversification of tourism products																																				
3-2. Develop trekking map and related materials inside PAP to enhance its attractiveness.																																				
3-3. Propose tourist circulation routes including Petra Museum.																																				
3-4. Develop a cultural center in Elgee village and implement pilot activities (local food, performing arts, handicraft, festival, etc.).																																				
3-5. Develop investment promotion material.																																				
3-6. Establish Statistical Database for regional /tourism development.																																				
3-7. Monitor and evaluate the progress of the developed plan.																																				

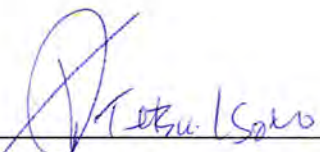
4. Necessary functions of Petra Museum for its opening are built up.																																				
4-1. Establish vision and mission of Petra Museum																																				
4-2. Establish regulation of operation and management plan for Petra Museum.																																				
4-3. Identify necessary job description for Petra Museum staff.																																				
4-4. Clarify demarcation of Visitor Center and Petra Museum.																																				
4-5. Develop exhibition and interpretation materials (graphics, labels, panels, mountings, replicas).																																				
4-6. Develop exhibition contents (digital signage, audio visual contents).																																				
4-7. Conduct staff training for operation, maintenance and guide for education.																																				
4-8. Develop museum brochure																																				

MINUTES OF MEETING
ON
THE THIRD
JOINT COORDINATING COMMITTEE
FOR
THE PROJECT FOR
COMMUNITY-BASED REGIONAL TOURISM DEVELOPMENT
IN PETRA REGION
IN THE HASHEMITE KINGDOM OF JORDAN

Tuesday, November 15, 2016


H.E. Prof. Dr. Mohammad Nawafleh
Chief Commissioner,
Petra Development and Tourism Region Authority,
Hashemite Kingdom of Jordan


Mr. Tsutomu Kobayashi
Chief Representative,
JICA Jordan Office


Mr. Tetsuo Isono
Team Leader,
JICA Project Team for Community-Based
Regional Tourism Development in Petra Region

The third Joint Coordinating Committee (hereinafter “JCC”) meeting on the Project for Community-Based Regional Tourism Development in Petra Region (hereinafter “the Project”) was held on Tuesday, November 15, 2016 with the participation of the committee members among the Petra Development and Tourism Region Authority (hereinafter “PDTRA”), Japan International Cooperation Agency (hereinafter “JICA”) and JICA Project Team. The list of attendants is annexed to this document.

The meeting was conducted according to the following agenda:

1. Opening remarks,
2. Presentation of a progress of the Project, amendment of Plan of Operation (PO),
3. Presentation of a result of counterpart training organized in Japan in September 2016,
4. Discussion, and
5. Conclusion and closing remarks.

Following the opening remarks of the third JCC meeting pronounced by Dr. Emad Hijazeen, Deputy Chief Commissioner, PDTRA and Mr. Tsutomu Kobayashi, Chief Representative, JICA Jordan Office, the progress of the Project was jointly reported by PDTRA and JICA Project Team.

Proposed minor amendment of Plan of Operation (PO) to reflect the rescheduling of activities by taking into account the progress of the Project and new museum construction schedule was agreed upon by the JCC members.

Afterward, the result of the counterpart training organized in Japan in September this year was presented by Mr. Ibrahim Farajat, Project Coordinator of the Project, PDTRA.

Comments and clarification in the discussion session were summarized hereafter:

1. PDTRA and JICA Project Team agree to consider and engage in deeper discussion about the Petra Brand so to facilitate and implement each project activity more effectively.
2. PDTRA and JICA Project Team agree to enhance information sharing among the project members and hold a regular meeting more frequently.
3. PDTRA requests JICA project team to incorporate a program such that trainees can learn the Japanese tourist market for attracting more Japanese people to Jordan.

Finally, the third JCC meeting was closed by Dr. Emad Hijazeen, Deputy Chief Commissioner, PDTRA and Mr. Tsutomu Kobayashi, Chief Representative, JICA Jordan Office, and Dr. Emad Hijazeen declared that the JCC members would meet again in May 2017 in the fourth meeting for discussing the progress of the Project.

LIST OF ATTENDANTS

Jordanian Side:

H.E. Dr. Emad Hijazeen	Deputy Chief Commissioner, PDTRA /Commissioner for PAP and Tourism (Project Director)
Eng. Tahani Al-Salhi	Director of Risk and Project Management, PDTRA (Project Manager)
Mr. Sallah Faqeer	Head of Marketing and Statistics, PDTRA
Mr. Hassan Al-Lawama	Director of Investment, PDTRA
Mr. Ibrahim N. Farajat	Officer, Projects and Risk Management Unit, PDTRA (Project Coordinator)

Participants in the counterpart training in Japan

Mr. Bajes Awamreh	Director of Internal Control, PDTRA
Mr. Yousef Alawadat	Director of Human Resource, PDTRA
Ms. Areej Farajat	Head of Budgeting and Accounting, PDTRA Cultural Resource Management, PDTRA

Japanese Side:

JICA Jordan Office:

Mr. Tsutomu Kobayashi	Chief Representative, JICA Jordan Office
Mr. Mitsutaka Hoshi	Representative, JICA Jordan Office
Eng. Adel Zureikat	Technical Coordinator, JICA Jordan Office

JICA Project Team:

Mr. Tetsuo Isono	Team Leader, Tourism Development Expert
Mr. Kazuyuki Noguchi	Deputy Team Leader, Tourism Marketing Expert
Mr. Yusuke Namba	Museum Management Expert
Ms. Midori Yuzawa	Audio-Visual Content Development Expert
Mr. Satoshi Ono	Coordinator and Procurement Expert
Ms. Arwa M. Al- Farajat	Secretary
Ms. Reham Khaled	Technical Assistant

(PDM and PO Version 1.1.1)

Project Design Matrix (PDM)

Project Title: The Project for Community-Based Regional Tourism Development in Petra Region

Project Period: 3 Years (Nov 2015 – Oct 2018)

Target Area: Petra Region (Wadi Musa, Taybeh, Umm Sayhoun, Baidah, Rajif and Diagha)

Date: May, 2016

Target Group: Petra Development and Tourism Region Authority (PDTRA)

Version No.: 1.1.1

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
OVERALL GOAL Community-based regional tourism development is implemented continuously in Petra.	<ol style="list-style-type: none"> Level of satisfaction of local residents and tourists is to be increased by 10% respectively by 2020. Tourist activities newly developed by the Project enable 5% more local residents to participate in tourism business, and increase income level by 5% by 2020. Number of tourists is to be increased by 5% by 2020. Number of repeaters is to be increased by 5% by 2020. 	<ol style="list-style-type: none"> Questionnaire survey and interviews to project participants and stakeholders. Questionnaire survey to cooperative groups; Statistical data on tourism income before and after the Project. Statistical data. Statistical data and/or questionnaire survey to tourists. 	<ul style="list-style-type: none"> The number of visitors to Jordan is maintained. PDTRA's financial resources (tourism revenue) are maintained properly. The trained personnel continuously work in the organization.
PROJECT PURPOSE Capacity of PDTRA for sustainable community-based regional tourism development is strengthened.	<ol style="list-style-type: none"> The number of policies, plans and activities implemented by PDTRA as a part of the Project is to be more than 10. Level and changes of PDTRA's capacity on tourism /regional development is to be improved by 10% after the Project. Level and changes of stakeholders' awareness and ownership in regard to tourism /regional development is to be improved by 10%. 	<ol style="list-style-type: none"> Project document Questionnaire survey and interviews to project participants in PDTRA. Questionnaire survey and interview to project participants among stakeholders. 	<ul style="list-style-type: none"> PDTRA's financial resources (tourism revenue) are maintained properly. The trained personnel continuously work in the organization. There is no serious conflict among local community groups and/or other stakeholders in the Project site.
OUTPUTS 1. Coordination system among stakeholders of Petra regional tourism development is established.	<ol style="list-style-type: none"> 1-1 The coordination mechanism of Petra regional tourism development among stakeholders is to be in practice by May, 2017. 1-2 Number of activities of newly established stakeholders' coordination mechanism is to be more than 10. 1-3 Level of interests and participants' satisfaction in regard to tourism development is to be increased by 10%. 1-4 Number of stakeholder meetings is to be more than 10. 	<ol style="list-style-type: none"> 1-1. Project Document 1-2. Project document. 1-3. Questionnaire survey to project participants. 1-4. Project document. 	<ul style="list-style-type: none"> There is no security problem in the Project site. The Government continuously recognize the importance of Petra region as a tourist destination. Stakeholders are willing to participate in the Project.
2. Tourism promotion planning and implementation capacity of PDTRA is strengthened.	<ol style="list-style-type: none"> 2-1 Number of activities formulated in the tourism promotion plan is to be more than 12 annually. 2-2 Number of tourism promotion activities implemented and promotion materials made is to be more than 12 annually 12. 	<ol style="list-style-type: none"> 2-1. Project document. 2-2. Project document. 	
3. Tourism product development in collaboration with local community and implementation capacity of PDTRA is strengthened.	<ol style="list-style-type: none"> 3-1 Number of newly planned new tourism products is to be more than 12. 3-2 Number of newly developed tourism products is to be more than 8. 	<ol style="list-style-type: none"> 3-1. Project document 3-2. Project document 	

<p>4. Necessary functions of Petra Museum for its opening are built up.</p>	<p>4-1 Number and type of newly developed materials and documents for Petra Museum are more than 4 types and 45 materials. 4-2. Result of staff training represented by achievement is to be more than 80%.</p>	<p>4-1. Project document 4-2. Questionnaire survey to the trainees and supervisors (knowledge, skill, awareness).</p>
<p>INPUTS</p> <p><Jordanian side> 1. Personnel (1) Project Director: Deputy Chief Commissioner (2) Project Manager: Director of Cultural Resource Management, PDTRA (3) Project Coordinator: Officer, Projects and Risk Management Unit (4) Counterparts (C/P): Officers, PDTRA - Tourism Promotion Development: Head of Marketing - Tourism Product Development: Director of Community Development + Director of Tourism and Marketing - Planning: Director of Cultural Resource Management - Museum Management and Exhibition: Head of Museum Division - Media Contents: Director of Tourism and Marketing + Director of IT - IT and Public Relations: Director of IT and Public Relations 2. Others - Office space with necessary equipment and infrastructure (e.g., office furniture, water, electricity, internet, transportation, etc.), travel costs and fees for counterpart personnel including meetings, and other local costs as needed.</p> <p><Japanese side> 1. Personnel (1) Team Leader /Tourism Development (2) Institutional Building /Capacity Development /Monitoring (3) Tourism Marketing (4) Museum Management (5) Exhibition Contents Development (6) Audio Visual Contents Development (7) Community Development (8) Coordination /Equipment Procurement 2. Training in Japan 3. Cost for necessary equipment for the Project 4. Others - IT equipment (e.g., PC and printer for the project office), and local costs as needed.</p> <p>Pre-Condition</p> <ul style="list-style-type: none"> • There is no serious conflict among local community groups and/or other stakeholders in the Project site. • There is no drastic event or acute negative changes, such as war, terrorism and natural disasters which affect the Project. • The intended stakeholders are willing to participate in the Project activities. • Project counterparts are positioned as planned. • PDTRA ensure financial resource for some part of project local cost. 		
<p>ACTIVITIES</p> <p>1-1. Define the roles and responsibilities of relevant organizations. 1-2. Establish a mechanism for cooperation with stakeholders and counterparts (local community, private sector and central government, cooperative groups, NGO and travel agencies, etc.). 1-3. Monitor and evaluate the mechanism of cooperation. 2-1. Conduct current situation analysis on tourism promotion. 2-2. Develop a Tourism Promotion Plan including new markets (Asia, Middle East and Latin America). 2-3. Develop a new brand for Petra. 2-4. Develop marketing tools for tourism promotion such as website, social media, guide, audio visual, event calendar. 2-5. Develop tourism promotion campaign. 2-6. Promote Petra to filming industry. 2-7. Develop human resource development plan in tourism promotion. 2-8. Monitor and evaluate the progress of the developed plan. 3-1. Develop a plan for diversification of tourism products. 3-2. Develop trekking map and related materials inside PAP to enhance its attractiveness. 3-3. Propose tourist circulation routes including Petra Museum. 3-4. Develop a cultural center in Egeev village and implement pilot activities (local food, performing arts, handicraft, festival, etc.). 3-5. Develop investment promotion materials 3-6. Establish Statistical Database for regional /tourism development. 3-7. Monitor and evaluate the progress of the developed plan. 4-1. Establish vision and mission of Petra Museum. 4-2. Establish regulation of operation and management plan for Petra Museum. 4-3. Identify necessary job description for Petra Museum staff. 4-4. Clarify demarcation of Visitor Center and Petra Museum. 4-5. Develop exhibition and interpretation materials (graphics, labels, panels, mountings, replicas). 4-6. Develop exhibition contents (digital signage, audio visual contents). 4-7. Conduct staff training for operation, maintenance and guide for education. 4-8. Develop museum brochure.</p>		

Plan of Operation (PO)

Project Title: The Project for Community-Based Regional Tourism Development in Petra Region
Target Area: Petra Region (Wadi Musa, Taybeh, Umm Sayhoun, Baidah, Rajif and Diagha)
Target Group: Petra Development and Tourism Region Authority (PDTRA)

Project Period: 3 Years (Nov 2015 – Oct 2018)
Date: November, 2016
Version No.: 1.1.1

Outputs and Activities	Year 1												Year 2												Year 3												
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
1. Coordination system among stakeholders of Petra regional tourism development is established.																																					
1-1. Define the roles and responsibilities of relevant organizations																																					
1-2. Establish a mechanism for cooperation with stakeholders and counterparts (local community, private sector and central government, cooperative groups, NGO and travel agencies, etc.).																																					
1-3. Monitor and evaluate the mechanism of cooperation.																																					

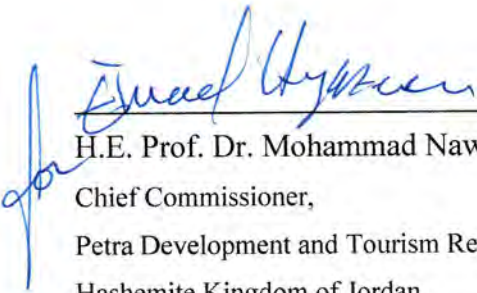
2. Tourism promotion planning and implementation capacity of PDTRA is strengthened.																																					
2-1. Conduct current situation analysis on tourism promotion.																																					
2-2. Develop a Tourism Promotion Plan including new markets (Asia, Middle East and Latin America).																																					
2-3. Develop a new brand for Petra																																					
2-4. Develop marketing tools for tourism promotion such as website, social media, guide, audio visual, event calendar.																																					
2-5. Develop tourism promotion campaign.																																					
2-6. Promote Petra to filming industry.																																					
2-7. Develop human resource development plan in tourism promotion.																																					
2-8. Monitor and evaluate the progress of the developed plan.																																					


Outputs and Activities	Year 1												Year 2												Year 3												
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
3. Tourism product development in collaboration with local community and implementation capacity of PDTRA is strengthened.																																					
3-1. Develop a plan for diversification of tourism products																																					
3-2. Develop trekking map and related materials inside PAP to enhance its attractiveness.																																					
3-3. Propose tourist circulation routes including Petra Museum.																																					
3-4. Develop a cultural center in Elgeee village and implement pilot activities (local food, performing arts, handicraft, festival, etc.).																																					
3-5. Develop investment promotion material.																																					
3-6. Establish Statistical Database for regional /tourism development.																																					
3-7. Monitor and evaluate the progress of the developed plan.																																					

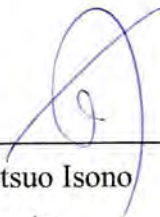
4. Necessary functions of Petra Museum for its opening are built up.																																					
4-1. Establish vision and mission of Petra Museum																																					
4-2. Establish regulation of operation and management plan for Petra Museum.																																					
4-3. Identify necessary job description for Petra Museum staff.																																					
4-4. Clarify demarcation of Visitor Center and Petra Museum.																																					
4-5. Develop exhibition and interpretation materials (graphics, labels, panels, mountings, replicas).																																					
4-6. Develop exhibition contents (digital signage, audio visual contents).																																					
4-7. Conduct staff training for operation, maintenance and guide for education.																																					
4-8. Develop museum brochure																																					

MINUTES OF MEETING
ON
THE FOURTH
JOINT COORDINATING COMMITTEE
FOR
THE PROJECT FOR
COMMUNITY-BASED REGIONAL TOURISM DEVELOPMENT
IN PETRA REGION
IN THE HASHEMITE KINGDOM OF JORDAN

Thursday, May 18, 2017


H.E. Prof. Dr. Mohammad Nawafleh
Chief Commissioner,
Petra Development and Tourism Region Authority,
Hashemite Kingdom of Jordan


Mr. Tsutomu Kobayashi
Chief Representative,
JICA Jordan Office


Mr. Tetsuo Isono
Team Leader,
JICA Project Team for Community-Based
Regional Tourism Development in Petra Region

The fourth Joint Coordinating Committee (hereinafter “JCC”) meeting on the Project for Community-Based Regional Tourism Development in Petra Region (hereinafter “the Project”) was held on Thursday, May 18, 2017 with the participation of the committee members among the Petra Development and Tourism Region Authority (hereinafter “PDTRA”), Japan International Cooperation Agency (hereinafter “JICA”) and JICA Project Team. The list of attendants is annexed to this document.

The meeting was conducted according to the following agenda:

1. Opening remarks,
2. Submission of Monitoring Sheet Ver. 3,
3. Presentation of a progress of the Project
4. Discussion, and
5. Conclusion and closing remarks.

Following the opening remarks pronounced by Dr. Emad Hijazeen, Deputy Chief Commissioner, PDTRA and Mr. Toshiyuki Iwama, Executive Technical Advisor, JICA, the progress of the Project was jointly reported by PDTRA and JICA Project Team.

The result of discussion in the fourth JCC meeting is summarized hereafter:

1. Prior to the fourth JCC meeting, PDTRA, JICA and JICA Project Team had a meeting in Amman on May 7, 2017 for clarifying the responsibilities and due dates for the Activity 4-6: Development of Exhibition Contents. PDTRA and JICA Project Team confirmed taking measures necessary to bring Development of Exhibition in completion by September 2018. The agreed demarcation and due dates are annexed to “Appendix: Responsibilities and Due Dates for Development of Exhibition Contents & Indicative Flowchart” of these Minutes of Meeting.
2. Dr. Emad Hijazeen, Deputy Chief Commissioner, PDTRA announced that PDTRA officially assigned following four staffs to Petra Museum Curators.

Position	Name
Curator: Education & Publication	Mr. Ibrahim Mashaeleh
	Ms. Maha Al-Daghesh
Curator: Conservation & Documentation	Mr. Ahmad Hasanat
Curator: Exhibition & Event	Mr. Qais Tweissi

3. In order to promote establishing a Coordination Mechanism, JICA encouraged PDTRA and JICA Project Team to hold a trial Coordination Mechanism meeting on the issue of Experiment of Petra Region Shuttle Bus by September in 2017.
4. JICA Project Team raised an issue related to the selection of participants in the counterpart training in Japan. Since the training is organized as a part of the Project, JICA Project Team asked PDTRA to nominate appropriate participants among the counterpart personnel or community-based groups involved in the Project in accordance with the selection criteria. PDTRA understood the request.
5. PDTRA requested JICA Project Team to allocate Jordanian staff who can get involved more into Output 1 especially for establishment of Coordination Mechanism. JICA Project Team understood the request.
6. PDTRA and JICA Project Team confirmed promoting the experiment of Petra Region Shuttle Bus with consideration for existing stakeholder including Taxi Association.

Finally, Mr. Tsutomu Kobayashi, Chief Representative, JICA Jordan Office and Dr. Emad Hijazeen, Deputy Chief Commissioner, PDTRA, declared that the fourth JCC meeting was closed and the JCC members would meet again in November 2017 in the fifth meeting.



LIST OF ATTENDANTS

Jordanian Side:

H.E. Dr. Emad Hijazeen

Mr. Sabri Al-Fdool

Mr. Sallah Faqeer

Mr. Hassan Al-Lawama

Mr. Ibrahim N. Farajat

Mr. Emad Ali Helalat

Deputy Chief Commissioner, PDTRA
/Commissioner for PAP and Tourism (Project
Director)

Director of Tourism & Marketing, PDTRA

Head of Marketing and Statistics, PDTRA

Director of Investment, PDTRA

Director, Projects and Risk Management Unit,
PDTRA (Project Coordinator)

Assistant of Commissioner for PAP and Tourism

Japanese Side:

JICA Headquarters:

Mr. Toshiyuki Iwama

Mr. Naoki Mine

Executive Technical Advisor

Infrastructure and Peacebuilding Dep.

Urban and Regional Development Group

Infrastructure and Peacebuilding Dep.

JICA Jordan Office:

Mr. Tsutomu Kobayashi

Mr. Mitsutaka Hoshi

Eng. Adel Zureikat

Chief Representative, JICA Jordan Office

Representative, JICA Jordan Office

Technical Coordinator, JICA Jordan Office

JICA Project Team:

Mr. Tetsuo Isono

Mr. Kazuyuki Noguchi

Mr. Satoshi Ono

Ms. Arwa M. Al- Farajat

Ms. Reham Khaled

Team Leader, Tourism Development Expert

Deputy Team Leader, Tourism Marketing Expert

Coordinator and Procurement Expert

Secretary

Technical Assistant

Appendix: Responsibilities and Due Dates for Development of Exhibition Contents

Based on the discussions among JICA, PDTRA and JICA Project Team in Amman on Sunday, May 7, 2017 and upon the fourth Joint Coordinating Committee (JCC) meeting in Petra on Thursday, May 18, 2017, the three parties agreed upon that the following actions would be undertaken for finalizing the drafts for digital signage and video production by the due dates.

PDTRA:

- Officially nominates the curators in charge of digital signage preparation and management by the end of May 2017, and makes him/her participate in developing the drafts to be final.
- Nominated curators review the drafts with support of Japanese experts and Jordanian experts appointed by JICA Project Team, and develop the first upgraded drafts by July 1, 2017.
- Nominated curators continue collection of necessary visual data with support of Jordanian experts appointed by JICA Project Team, and complete the collection by November 1, 2017 at the latest.
- Organizes the first review meeting in the middle of July 2017 in which the Project Director, Project Manager, Project Coordinator from the Jordanian side, JICA Project Team members in charge of Output-4 as well as Jordanian experts appointed by JICA Project Team will join.
- Nominated curators continue upgrading the drafts to be final including preparation of Arabic texts by November 1, 2017.
- Organizes the second review meeting in the middle of November 2017.
- Nominated curators finalize the drafts by incorporating the result of the second review meeting with support of Japanese experts and Jordanian experts appointed by JICA Project Team.
- Obtains the approval from DOA and other relevant authorities if any before the contracted production companies start the production in the middle of December 2017.
- Monitors the production process of the contracted companies in cooperation with JICA Project Team.

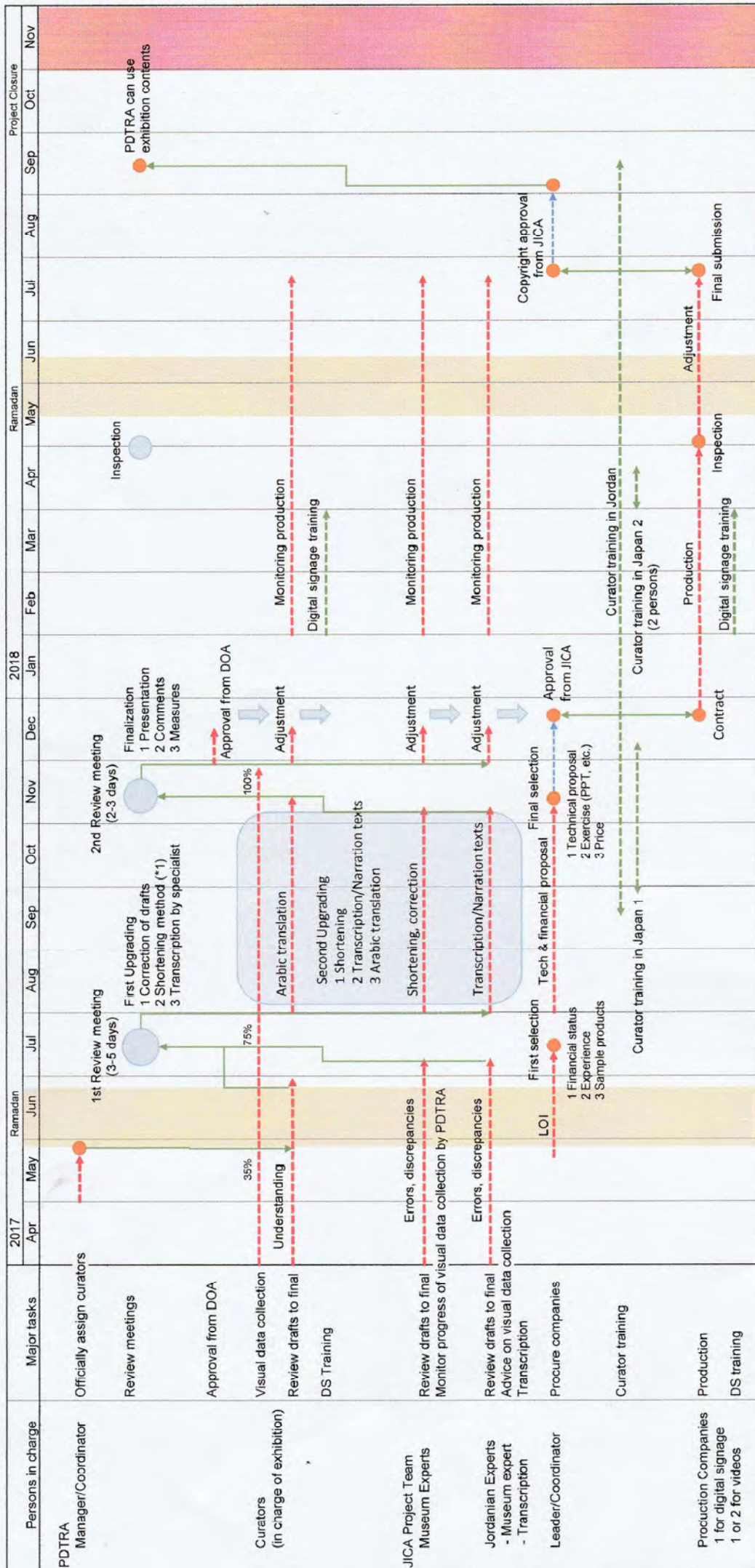
JICA Project Team:

- Continues appointing Jordanian experts who can provide advice to the PDTRA curators on reviewing the drafts to be final and collecting all the visual data.
- Japanese experts in charge of Output-4 also continue providing advice to the PDTRA curators on reviewing the drafts to be final, regardless he/she will be in Jordan or in Japan.
- Jordanian experts and Japanese experts collaborate with the PDTRA curators in providing the transcription for diverse levels of knowledge and interests of museum visitors.
- Participates in the first review meeting to be held in the middle of July 2017 and the second review meeting to be held in the middle of November 2017.
- Provides the training for PDTRA curators in combination in Jordan and in Japan starting from September 2017.

- Starts the two-step selection of production companies both for digital signage and videos in May 2017 by sending the letter of invitation, then carry out the first selection in the middle of July 2017 in cooperation with PDTRA.
- Carries out the second selection of production companies both for digital signage and videos by the middle of November 2017.
- Obtains the approval from JICA headquarters for signing the contract. This process will need at least one month.
- Signs the contracts with the successful production companies and make them start production in the middle of December 2017.
- Monitors the production process of the contracted companies in cooperation with PDTRA.
- After the completion of production, applies and obtains the approval from JICA headquarters for using the exhibition materials in the museum as all their intellectual property belongs to JICA. This process requires at least one month.

Three handwritten signatures in blue ink are located at the bottom left of the page. The first signature is a simple horizontal line with a diagonal stroke. The second is a more complex, circular scribble. The third is a stylized signature with several loops.

Indicative Flowchart for Responsibilities and Due Dates for Development of Exhibition Contents



The above flowchart shall be continuously reviewed in accordance with the progress of works and necessary measures are to be undertaken.
 *1. Shortening methods of texts on the Digital Signage can be classified into 3. 1) rewrite the texts, 2) fold the texts by indicating "Read more..." and 3) structure the texts by using menu. As the Digital Signage is interactive, methods No.2 and No.3 are both applicable.

MINUTES OF MEETING
ON
THE FIFTH
JOINT COORDINATING COMMITTEE
FOR
THE PROJECT FOR
COMMUNITY-BASED REGIONAL TOURISM DEVELOPMENT
IN PETRA REGION
IN THE HASHEMITE KINGDOM OF JORDAN

Thursday, November 16, 2017



H.E. Prof. Dr. Mohammad Nawafleh
Chief Commissioner,
Petra Development and Tourism Region Authority,
Hashemite Kingdom of Jordan



Mr. Tsutomu Kobayashi
Chief Representative,
JICA Jordan Office



Mr. Tetsuo Isono
Team Leader,
JICA Project Team for Community-Based
Regional Tourism Development in Petra Region

The Fifth Joint Coordinating Committee (hereinafter referred to as “JCC”) meeting on the Project for Community-Based Regional Tourism Development in Petra Region (hereinafter referred to as “the Project”) was held on Thursday, November 16, 2017 with the participation of the committee members among the Petra Development and Tourism Region Authority (hereinafter referred to as “PDTRA”), Japan International Cooperation Agency (hereinafter referred to as “JICA”) and JICA Project Team. The list of attendants is annexed to this document.

The meeting was conducted according to the following agenda:

1. Opening remarks,
2. Report 1: Progress of the Project and Coming Activities,
3. Report 2: Result of counterpart training in Japan in September 2017,
4. Discussion, and
5. Conclusion and closing remarks.

Following the opening remarks pronounced by Prof. Dr. Mohammad Nawafleh, Chief Commissioner, PDTRA and Mr. Tsutomu Kobayashi, Chief Representative, JICA Jordan Office, the progress of the Project was jointly reported by PDTRA and JICA Project Team based on the submitted Monitoring Sheet Ver. 4.0.

Afterward, the result of the counterpart training organized in Japan in September this year was presented by Mr. Hassan M. Al Lawama who was the leader of the seven participants.

The result of the discussion in the fifth JCC meeting is summarized hereafter:

1. PDTRA declared that:
 - a. Eng. Abdel Moneim Abu Helaleh, Commissioner for Infrastructure and Investment was assigned as the new Project Director as of October 25, 2017.
 - b. An operation unit would be established for the new Petra museum under Petra Archaeological Park (hereinafter referred to as “PAP”) based on the draft organization chart which had been discussed between PDTRA and JICA Project Team. Museum Manager would be nominated before its opening. Meanwhile, Mr. Ibrahim Farajat, Director of Project of PDTRA (Project Coordinator) would act as the deputy for Museum Manager.
 - c. Three curators nominated in the last JCC meeting (Mr. Ibrahim Mashaeleh, Ms. Maha Al Daghash and Mr. Qais Tweissi) had been already officially transferred to Museum Division, Directorate of Cultural Resource Management, PDTRA.
 - d. PDTRA had a commitment to bear the cost for the equipment and materials for

the museum (mounting, graphic panels and caption labels) as agreed upon in the Record of Discussion signed between PDTRA and JICA on August 11, 2015.

2. JICA Project Team explained that the third counterpart training program in Japan would contain two different courses: one for museum management inviting two participants and the other for community-based tourism development having four participants. As the former course aims at obtaining practical and useful knowledge on museum management, JICA Project Team requested PDTRA to nominate the key managerial persons of the new Petra museum. PDTRA agreed to nominate suitable candidates for the two courses by the end of February 2018 as the training program was planned in April 2018.
3. The coordination mechanism established under Output-1 has greatly contributed to alleviating conflicting interests among stakeholders for several activities under Output-3 such as the shuttle bus trial between Visitor Center and Ain Musa, the provision of common training programs for local cooperative groups, and the development of Elgee Cultural Village, etc. The mechanism is expected to maximize the socio-economic benefit of tourism to the local community in Petra region.
4. Slow progress of the development of exhibition contents is critical for the scheduled opening of the new Petra museum in November 2018. JICA Project Team experts, Jordanian Focal Point (Dr. Khairieh), and PDTRA curators agreed to accelerate the visual data collection for digital signage in particular by strengthening the collaboration.
PDTRA, JICA, and JICA Project Team confirmed to adhere to the responsibilities and due dates upon the development of exhibition contents agreed at the fourth JCC (the documents signed on May 18, 2017 are annexed to this document).

Finally, Mr. Tsutomu Kobayashi, Chief Representative, JICA Jordan Office and Prof. Dr. Mohammad Nawafleh, Chief Commissioner, PDTRA declared that the fifth JCC meeting was closed and that the JCC members would meet again in May 2018 in the sixth meeting.

Appendix:

Responsibilities and Due Dates for Development of Exhibition Contents (Agreed upon in the fourth JCC meeting on May 18, 2017)

LIST OF ATTENDANTS

Jordanian Side (PDTRA):

H.E. Prof. Dr. Mohammad Nawafleh	Chief Commissioner
H.E. Dr. Khalil Abu Hamour	Commissioner for Finance and Administrative Affairs
Mr. Ibrahim N. Farajat	Director, Projects and Risk Management Unit (Project Coordinator)
Mr. Sabri Al-Fdool	Director, Directorate of Tourism and Promotion
Mr. Hassan Al-Lawama	Director, Directorate of Investment
Mr. Talal Falahat	Director, Directorate of Local Community Development
Mr. Sallah Faqeer	Head of Marketing and Statistics Division, Directorate of Tourism and Promotion
Mr. Mohammad Al-Marahleh	Head, Museum Division, Representative, Department of Antiquities (DOA)

Japanese Side:

JICA Jordan Office:

Mr. Tsutomu Kobayashi	Chief Representative, JICA Jordan Office
Ms. Midori Barada	Project Formulation Advisor, JICA Jordan Office

JICA Project Team:

Mr. Tetsuo Isono	Team Leader, Tourism Development Expert
Mr. Kazuyuki Noguchi	Deputy Team Leader, Tourism Marketing Expert
Ms. Nanako Matsuda	Coordinator and Procurement Expert
Ms. Hala Farajat	Secretary (Provisional)
Ms. Doaa Helalat	Technical Assistant (Provisional)
Mr. Abdalrahman Nasarat	Technical Assistant

Appendix: Responsibilities and Due Dates for Development of Exhibition Contents

Based on the discussions among JICA, PDTRA and JICA Project Team in Amman on Sunday, May 7, 2017 and upon the fourth Joint Coordinating Committee (JCC) meeting in Petra on Thursday, May 18, 2017, the three parties agreed upon that the following actions would be undertaken for finalizing the drafts for digital signage and video production by the due dates.

PDTRA:

- Officially nominates the curators in charge of digital signage preparation and management by the end of May 2017, and makes him/her participate in developing the drafts to be final.
- Nominated curators review the drafts with support of Japanese experts and Jordanian experts appointed by JICA Project Team, and develop the first upgraded drafts by July 1, 2017.
- Nominated curators continue collection of necessary visual data with support of Jordanian experts appointed by JICA Project Team, and complete the collection by November 1, 2017 at the latest.
- Organizes the first review meeting in the middle of July 2017 in which the Project Director, Project Manager, Project Coordinator from the Jordanian side, JICA Project Team members in charge of Output-4 as well as Jordanian experts appointed by JICA Project Team will join.
- Nominated curators continue upgrading the drafts to be final including preparation of Arabic texts by November 1, 2017.
- Organizes the second review meeting in the middle of November 2017.
- Nominated curators finalize the drafts by incorporating the result of the second review meeting with support of Japanese experts and Jordanian experts appointed by JICA Project Team.
- Obtains the approval from DOA and other relevant authorities if any before the contracted production companies start the production in the middle of December 2017.
- Monitors the production process of the contracted companies in cooperation with JICA Project Team.

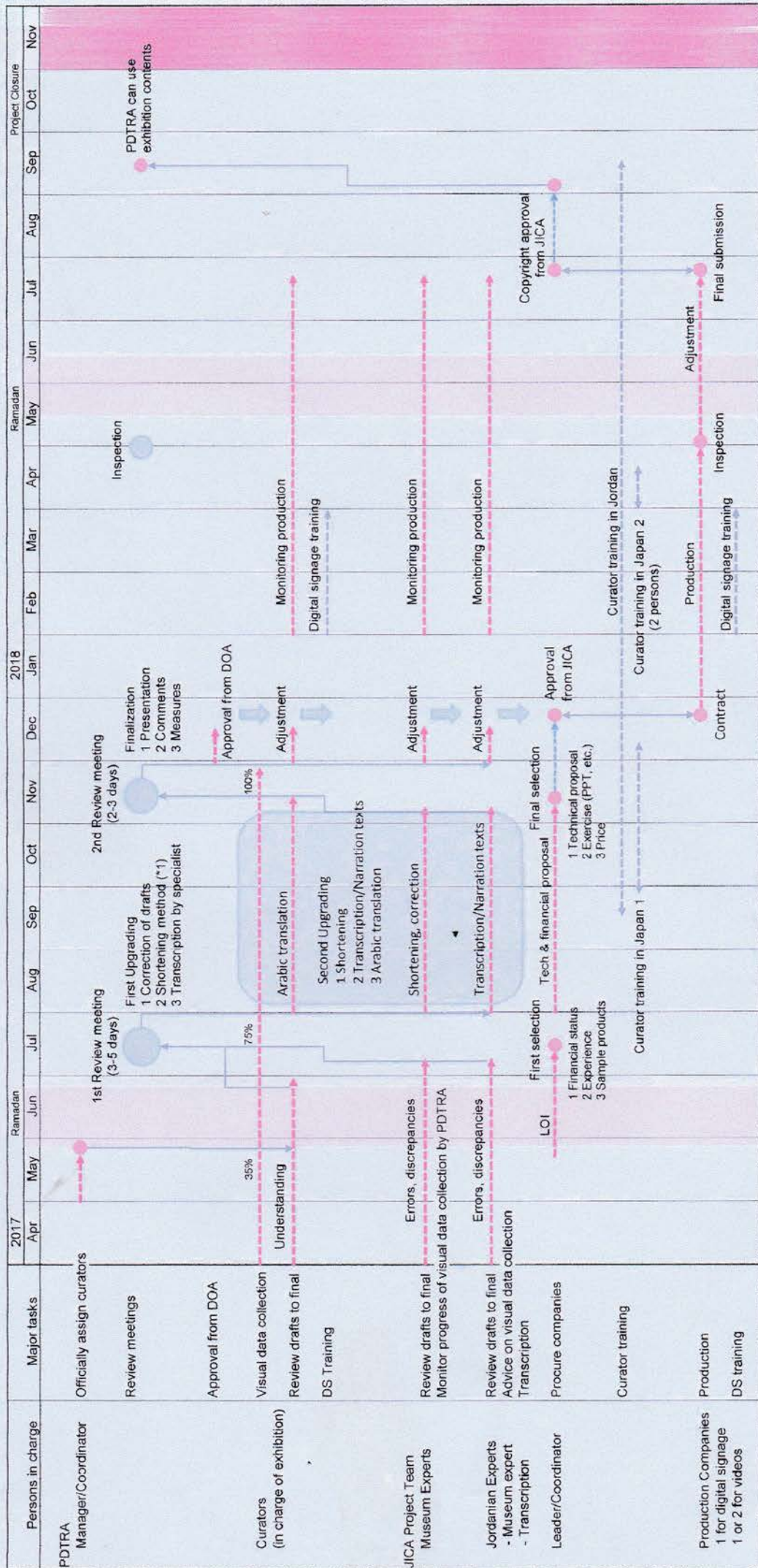
JICA Project Team:

- Continues appointing Jordanian experts who can provide advice to the PDTRA curators on reviewing the drafts to be final and collecting all the visual data.
- Japanese experts in charge of Output-4 also continue providing advice to the PDTRA curators on reviewing the drafts to be final, regardless he/she will be in Jordan or in Japan.
- Jordanian experts and Japanese experts collaborate with the PDTRA curators in providing the transcription for diverse levels of knowledge and interests of museum visitors.
- Participates in the first review meeting to be held in the middle of July 2017 and the second review meeting to be held in the middle of November 2017.
- Provides the training for PDTRA curators in combination in Jordan and in Japan starting from September 2017.

- Starts the two-step selection of production companies both for digital signage and videos in May 2017 by sending the letter of invitation, then carry out the first selection in the middle of July 2017 in cooperation with PDTRA.
- Carries out the second selection of production companies both for digital signage and videos by the middle of November 2017.
- Obtains the approval from JICA headquarters for signing the contract. This process will need at least one month.
- Signs the contracts with the successful production companies and make them start production in the middle of December 2017.
- Monitors the production process of the contracted companies in cooperation with PDTRA.
- After the completion of production, applies and obtains the approval from JICA headquarters for using the exhibition materials in the museum as all their intellectual property belongs to JICA. This process requires at least one month.

Appendix 6: Minutes of Meetings of JCC


Indicative Flowchart for Responsibilities and Due Dates for Development of Exhibition Contents




The above flowchart shall be continuously reviewed in accordance with the progress of works and necessary measures are to be undertaken.
 *1: Shortening methods of texts on the Digital Signage can be classified into 3: 1) rewrite the texts, 2) fold the texts by using menu, As the Digital Signage is interactive, methods No.2 and No.3 are both applicable.

MINUTES OF MEETING
ON
THE SIXTH
JOINT COORDINATING COMMITTEE
FOR
THE PROJECT FOR
COMMUNITY-BASED REGIONAL TOURISM DEVELOPMENT
IN PETRA REGION
IN THE HASHEMITE KINGDOM OF JORDAN


Tuesday, May 8, 2018



H. E. Eng. Falah Abdullah Omoush
Chief Commissioner,
Petra Development and Tourism Region Authority,
Hashemite Kingdom of Jordan



Mr. Tsutomu Kobayashi
Chief Representative,
JICA Jordan Office



Mr. Tetsuo Isono
Team Leader,
JICA Project Team for Community-Based
Regional Tourism Development in Petra Region

The sixth Joint Coordinating Committee (hereinafter referred to as “JCC”) meeting on the Project for Community-Based Regional Tourism Development in Petra Region (hereinafter referred to as “the Project”) was held on Tuesday, May 8, 2018 with the participation of the committee members among the Petra Development and Tourism Region Authority (hereinafter referred to as “PDTRA”), Japan International Cooperation Agency (hereinafter referred to as “JICA”) and JICA Project Team (hereinafter referred to as “JPT”). The list of attendants is annexed to this document.

The meeting was conducted according to the following agenda:

1. Opening remarks,
2. Report 1: Progress of the Project,
3. Report 2: Result of the training programs in Japan in April 2018,
4. Discussion, and
5. Conclusion and closing remarks.

In the opening remarks, Eng. Falah Abdullah Omoush, Chief Commissioner, PDTRA, Dr. Suleiman Farajat, Deputy Chief Commissioner, PDTRA, and Mr. Noriharu Masugi, Senior Representative, JICA Jordan Office put emphasis on the importance of sustainable development and contribution to the local community of the tourism. They also expressed the expectation that the museum would bring significant cultural and economic benefit to the region.

Subsequently, PDTRA and JPT jointly reported the progress of the Project based on the submitted Monitoring Sheet Ver. 5.0. Major activities to be conducted this year are as listed below:

1. Training for Community groups which has already started in May 2018 (Output 1 and Output 3),
2. Training for PDTRA officers and interns in museum and tourism which starts in mid-June 2018 (Output 2 and Output 4),
3. Investment and tourism seminar which will be planned by utilizing the established coordination mechanism and held in August 2018 (Output 1, Output 2 and Output 3),
4. PAP clean-up campaign and environment conservation signboard throughout the year (Output 1 and Output 3).

Afterward, the result of the counterpart training organized in Japan in April this year was presented by Mr. Otaiba Farajat who joined in the museum management course, and that of training on branding and marketing of local products in Japan in April this year was reported by Eng. Jafar Helalat.

The major points agreed upon in the sixth JCC meeting is summarized hereafter:

1. Alternation of Project Director

Following the appointment of new Deputy Commissioner and Commissioner for Petra Archaeological Park and Tourism Affairs in January 2018, PDTRA changed Project Director from Eng. Abdel Moneim Abu Helaleh to Dr. Suleiman A. D. Farajat as of February 13, 2018.

2. Official Name of the Museum

PDTRA and JICA agreed upon the official name of the new museum as follows:

English: The Petra Museum

Arabic: متحف بئرا

3. Official Logo of the Museum

PDTRA informed that No. 1 and No. 4 among the six proposed options shown in the appendix 1 were strong candidates for the official logo. PDTRA ensured to select one from the two, or create new one, in a democratic way in the commissioner board by the end of June and agreed to announce the result to JICA promptly.

4. Appointment of Museum Manager

PDTRA and JICA agreed upon the importance of timely appointment of a Manager for the Petra Museum, for which currently Mr. Ibrahim Farajat acts as deputy. PDTRA informed that the nomination of the manager candidate had finished and agreed to announce the personnel to JICA right after the legal appointment procedure was completed.

5. Vitalization of the Visitor Center

PDTRA assured that it would start authorization of a plan for effective use of the existing Visitor Center building as the major objects displayed would be moved to the Petra Museum. PDTRA intends to finalize the plan before the opening of the Petra Museum (November 2018).

6. Confirmation of Detailed Schedule for Opening of the Petra Museum

PDTRA and JICA confirmed necessary actions for timely opening of the Petra Museum as indicated in the Work Breakdown Sheet (WBS) for the museum as of Apr 30, 2018 (Appendix 2).

Finally, Mr. Noriharu Masugi, Senior Representative, JICA Jordan Office and Eng. Falah Abdullah Omoush, Chief Commissioner, PDTRA closed the sixth JCC meeting and declared that the JCC members would meet again in October 2018 in the seventh meeting.

Appendix:

1. Proposed options for the official logo of the Petra Museum
2. Work Breakdown sheet (WBS) for the museum as of Apr 30, 2018

LIST OF ATTENDANTS

Jordanian Side (PDTRA):

H.E. Eng. Falah Abdullah Omoush	Chief Commissioner
H.E. Dr. Suleiman A. D. Farajat	Deputy Chief Commissioner /Commissioner for PAP and Tourism Affairs (Project Director)
H.E. Eng. Abdel Moneim Abu Helaleh	Commissioner for Infrastructure and Investment
H.E. Dr. Khalil Abu Hamour	Commissioner for Finance and Administrative Affairs
Mr. Ibrahim N. Farajat	Director, External Projects (Project Coordinator)
Mr. Sabri Al-Fdool	Director, Directorate of Tourism and Promotion
Mr. Hassan Al-Lawama	Director, Directorate of Investment
Mr. Talal Falahat	Director, Directorate of Local Community Development
Eng. Jafar Helalat	Head, Directorate of Local Community Development
Mr. Otaiba Farajat	IT Programmer, Directorate of Information System

Japanese Side:

JICA Jordan Office:

Mr. Noriharu Masugi	Senior Representative, JICA Jordan Office
Ms. Midori Barada	Project Formulation Advisor, JICA Jordan Office

JICA Project Team:

Mr. Tetsuo Isono	Team Leader, Tourism Development Expert
Dr. Ryo Sasaki	Institutional Building/ Capacity Development/ Monitoring Community Development
Ms. Yukiko Sakai	Coordinator and Procurement Expert
Ms. Nanako Matsuda	Secretary
Ms. Arwa M. Al-Farajat	Technical Assistant (Tourism Promotion)
Ms. Reham Abujuhisheh	Technical Assistant (Community Development)
Mr. Abdalrahman Nasarat	

1



1cm

1.5cm



2



1cm

1.5cm



The Petra Museum

3



The Petra Museum

1cm

1.5cm



The Petra Museum



1cm

1.5cm



The Petra Museum

1cm

1.5cm



The Petra Museum

1cm

1.5cm



The Petra Museum



The Petra Museum



The Petra Museum

4

5

6

Joint Implementation PDTRA-JPT
 Advisory Committee
 Mainly by PDTRA
 By JICA Amman or HQ
 Mainly by JPT
 By Contractors

WBS for New Petra Museum 2018

Prepared by JICA Project Team for Community-Based Regional Tourism Development
 As of April 30, 2018

Activities	PDTRA	JICA	Others	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Joint Coordinating Committee (JCC)	Ibrahim	Isaho													
Decision Making															
Official Museum Name (JCC)	na	na													
Museum Logo (JCC)	Qais	na													
Graphic Panel Design (Tec)	na	Namba	Contractor												
Graphic Panel text/drawings (Aca)	na	Namba	Contractor												
Font set/color palette for video/DS (Tec)	na	na	Syntax NHK												
Video Scripts (Aca)	na	Khairieh	Syntax												
Video production (Tec)	na	Khairieh Namba	Syntax												
DS Interface design (Tec)	na	Namba	NHK												
DS text/drawings (Aca)	na	Khairieh Namba	na												
DS production (Tec)	na	Khairieh Namba	NHK												
Opening Ceremony (JCC)	TBD	TBD													
Advisory Committee Establishment			Professor												
Examination & Recommendation															
Visitor Center															
PDTRA's decision on VC use plan	Ibrahim	Namba	na												
Opening															
Office preparation	Ibrahim	Grant Team	Supplier												
	Procurement Div.														
Opening ceremony	Ibrahim	JICA Jordan Office													

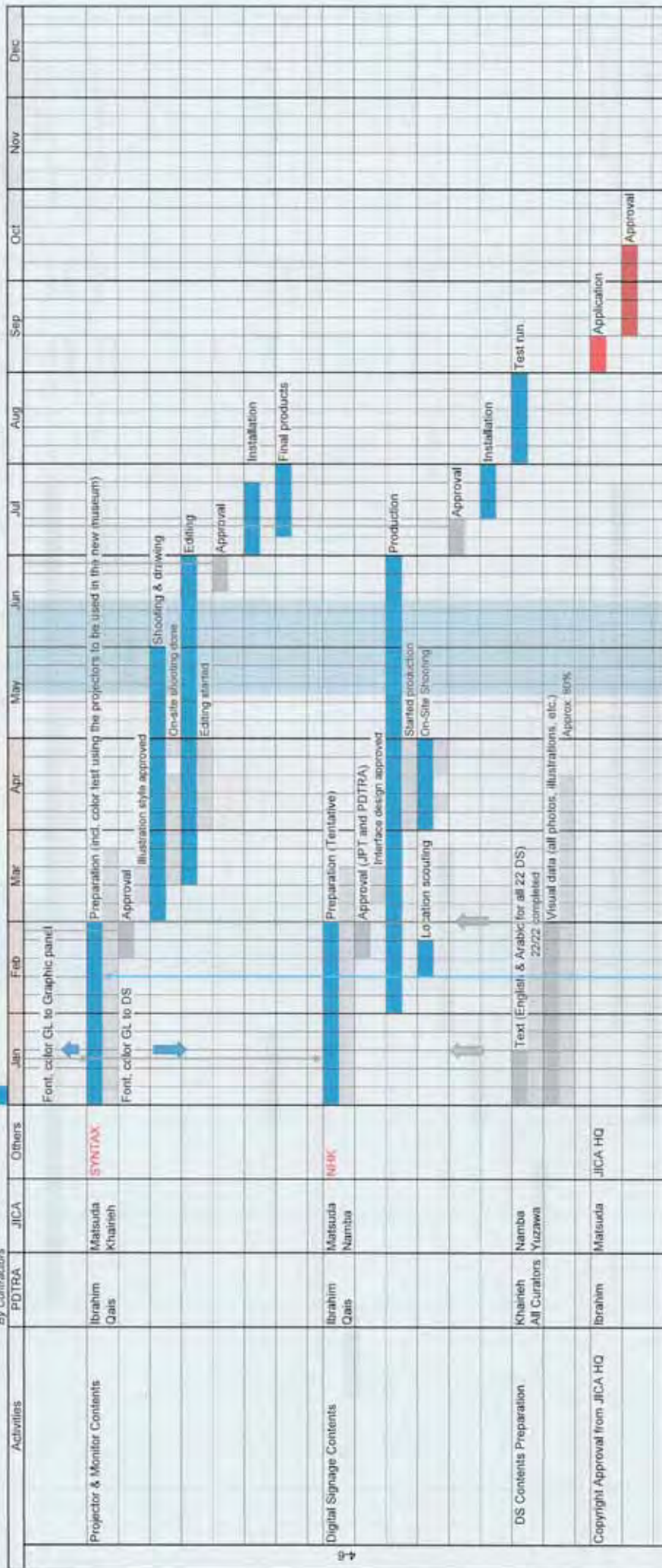
Activities	PDTRA	JICA	Others	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Graphic Panels	Ibrahim Qais	Namba	Contractor		Draft approval & adjustment Selection of contractor/printing company Proceeded the document to tender division			Paste-up preparation Paste-up preparation started Approval			Printing & adjustment		Installation		
Exhibition of Objects	All Curators	Namba	(ADM) (as advisor)		Final selection					Cleaning & first aid		Installation		Lighting adjustment	
Museum Equipment by JPT	Ibrahim Qais	Matsuda			Procured				Digital thermo-hygrometer handed-over to PDTRA Digital thermo-hygrometer, lighting measuring meter						
Mountings	Ibrahim Qais	Namba	Supplier				Design				Procurement & production				
Labels	Ibrahim Qais	Namba	Supplier				Preparation (GL, database translation, etc.)				Adjustment		Production		Installation

Appendix 6: Minutes of Meetings of JCC

Joint Implementation PDTRA-JPT
Advisory Committee
Mainly by PDTRA
By JICA Amman or HQ
Mainly by JPT
By Contractors

WBS for New Petra Museum 2018

As of April 30, 2018
Prepared by JICA Project Team for Community-Based Regional Tourism Development



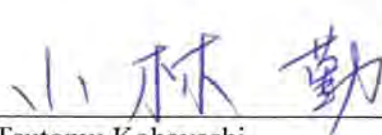
Activities	PDTRA	JICA	Others	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Museum Training Curator Training in Jordan	Ibrahim Maha	Arwa (Hala) Matsuda	JM, DOA												
CP Training in Japan	Ibrahim	Sasaki Matsuda	AOM												
Digital Signage Training	Ibrahim Qais, IT	Matsuda	Nissai ENTRAC, etc.												
Museum Events	Ibrahim	Abed													
Museum Brochure	Ibrahim Qais	Matsuda	Printing Co. (selection by PDTRA)												
JICA Funded Works Construction (Building, M/E)															
Equipment Procurement															
Exhibition Work															
PDTRA Funded Works Exterior Work															
Utility Work (Power and Water Supply, etc.)															
Miscellaneous Works (IT, Reception Furniture, etc.) Storage Related Work															

MINUTES OF MEETING
ON
THE SEVENTH
JOINT COORDINATING COMMITTEE
FOR
THE PROJECT FOR
COMMUNITY-BASED REGIONAL TOURISM DEVELOPMENT
IN PETRA REGION
IN THE HASHEMITE KINGDOM OF JORDAN


Wednesday, September 19, 2018

H. E. Eng. Falah Abdullah Omoush
Chief Commissioner,
Petra Development and Tourism Region Authority,
Hashemite Kingdom of Jordan




Mr. Tsutomu Kobayashi
Chief Representative,
JICA Jordan Office

Mr. Tetsuo Isono
Team Leader,
JICA Project Team for Community-Based
Regional Tourism Development in Petra Region



The seventh Joint Coordinating Committee (hereinafter referred to as “JCC”) meeting on the Project for Community-Based Regional Tourism Development in Petra Region (hereinafter referred to as “the Project”) was held on Wednesday, September 19, 2018 with the participation of the committee members among the Petra Development and Tourism Region Authority (hereinafter referred to as “PDTRA”), Japan International Cooperation Agency (hereinafter referred to as “JICA”) and JICA Project Team (hereinafter referred to as “JPT”). The list of attendants is annexed to this document.

The meeting was conducted according to the following agenda:

1. Opening remarks,
2. Report 1: Result of the Project,
3. Report 2: Achievement of the Project
4. Discussion, and
5. Conclusion and closing remarks.

In the opening remarks, Eng. Falah Abdullah Omoush, Chief Commissioner, PDTRA and Mr. Tsutomu Kobayashi, Chief Representative, JICA Jordan Office emphasized the importance of sustainable development and the contribution of tourism to the local community. They also expressed the expectation that the museum would bring significant cultural and socio-economic benefit to the region.

Subsequently, PDTRA and JPT jointly reported the result of the Project based on the submitted draft Project Completion Report.

1. Report 1: Result of the Project by output
 - a. Output 1: Coordination Mechanism
 - b. Output 2: Tourism Promotion
 - c. Output 3: Tourism Product Development
 - d. Output 4: Petra Museum Functions
2. Report 2: Achievement in Overall Goal, Project Purpose, and Outputs

The major points agreed upon in the seventh JCC meeting are summarized hereafter:

1. Output 1: Coordination Mechanism
 - PDTRA will assign the staff responsible to lead and make further use of the coordination mechanism for regional tourism development so that all six communities can benefit from tourism based on the socio-economic background of each community.
 - Since the working group discussions from Output 2 (tourism promotion) and 3 (tourism product development) have served as valuable opportunities to agree and

make actions on important plans and activities in each tourism sub-sector, the Project recommended to sustain these groups under the leadership of the respective Commissioners of PDTRA. PDTRA agreed on this proposal and confirmed to maintain and further develop the working group discussions with active participation from related stakeholders.

2. Output 2: Tourism Promotion

- The Project proposed to PDTRA to continue making endeavors to promote tourism in Petra. PDTRA agreed on this proposal and confirmed to conduct effective marketing approaches suitable for each of the different tourism markets in close cooperation with Jordan Tourism Board (JTB) and local stakeholders. The budget for advertisement including website and SNS will also be considered as high priority in 2019 and beyond and PDTRA will make necessary efforts to increase this budget.
- The Project proposed to follow the tourism promotion human resource development plan and implement the annual training activities accordingly. When there are considerable changes to the staff structure of PDTRA, the plan should also be revised to match the latest structure. PDTRA agreed on this proposal and confirmed that the annual activities will be aligned to the development plan.

3. Output 3: Tourism Product Development

- The Project proposed to PDTRA to continue developing the “Made-in-Petra” brand for diversifying local products and tourism activities and improving the satisfaction of tourists. PDTRA agreed on this proposal and confirmed to closely collaborate with the Ministry of Planning for Made-in-Petra brand registration, to proceed certification of local products meeting standards, to implement trainings for local associations on regulations for Made-in-Petra brand certified products, and to install and manage Made-in-Petra shops in front of the Visitor Center.

4. Output 4: Petra Museum Functions

- JICA requested PDTRA to allocate required personnel and resources to finalize all the necessary preparations for the official opening of the Petra Museum, which will be held within the first quarter of 2019.
- The Project proposed to PDTRA to finalize the operation and management regulations before the opening of the Petra museum. PDTRA agreed on this proposal and confirmed to finalize the pending regulations by December 2018.
- PDTRA confirmed that all the artifacts which are currently displayed in the Petra Visitor Center will be transferred to the Petra Museum. PDTRA agreed to finalize

the utilization plan of the Visitor Center by December 2018, and to explain about the plan to all the concerned stakeholders (including JICA and USAID) by October 2018.

- The Project proposed to PDTRA to continue to update and improve the exhibition of the Petra Museum so that the visitors would feel greater satisfaction. PDTRA agreed on this proposal and confirmed to change exhibits and update interpretation periodically.
 - The summer forum implemented by PDTRA was a huge success that involved approximately 300 children in the region. The Project proposed to PDTRA to continue such endeavors to organize activities of the Petra Museum bi-annually so that communities would understand more of their history and tradition, which could contribute to enhancing their sense of pride, unity and awareness toward conservation of the cultural heritage. PDTRA agreed on this proposal and confirmed to plan, secure budget and implement bi-annual events in the Petra Museum.
5. Achievement in Overall Goal, Project Purpose, and Outputs
- PDTRA continues to make efforts to achieve the Overall Goal of the Project by 2020.

After the discussion, Ms. Yuka Kitamatsu, Assistant Director, Team 2 Urban and Regional Development Group, Infrastructure and Peacebuilding Department, JICA Headquarters and Dr. Suleiman Farajat, Deputy Chief Commissioner, concluded the seventh JCC meeting which was effective and productive.

Finally, the chairperson closed the seventh JCC meeting in hope of the official opening of the Petra Museum in early 2019 and the achievement of Overall Goal of the Project by the year 2020.

LIST OF ATTENDANTS

Jordanian Side (PDTRA):

H.E. Eng. Falah Abdullah Omoush	Chief Commissioner
H.E. Dr. Suleiman A. D. Farajat	Deputy Chief Commissioner /Commissioner for PAP and Tourism Affairs (Project Director)
H.E. Eng. Abdel Moneim Abu Helaleh	Commissioner for Infrastructure and Investment
H.E. Dr. Khalil Abu Hamour	Commissioner for Finance and Administrative Affairs
H.E. Dr. Maram Al Freihat	Commissioner for Local Community and Environment
Mr. Ibrahim N. Farajat	Director, Visitor Center and Museum (Project Coordinator)
Mr. Sabri Al-Fdool	Director, Directorate of Investment
Mr. Hassan Al-Lawama	Director, Directorate of Cultural Resource Management
Mr. Nahar Rawadeh	Director, Directorate of Tourism and Promotion
Mr. Sallah Faqeer	Head of Marketing and Statistics Division, Directorate of Tourism and Promotion
Mr. Ibrahim Mashaleh	Section Leader, Curator, the Petra Museum
Ms. Maha Al Daghesh	Curator, the Petra Museum

Japanese Side:

JICA Headquarters:

Ms. Yuka Kitamatsu	Assistant Director, Team 2 Urban and Regional Development Group Infrastructure and Peacebuilding Dep.
--------------------	---

JICA Jordan Office:

Mr. Tsutomu Kobayashi	Chief Representative, JICA Jordan Office
Ms. Midori Barada	Project Formulation Advisor, JICA Jordan Office
Mr. Koji Oyama	Heritage Tourism Development Advisor

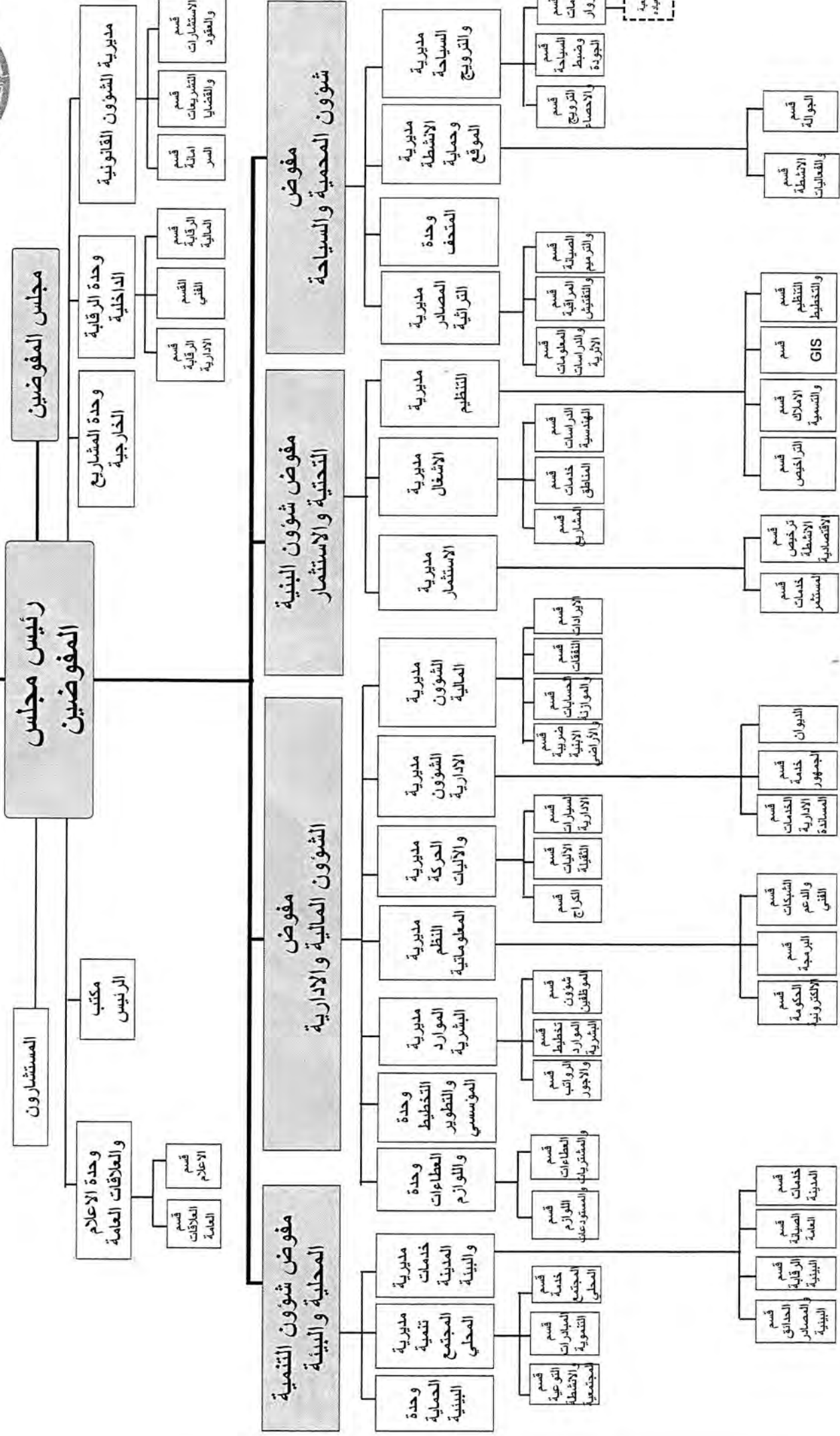
JICA Project Team:

Mr. Tetsuo Isono	Team Leader, Tourism Development Expert
Mr. Kazuyuki Noguchi	Deputy Team Leader, Tourism Marketing Expert
Ms. Nanako Matsuda	Coordinator and Procurement Expert
Ms. Arwa Farajat	Secretary
Ms. Reham Abujuhisheh	Technical Assistant (Tourism Promotion)

سلطة اقليم البترا التنموي السياحي



رئيس الوزراء



PDTRA Organization Chart (as of Feb 2018)

