

Hashemite Kingdom of Jordan
Petra Development and Tourism Region Authority

Project for Formulating a Tourism
Development Master Plan in the Petra
Region, Jordan

Project Completion Report (No. 1)

September 2022

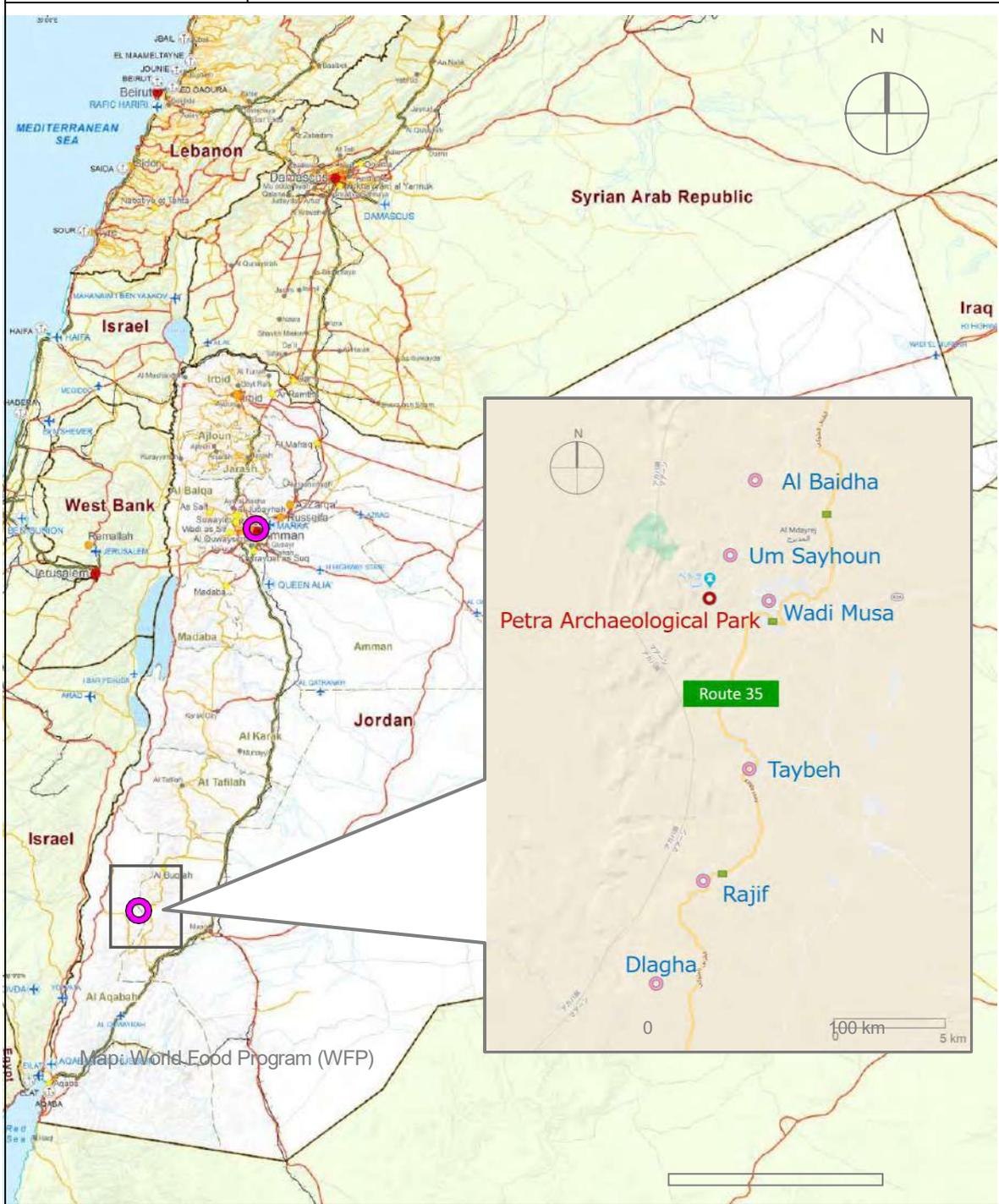
Japan International Cooperation Agency (JICA)

A joint venture between
JTB Tourism Research & Consulting Co.
JTB Corp.
JTB Global Marketing & Travel Inc.
INGÉROSEC Corporation

ED
JR
22-140

Project Location Map

	Country name	Hashemite Kingdom of Jordan
	Capital	Amman
	National Land Area	8.93 million km ²
	Population	9.96 million (2018)



Map: World Food Program (WFP)

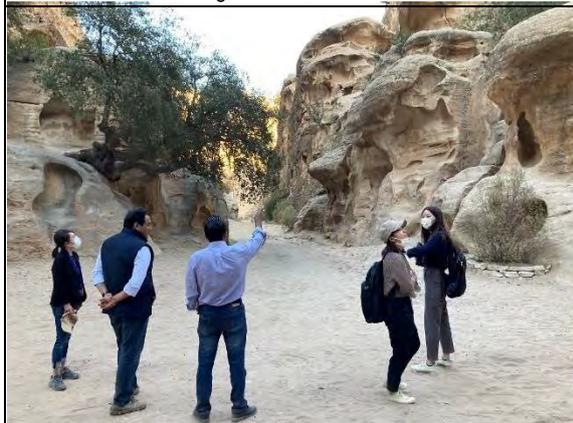
Activities



Meeting with JTOA in Amman



Meeting with PDTRA research team



Site visit around Little Petra with JICA trainees



Presentation at INWRDAM Flash Flood Symposium



Visit to a landfill site in the Petra region



Meeting with private stakeholders in Petra related to tourism crisis management



Workshop with private stakeholders in Petra



Joint meeting with the Women's Association of the Petra Region

Japan International Cooperation Agency

Project for Formulating a Tourism Development Master Plan in the Petra Region, Jordan

Chapter 1: Project Background and Summary	8
1-1 Project Background.....	8
1-2 Project Summary	9
Chapter 2: Basic Concept, Structure, and Work Plan for Tourism Planning	10
2-1 Value chain of the five segments in the tourism sector.....	10
2-2 PDM	10
2-3 Implementation system	11
2-3-1 Project Implementation Structure	11
2-3-2 Working Group Members.....	12
2-4 Work Procedure	13
Chapter 3: Conducting Baseline Survey.....	15
3-1 Research Overview.....	15
3-1-1 Value Chain Approach.....	15
3-1-2 Research perspectives from the five value chain processes	16
3-1-3 Main actors for the five processes of the value chain	18
3-1-4 Results of the Desk-Research and Interview	18
3-2 Visitor Survey.....	23
Chapter 4: Draft Tourism Development Master Plan for Petra Region	26
4-1 Overall direction of the Petra Tourism Development Master Plan.....	26
4-2 Work Procedures for Formulating Petra Tourism Development Master Plan.....	27
4-2-1 Vision, Overall Framework, and KPIs.....	27
4-2-2 Working Group.....	28
4-2-3 Deliverables	29
4-3 Formulation of Draft Vision	30
4-3-1 Vision of the Master Plan - The future of tourism in the Petra Region.....	30
4-3-2 Vision Expression	32
4-4 Formulation of Guiding Principles.....	33
4-4-1 Guiding Principles (Draft).....	33
4-4-2 Specific actions and perspectives of the guiding principles	33
4-5 Strategic Program	36
4-5-1 Strategic Program for Destination Management	37
4-5-2 Strategic Program for Research and Development.....	55
4-5-3 Strategic Plan for Product Design	66
4-5-4 Strategic Program for Sales Promotion	76
4-5-5 Strategic Program for Services and Hospitality.....	84
4-6 Relationship between the five operational effectiveness indicators and the strategic program	91
4-7 Pilot Project Activities and Target Area Selection	92
4-7-1 Pilot Project Selection Criteria	92

4-7-2	Pilot Project Selection	93
4-8	Future Considerations for Master Plan Compilation.....	97
Chapter 5: Technical Support Activities through Meetings, Seminars, and Trainings		98
5-1	Summary.....	98
5-2	6th ISFF2021 – INWRDAM	98
5-3	About the Joint Coordinating Committee (“JCC”)	98
5-3-1	About the 1 st JCC.....	98
5-3-2	Regarding the 2 nd JCC.....	100
5-4	Petra Tourism Community Dialogue (Community Dialogue)	102
5-5	Invitation to Japan and Training.....	104
Chapter 6: Notes, Implementation, and Challenges of Business Operation.....		104
6-1	Addressing Issues Raised in the RFP	104
6-1-1	Support for Capacity Building and Sustainability.....	104
6-1-2	Contribution to Heritage Conservation and Preservation.....	105
6-1-3	Close Collaboration among WGs to Realize Each Output	105
6-1-4	Cooperation with Petra Museum	105
6-1-5	Promotion of projects through public-private collaboration	105
6-1-6	Ensure Project Flexibility	106
6-1-7	Tourism Recovery from COVID-19	106
6-1-8	Effective Use of Local Resources	106
6-1-9	Project Start Date and Duration	106
6-1-10	Cooperation and Segregation with Other Donors	106
6-2	Challenges and Lessons	107
6-2-1	Regarding Communication	107
Chapter 7: Schedule for Future Project Implementation.....		108
ANNEX		
ANNEX A: Business flowchart.....		109
ANNEX B: Field Survey Minutes		109
ANNEX C: Petra Tourism Mater Plan (Analysis and Action section).....		109
ANNEX D: Visitor Survey		109
ANNEX E: Itinerary for Invitation Trip to Japan.....		109

List of Abbreviations

Abbreviation	English	Japanese
ASEZA	Aqaba Special Economic Zone Authority	アカバ経済特区庁
AT	Adventure Tourism & Travel	アドベンチャーツーリズム
BCP	Business Continuity Plan	事業継続計画
C/P	Counterpart	カウンターパート
CRM	Cultural Resource Management	文化資源管理
DEF	The Development and Employment Fund	開発雇用基金
DMO	Destination Management Organization	観光地経営（のための組織／法人）
DoS	Department of Statistics	ヨルダン統計局
DPL	Development Policy Loan	開発政策借款
EBRD	European Bank for Reconstruction and Development	欧州復興開発銀行
ICOMOS	International Council on Monuments and Sites	国際記念物遺跡会議
INWRDAM	Inter-Islamic Network on Water Resources Development and Management	インターイスラミック水資源開発管理ネットワーク
6th ISFF	6th International Symposium on Flash Floods in Wadi Systems	第6回ワジのフラッシュフラッドに関する国際シンポジウム
JCC	Joint Coordination Committee	合同調委員会
JICA	Japan International Cooperation Agency	独立行政法人国際協力機構
JITOA	Jordan Inbound Tour Operators Association	ヨルダンインバウンドツアーオペレーター協会
JOD	Jordan Dinar	ヨルダン・ディナール
JSTA	Jordan Society of Tourism & Travel Agents	ヨルダン観光・旅行業協会
M/P	Master Plan	マスタープラン
MoTA	Ministry of Tourism and Antiquities	ヨルダン観光遺跡省
PAP	Petra Archaeological Park	ペトラ遺跡公園
PDM	Project Design Matrix	プロジェクトデザインマトリクス
PDTRA	Petra Development and Tourism Region Authority	ペトラ開発観光庁
PNT	Petra National Trust	ペトラナショナルトラスト
R/D	Record of Discussion	政府間技術協カプロジェクト合意文書
SIT	Special Interest Tour	テーマ型観光
UNDP	United Nations Development Program	国連開発計画
UNESCO	United Nations Educational Scientific and Cultural Organization	国際連合教育科学文化機関
USAID	U.S. Agency for International Development	アメリカ合衆国国際開発庁

List of Figures

Figure 2-1 Value Chain of Five Operations in the Tourism Sector	10
Figure 2-2 Structure of JCC.....	12
Figure 4-1 Systematic Framework of the Master Plan	26
Figure 4-2 DM-1 Overview of Strategic Program and Action Plan	42
Figure 4-3 DM-2 Overview of Strategic Program and Action Plan	43
Figure 4-4 DM-3 Overview of Strategic Program and Action Plan	44
Figure 4-5 DM-4 Overview of Strategic Program and Action Plan	45
Figure 4-6 DM-5 Overview of Strategic Program and Action Plan	46
Figure 4-7 DM-6 Overview of Strategic Program and Action Plan	47
Figure 4-8 DM-7 Overview of Strategic Program and Action Plan	48
Figure 4-9 DM-8 Overview of Strategic Program and Action Plan	49
Figure 4-10 DM-9 Overview of Strategic Program and Action Plan	50
Figure 4-11 DM-10 Overview of Strategic Program and Action Plan	51
Figure 4-12 DM-11 Overview of Strategic Program and Action Plan	52
Figure 4-13 DM-12 Overview of Strategic Program	53
Figure 4-14 RD-1 Overview of Strategic Program and Action Plan.....	59
Figure 4-15 RD-2 Overview of Strategic Program and Action Plan	60
Figure 4-16 RD-1 Overview of Strategic Program and Action Plan.....	61
Figure 4-17 RD-4 Overview of Strategic Program and Action Plan.....	62
Figure 4-18 RD-5 Overview of Strategic Program and Action Plan	63
Figure 4-19 RD-6 Overview of Strategic Program and Action Plan.....	64
Figure 4-20 RD-7 Overview of Strategic Program and Action Plan	65
Figure 4-21 PD-1 Overview of Strategic Program and Action Plan.....	71
Figure 4-22 PD-2 Overview of Strategic Program and Action Plan.....	72
Figure 4-23 PD-3 Overview of Strategic Program and Action Plan.....	73
Figure 4-24 PD-4 Overview Strategic Program and Action Plan	74
Figure 4-25 PD-5 Strategic Project and Action Plan.....	75
Figure 4-26 SP-1 Strategic Program and Action Plan Overview.....	79
Figure 4-27 SP-2 Overview of Strategic Program and Action Plan	80
Figure 4-28 SP-3 Overview of Strategic Program and Action Plan	82
Figure 4-29 SP-4 Overview of Strategic Program and Action Plan	83
Figure 4-30 SH-1 Overview of Strategic Program and Action Plan.....	87
Figure 4-31 SH-2 Strategic Project and Action Plan Overview.....	88
Figure 4-32 SH-3 Strategic Project and Action Plan	89
Figure 4-33 SH-4 Project and Action Plan Overview	90
Figure 7-1 Work Plan.....	108

List of Tables

Table 2-1 Implementation Structure of this Project.....	11
Table 2-2 Working Group Members 1-2, dated July 4, 2022.....	12
Table 2-3 Working Group Members 2-2, dated July 4, 2022.....	13
Table 2-4 Actual Field Missions	13
Table 3-1 The five value chain process and direction of the master plan	16
Table 3-2 Main actors for the five processes of the value chain.....	18
Table 3-3 Results of baseline survey 1 Potential of Petra tourism	18
Table 3-4 Results of baseline survey 2 Issues of Petra tourism.....	20
Table 3-5 Overview of Visitors Survey	23
Table 4-1 Master Plan Components and Definitions	27
Table 4-2 Procedures for M/P Formulation	27
Table 4-3 M/P Members	28
Table 4-4 M/P Deliverables	29

Table 4-5 Master Plan Vision	30
Table 4-6 Expression of Petra Master Plan	32
Table 4-7 Identification of problems and issues in the current Tourism Development Plan that PDTRA wishes to address	36
Table 4-8 Destination Management Working Members	38
Table 4-9 Strategic Program Long List (Destination Management).....	39
Table 4-10 Project Schedule (Destination Management).....	39
Table 4-11 Strategic Programs Expected Benefit (Destination Management).....	40
Table 4-12 DM-12 Overview of Strategic Program and Action Plan.....	54
Table 4-13 Research & Development Working Members	55
Table 4-14 Strategic Program Long List (Research and Development).....	56
Table 4-15 Project Schedule (Study Development)	56
Table 4-16 Strategic Programs Expected Benefit (Research and Development).....	57
Table 4-17 Points that require attention in promoting the strategic program in the field of research and development.....	58
Table 4-18 Product Design Working Members.....	66
Table 4-19 Project Long List (Product Design).....	67
Table 4-20 Project Schedule (Product Design).....	67
Table 4-21 Strategic Programs Expected Benefit (Product Design).....	68
Table 4-22 Issues and points to be recognized in product development	69
Table 4-23 Direction of Strategic Plan for Sales Promotion.....	76
Table 4-24 Working Members (Sales Promotion).....	76
Table 4-25 Project Longlist (Sales and Promotion).....	77
Table 4-26 Project Schedule (Sales and Promotion)	77
Table 4-27 Strategic Programs Expected Benefit (Sales & Promotion).....	78
Table 4-28 Working Members of Service and Hospitality	84
Table 4-29 Project Longlist (Services and Hospitality)	85
Table 4-30 Project Schedule (Service and Hospitality)	85
Table 4-31 Expected Project Benefits (Service/Hospitality).....	86
Table 4-32 Relationship between Operational Effectiveness Indicators and Strategic Programs	91
Table 4-33 Pilot Project Selection Criteria	92
Table 4-34 Destination Management Pilot Project.....	93
Table 4-35 Destination Management Pilot Project.....	94
Table 4-36 Research & Development Pilot Project.....	94
Table 4-37 Product Development Pilot Project	95
Table 4-38 Pilot Project Product Design	95
Table 4-39 Pilot Project Product Design	96
Table 4-40 Pilot Project for Service & Hospitality.....	96
Table 5-1 Summary of technical support activities through Meeting and Seminars.....	98
Table 5-2 Members of 1st JCC	99
Table 5-3 Key Comments from JCC Members	99
Table 5-4 Members of the 2nd JCC Member.....	100
Table 5-5 Comments from JCC Member	101
Table 5-6 Participants List of Petra Community Dialogue	102
Table 5-7 Summary of statements made by experts/participants at Dialogue	103

Chapter 1: Project Background and Summary

1-1 Project Background

The Hashemite Kingdom of Jordan ("hereinafter Jordan") is not only rich in cultural heritage from the Roman, Crusader, and Ottoman periods as tourism resources, but is also blessed with unique natural landscapes, including the Dead Sea. The national development strategy "Jordan 2025 : National Vision and Strategy" states that the tourism sector in Jordan has the capacity to generate 18% of the country's total employment opportunities, and promoting the sector's development is expected to contribute significantly to increasing the employment rate in the country, where unemployment is high. In addition, the Royal Hashemite Court (RHC) is pushing for the development of Petra tourism, with the goal of developing several infrastructures and diversifying tourism products.

Petra is Jordan's most popular tourist destination, attracting over 1 million visitors in 2019. However, due to a lack of tourist resources and commercial facilities that attract tourists other than the archeological sites, many tourists spend very little time in Petra, and the amount of money spent per tourist is low. In response to this situation, Japan provided grant aid for the construction of a museum at the entrance to the Petra Archeological Park to disseminate information on the history of the region centering on the Petra Archeology and the importance of preserving the ruins (the "Petra Museum Construction Project") (2013-2020), also supported the opening of the museum and technical assistance for the development of local/regional tourism with the participation of local residents. The museum opened in 2019, further enhancing Petra's attractiveness as a tourist destination.

Petra, on the other hand, continues to face a number of challenges, including a weak institutional environment for tourism competitiveness and sustainable tourism development, a lack of tourism products that can directly benefit the local economy, poor quality of hospitality and services, strict regulation of investment opportunities, disparities in tourism revenues that benefit local communities, and over-tourism potential as Jordan's largest tourist destination. Furthermore, the region faces numerous challenges, such as disasters that harm tourism, such as infectious diseases and flooding during the rainy season.

To address the aforementioned issues, it is critical to develop guidelines for the sustainable development of tourism in the Petra Region, as well as a master plan that includes an action plan based on these guidelines. However, it is difficult for the Petra Development and Tourism Region Authority (PDTRA), which is responsible for developing and implementing the tourism development plan for the Petra Region based on the Jordanian development plan, to formulate the plan itself, and the Authority faces challenges in strengthening its capacity. Against this backdrop, Japan was asked to take on this project, which aims to strengthen PDTRA's capacity for tourism development through collaborative implementation of the formulation process.

This project aims to develop a comprehensive master plan for a sustainable tourism destination, including not only tourism management, human resource development, and tourism product development, but also disaster resilience (including infectious diseases) and universal tourism, through the verification of the results of several pilot projects (demonstration experiments), in order to develop a plan that meets the actual conditions of the region.

In light of this, JICA held an online meeting on detailed planning study in July 2020 and reached an agreement with PDTRA on the implementation of the "Petra Tourism Development Master Plan Project" (hereinafter referred to as the "Project")

1-2 Project Summary

Country: The Hashemite Kingdom of Jordan
Project Title: The Project for Formulating Tourism Development Master Plan in Petra Region
Project Period: March 2021 - September 2022 (19 months)

Implementation Structure

Implementing agency: Petra Development & Tourism Region Authority (PDTRA)
Agencies involved: Ministry of Tourism and Antiquities (MoTA), Ministry of Environment, Department of Antiquities (DOA), Jordan Tourism Board (JTB),

The Targets (target sectors, target scale, etc.)

- 1) Target sector: Tourism Sector
- 2) Target Area: Petra Region (Jurisdictional Area of the PDTRA).
There are 6 communities in this area.
(Wadi Musa, Taybeh, Um Sayhoun, Beidha, Rajif, Dlagha)
- 3) Beneficiaries: PDTRA staff, tourism-related organizations, private tourism stakeholders, and local communities

4) Purpose (impact) of the project

This project will contribute to promoting resilient and sustainable tourism development project in the Petra region.

5) Specific project contents:

After improving the structure of the Petra Tourism Development Authority for master planning and conducting several pilot projects, a master plan for sustainable tourism development will be developed (demonstrations). Furthermore, as a model for regional tourism development, the project will be introduced to other regions of Jordan and neighboring countries.

6) Basic indicators used for ex-post evaluation:

- This project's proposed master plan will be reflected in various development policies and plans.
- Per capita spending by tourists visiting the Petra region.
- Percentage of community participation in the tourism industry and amount of income from new tourism activities developed by this project.

7) Project results (outputs)

- ① A framework and structure for the development of a master plan for tourism development have already been proposed.
- ② Based on the tentative framework established in ①, the pilot project (trial test) will be conducted.
- ③ Based on the findings of ②, a master plan that contributes to the long-term development of tourism will be developed and implemented in other regions of Jordan and neighboring countries as a pilot model for regional tourism development.

Chapter 2 : Basic Concept, Structure, and Work Plan for Tourism Planning

2-1 Value chain of the five segments in the tourism sector

The basic concept of this project is to develop an organization and human resources to produce, create, and maintain values in the five areas of (1) Destination Management, (2) Research and Development, (3) Product Design, (4) Sales & Promotion, and (5) Service and Hospitality (human resource development), in order to achieve the vision and major goals of the tourism plan.

In the initial proposal, "Destination Management" was designated as the starting point for tourism development in the Petra area, and the "Research and Development" phase, which collected information on the archaeological park's tangible and intangible tourism assets beginning with the museum, is linked to the customer experience. The "Product Design" phase, in which high added value or latent value is realized, the "Sales & Promotion" phase, in which "products and services" are connected to markets where they can be sold appropriately and with high added value, transforming them into sustainable businesses, And, in the fifth phase, "Service and Hospitality," it will transform the experience of customers visiting tourist sites into something comfortable and memorable. The goal is to maximize market value by dividing the task into five value creation phases, each of which would become a series of flows (direct operations indicated by the red arrows in Figure 2-1).

However, tourism differs from product sales in that the "Destination Management" and "Research and Development" phases, which are primarily carried out by the public sector, academic institutions, and private sector business managements, play distinct and interconnected roles in the three phases of travel, "Before Travel," "During Travel," and "After Travel." Furthermore, following discussions with PDTRA and JICA headquarters, it is critical for "Destination Management" and "Research and Development" to collaborate with "Product Design," "Sales & Promotion," and "Service and Hospitality" to indirectly create added value, as shown in Figure 2-1.



Figure 2-1 Value Chain of Five Operations in the Tourism Sector

2-2 PDM

Although it was proposed to prepare PDM at the proposal stage, it was decided not to use PDM and PO for this project based on a meeting with JICA HQ on October 26, 2021 that preparation of PDM and PO are not necessarily required for such development type of technical cooperation projects.

2-3 Implementation system

Create an opportunity for work implementation while also encouraging information sharing and mutual cooperation among related organizations as mentioned below.

2-3-1 Project Implementation Structure

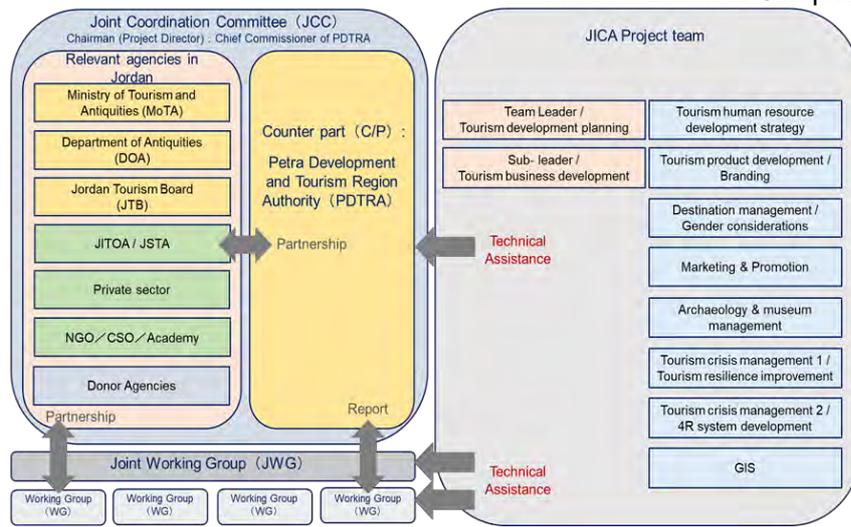
This project's implementation structure consists of a three-tiered structure of the Joint Coordination Committee (JCC), Joint Working Groups (JWGs), and Working Groups (WGs), as shown in Table 2-1 and Figure 2-2.

(1) Results

To promote information sharing and mutual cooperation among related organizations on vision, guiding principles, strategic programs, action plans, and pilot projects, working groups were formed for each of the five value chains identified in the Master Plan (DM, RD, PD, SP, and SH).

Table 2-1 Implementation Structure of this Project

Structure	Role of each implementation structure	Holding Frequency
JCC	JCC will review and approve the annual project plan, manage project progress, and assess the level of achievement of inputs and outputs. By the next JCC meeting, the JCC will also review and approve the WG's proposals on the activities policy.	As appropriate
Joint Working Group	The meeting will review each WG's activities and progress, encourage collaboration among WGs and organizations, and summarize the extent to which results have been achieved. Joint WG meetings will be held on a quarterly to semi-annual basis.	Quarterly to semi-annually
WG	The WG will be formed to ensure that each pilot project is carried out. The classification of working groups and their membership will be decided by PDTRA and partner organizations (including government agencies and associations, private companies, local communities, other national aid agencies, international organizations, etc.). The membership of each WG will be determined by the nature of each pilot project, and each WG's secretariat will be chosen from PDTRA staff.	Whenever required



Source: Created by JICA Project Team
Figure 2-2 Structure of JCC

2-3-2 Working Group Members

(1) Selecting Working Members

During the 6th field mission in May 2022, the PDTRA Commissioner prepared a list of names for the person in charge of each segment of the value chain, and the membership drafts were created following discussions at the commissioners' meeting. During the 7th field mission, the WG members were finalized through discussions among experts and WG members, and the necessary support and cooperation with other organizations were proposed and confirmed. Table 1-2 shows the members of the working group.

Table 2-2 Working Group Members 1-2, dated September 11, 2022

	Responsible Body (PDTRA)		Member		Advisory Member	Pilot Project
	Department	Person in Charge (Focal Point)	Private Sector	Academic		
Destination Management DM	Destination Management Dep. Investment	<ul style="list-style-type: none"> Mr. Hassan Lawama (Investment Director) Eng. Sa'ad Rawafin (Commissioner of Infrastructure) Mr. Yasin Al-Saidat (Visitor Center Director) Mr. Sabri Fdool (Tourism and Media Director) Mr. Yahes Hassanat (Urban Planning Department Director) Dr. Suleiman A.D. Farajat (Chief Commissioner) 	<ul style="list-style-type: none"> Mr. Eid Nawafleh Mr. Salah Helalat Mr. Mohammad Harb Mr. Barakat Nawafleh Mr. Usama Nawafleh 	<ul style="list-style-type: none"> Dr. Sami Hassanat Dr. Mukhles Al-Abadneh 	<ul style="list-style-type: none"> MoTA JTB JITOA ASEZA Transportation 	<p>PP#1</p> <ul style="list-style-type: none"> Create a Sustainable Destination Framework in accordance with the GSTC criteria <p>PP#2</p> <ul style="list-style-type: none"> Create Weekly Local Market
	Risk Management	<ul style="list-style-type: none"> Mr. Hussain Hasant (Crisis Director) Dr. Bilal Khrisat (Commissioner of PAP and Tourism Affairs) Mr. Salem Shamsasen (Rangers Director) Mr. Ali Farajat (GIS Director) Eng. Bilal Twaissi (IT Department Director) 				<ul style="list-style-type: none"> Tourist Police National Guard Civil Defense Ma'an Governorate Ministry of Health
Research and Development RD	Research and Documentation Center	<ul style="list-style-type: none"> Ms. Sameya Al Falahat (Archaeological Documentation & Tourism Studies Center Director) Dr. Moyad Rawafleh (Head of the Tourism Research Department) Dr. Bilal Khrisat (Commissioner of PAP and Tourism Affairs) Eng. Bilal Twaissi (IT Department Director) Mr. Nahar Rawadiah (Museum Manager) Mr. Ibrahim Farajat (Cultural Resources Management Director) Dr. Maram Mahmoud Al-Freihat (Commissioner of Development & Environment Affairs) 		<ul style="list-style-type: none"> Faculty of Archaeology Dr. Mohamad Dr. Mukhles Al-Abadneh <p>Petra College-Princess Basma Center (ICH)</p>	<ul style="list-style-type: none"> MoTA JTB DOS DOA (Ma'an Directorate) Dr. Ziad Salameen Dr. Khairieh Amr Dr. Hani Falahat 	<p>PP#3</p> <ul style="list-style-type: none"> Enhance the role of the Petra Museum as core of heritage tourism in Petra

Table 2-3 Working Group Members 2-2, dated September 11, 2022

	Responsible Body (PDTRA)		Member		Advisory Member	Pilot Project
	Department	Person in Charge (☉ Focal Point)	Private Sector	Academic		
Product Design and Branding PD	Investment	<ul style="list-style-type: none"> ☉ Mr. Hassan Lawama (Investment Director) ☉ Dr. Maram Mahmoud Al-Freihat (Commissioner of Development & Environment Affairs) • Eng. Bilal Twaissi (IT Department Director) • Mr. Khalil Mashaeleh (Head of Marketing Department) • Dr. Suleiman A.D. Farajat (Chief Commissioner) • Mr. Yasin Al-Saidat (Visitor Center Director) • Mr. Sabri Fdool (Tourism and Media Director) 	<ul style="list-style-type: none"> • T/O Association • Hotel Association • Restaurant Association • Handicraft Association • Eid Nawafeh • Local Communities 	<ul style="list-style-type: none"> • Dr. Sami Hassanat 	<ul style="list-style-type: none"> • Jordan River Foundation • JITOA • JSTA 	<p>PP#4 Examine product 1: Make the Petra Archaeological Park Main Trail Sustainable</p> <p>PP#5 Examine Product 2: Develop Local Cultural Experiences</p>
Sales and Promotion SP	Promotion & Marketing	<ul style="list-style-type: none"> • ☉ Mr. Sabri Fdool (Tourism and Media Director) • Mr. Khalil Mashaeleh (Head of Marketing Department) • Eng. Bilal Twaissi (IT Department Director) • Salah Alfaqeer • Dr. Murad Farajat (Chief Commissioner's Personal Assistant) • Ms. Nisreen Salamee (Promotion Officer) • Mr. Hassan Lawama (Investment Director) 	<ul style="list-style-type: none"> • T/O Association • Hotel Association • Restaurant Association • Handicraft Association • Guide Association 	<ul style="list-style-type: none"> • Dr. Mukhles Al-Ababneh • Dr. Sami Hassanat 	<ul style="list-style-type: none"> • MoTA • JTB • JITOA • JISTA • ASEZA 	<p>PP#6 Promote Newly Developed Products and Improve Digital Marketing Capability</p>
Service and Hospitality SH	Quality Assurance	<ul style="list-style-type: none"> ☉ Mr. Ahmad S. Helalat (Head of Quality Assurance Department) • Mr. Feras Salamen (Quality Assurance Employee) • Ms. Etedal Al Hassanat (Quality Assurance Employee) • Mr. Yasin Al-Saidat (Visitor Center Director) 	<ul style="list-style-type: none"> • Hotel Association • Restaurant Association • Guide Association • T/O Association • Handicrafts Association • Local Communities 	<ul style="list-style-type: none"> Petra College, • Dr. Mukhles Al-Ababneh • Edom Hotel General Manager • Old Village Resort Human Resources • Eid Nawafeh • Dr. Sami Hassanat 	<ul style="list-style-type: none"> • JHA • JRA • JTGA • JITOA • Jordan River Foundation • Ammon College 	<p>PP#7 Provide Tourism Training Course "KANKO JUKU"</p>

(2) Points of Concern

1) Selecting and Adding Working Members

Dr. Sami Hasanat of Petra College initially did not attend the discussions due to his relationship with PDTRA, but with the encouragement of Mr. Shingu, JICA expert, who succeeded in building a personal relationship with him during the 7th field mission, Dr. Hasanat eventually agreed to participate as a WG member as well. PDTRA also approved his participation as a WG member. We believe it is necessary to reassess whether the WG has the necessary personnel and organizations at the start of the second phase.

2) Other

Regular WG meetings and agendas were discussed on an ongoing basis.

2-4 Work Procedure

Originally, the goal was to begin the field mission in March 2021, complete the baseline survey by August 2021, and hold the first JCC and seminar.

However, there was no improvement in the COVID-19 infection situation, and the main milestones and travel were re-set after confirmation with JICA headquarters, as shown in Table 2-4 below.

Table 2-4 Actual Field Missions

Work plan created during the preparation of the first phase work plan (March 2021) ANNEX 0		
Mission	Period	Main Activities and Results
1 st	2021 May	<ul style="list-style-type: none"> • Work plan explanation and agreement with • PDTRA Conduct the 1st baseline survey
2 nd	2021 Sept.	<ul style="list-style-type: none"> • Conduct 2nd baseline survey • Preparation for the 1st JCC (November 2021)

Phase 1 Business Completion Report

3 rd	2021 Nov -Dec	<ul style="list-style-type: none"> • Sharing of issues and potentials in tourism planning • Hold the 1st JCC • Developing a shared understanding with tourism stakeholders in Jordan's Petra region • Preparation for the 1st Petra Tourism Community Dialogue (January 2022)
4 th	2022 Jan.	<ul style="list-style-type: none"> • Petra Tourism Community Dialogue (1st Seminar) • Dealing with promoting dialogue with community challenges
5 th	2022 Mar.	<ul style="list-style-type: none"> • Discussion and agreement with PDTRA on vision and basic policy • Conception and materialization of the strategic program
6 th	2022 May	<ul style="list-style-type: none"> • Consult with Petra Private Sector on vision and basic policies, including vision wording, and refine content. • Discussion and agreement with PDTRA on strategic programs • Agree on pilot project selection criteria and prepare a planning • Meeting to discuss the direction of the 2nd JCC (early September 2022)
7 th	2022 June-July	<ul style="list-style-type: none"> • Discussion and agreement on the draft pilot project • Determination of WG members • Preparation for the 2nd JCC (early September 2022) • Preparation for inviting PDTRA staffs to Japan
8 th	2022 Sept.	<ul style="list-style-type: none"> • Hold the 2nd JCC • Discussion and agreement on M/P and pilot project (content and area) • The outcomes of discussions are reflected in the first draft M/P • Meeting regarding invitation to Japan • Meeting to discuss the overall timetable for the second phase

Chapter 3 : Conducting Baseline Survey

Baseline surveys were carried out during the first field mission, which took place in May 2022, and the second field mission, which took place in September 2022. Due to the absence of private sector stakeholders as a result of COVID-19 and the inability to arrange face-to-face meetings, some of the interviewees were addressed through the 5th field mission until March 2022. The survey and analysis results were compiled in the Analysis Report in ANNEX C.

The main topics covered in the research and analysis are as follows.

From April to July 2022, a field survey of visitors to the Petra Archeological Park (Visitor Survey) was also conducted to better understand the characteristics of visitors to the Petra Archeological Park in the post-COVID, the purpose of their visit, and the issues they consider.

3-1 Research Overview

3-1-1 Value Chain Approach

For developing the tourism sector, tourism resources such as local tangible and intangible heritage will be developed as tourism products after excavation and research, and interpretation will be added as a program that tourists can enjoy and experience local culture. In this context, it is necessary to develop products and services with high added value, put them in the distribution and sales process, and deliver them to tourists. In addition, not only infrastructure such as roads, electricity, water and sewage, and telecommunication, but also institutional system in the public and private sectors such as human resources, businesses, academics and research institutes related to the tourism sector are required to improve.

Based on this understanding, in this JICA Master Plan (M/P) project, the concept of value chain, which is widely used today as a method for analyzing the competitiveness of companies, will be applied to the tourism development. The value chain is defined as an organizational effort and network within a company to increase the competitiveness and efficiently by adding value through the process from the purchase of raw materials to the sale of products and services (including after-sales service).

The "value chain approach" is defined as a series of support to increase the value added of the tourism sector in the region and to strengthen the competitiveness of Petra tourism and to contribute to the economic development of the region by increasing tourism revenue through supporting the organic functioning of the value chain, including developing tourism resources (= raw materials) as a tourist destination, creating products and services to tourists (= manufacturing), and offering products and services (= services). In accordance with this approach, the Petra region is considered as single destination, and then the destination is regarded as a company that provides products and services to tourists under the cooperation of public and private stakeholders related to tourism.

Following figure shows the five processes of the value chain related to tourism (Fig. 3-1):



Source: JICA Project Team

Figure 3-1 : Five processes of the tourism value chain

3-1-2 Research perspectives from the five value chain processes

To establish the M/P in this project, the M/P aim to increase the value added of Petra tourism by strengthening the five processes of the value chain mentioned above.

In particular, in line with the project goals (expected goals), "Contributing to the promotion of resilient and sustainable tourism development projects in the Petra region" the M/P will be established by identifying priority areas that have high effects and needs in the five processes of the value chain, and then formulate a concrete action plan to put the M/P into practice.

Table 3-1 shows the perspectives of the survey and the direction of the M/P according to the five processes in the value chain.

Table 3-1 : The five value chain process and direction of the master plan

Items		Main issues	Direction of the master plan
1. Destination Management	Institutional management	• Status of policies and institutional systems related to tourism development and destination management in the Petra region.	• Concrete policies and institutional systems necessary for sustainable tourism development in the Petra region will be established.
	Destination management	• Status of sustainable destination management system through public-private partnership.	• A sustainable destination management system will be established through public-private partnerships in the Petra region.
	Infrastructure	• Status of infrastructure	• Necessary infrastructure required for sustainable destination management in

Items		Main issues	Direction of the master plan
			the Petra region will be installed.
	Environment management	<ul style="list-style-type: none"> Impacts from tourism to Environmental and social condition in the Petra region, including gender considerations. Status of universal tourism. 	<ul style="list-style-type: none"> A sustainable and attractive destination for everyone in terms of environmental and social considerations will be established.
	Tourism crisis management	<ul style="list-style-type: none"> Lack of a comprehensive tourism crisis management plan, including disaster prevention measures. 	<ul style="list-style-type: none"> A safe and resilient destination will be established.
2. Research & development	Statistical analysis	<ul style="list-style-type: none"> Status of statistical analysis specifically for the Petra region. 	<ul style="list-style-type: none"> Improves PDTRA's statistical analysis capabilities will improve.
	Research and development	<ul style="list-style-type: none"> Status of formulation of strategic tourism development based on tourism statistics analysis 	<ul style="list-style-type: none"> PDTRA's planning capabilities will improve.
	Cultural and Natural Heritage management	<ul style="list-style-type: none"> Status of tangible / intangible cultural heritage management in the Petra region. 	<ul style="list-style-type: none"> The value of various tourism resources in the Petra region will be recognized.
	Museum management	<ul style="list-style-type: none"> Status of Museum management Status of activities in collaboration with six communities in the Petra region 	<ul style="list-style-type: none"> The Petra Museum will function as a core tourism facility in the Petra region.
3. Product Design	Product creation	<ul style="list-style-type: none"> Status of development of high-value-added tourism products that directly benefit the Petra region. 	<ul style="list-style-type: none"> Income of tourism businesses involved in tourism in the Petra region will increase.
	Branding	<ul style="list-style-type: none"> Status of branding activities focusing on Nabatean historical and cultural uniqueness in the Petra region. 	<ul style="list-style-type: none"> Tourists will be able to recognize the unique value of tourism in the Petra region.
	Marketing	<ul style="list-style-type: none"> Status of development of products and services that utilize methods such as digital marketing. 	<ul style="list-style-type: none"> A new marketing method for the post-corona era will be developed.
4. Supply & Sales	Promotion	<ul style="list-style-type: none"> Appropriate promotion status according to target and segment. 	<ul style="list-style-type: none"> Effective promotion corresponding to the post-corona era will be implemented.
	Inbound tourism promotion	<ul style="list-style-type: none"> Status of information transmission to both B to B and B to C using FAM and DX technologies. 	<ul style="list-style-type: none"> The sales channels related to the distribution and sale of tourism products in the Petra region will develop.

Items		Main issues	Direction of the master plan
	Sales	<ul style="list-style-type: none"> Status of sales of high value-added tourism products that directly benefit the Petra region. 	<ul style="list-style-type: none"> A sustainable destination management system will be established through public-private partnerships in the Petra region.
5. Service & Hospitality	Tourism infrastructure	<ul style="list-style-type: none"> Status of tourism infrastructure development that benefits to all businesses in the Petra region. 	<ul style="list-style-type: none"> All producers in the Petra region will have access to the tourist market.
	Tourism products	<ul style="list-style-type: none"> Status of development of tourism products that benefit to all businesses in the Petra region. 	<ul style="list-style-type: none"> Income of businesses involved in tourism in the Petra region will increase.
	Tourism services	<ul style="list-style-type: none"> Status of service quality of small and medium-sized enterprises (SMEs) and the development of tourism human resources. 	<ul style="list-style-type: none"> The services of SMEs-scale businesses involved in tourism in the Petra region will be improved.

Source: JICA Project Team

3-1-3 Main actors for the five processes of the value chain

Table 3-2 : Main actors for the five processes of the value chain

Destination Management	Research & Development	Product Design	Supply & Sales	Service & Hospitality
<ul style="list-style-type: none"> PDTRA (sections for environmental preservation, cultural heritage management, museum management), MoTA, DOA, MOE NGOs, local residents, etc. 	<ul style="list-style-type: none"> PDTRA (cultural heritage management section), MoTA, DOA, Petra Museum (curator) Local universities and research institutes NGOs, local residents, etc. 	<ul style="list-style-type: none"> PDTRA (sections for tourism promotion, cultural activities and park protection), JTB JITOA, JSTA, local tour companies, hotels, etc. 	<ul style="list-style-type: none"> PDTRA (sections for media and PR, tourism promotion), JTB JITOA, JSTA. Local tour companies, hotels, etc. 	<ul style="list-style-type: none"> PDTRA (sections for cultural activities, park protection) Hotels, restaurants, local tour companies, tour guide, local residents, etc.

3-1-4 Results of the Desk-Research and Interview

This project aims to increase the value added of Petra tourism by strengthening the five processes of the value chain. This project also aims to improve the efficiency of implementation of the M/P by focusing on developing items set as an index related to the impact after applying the M/P, such as (1) Expenditure per tourist visiting the Petra region, and (2) Increase in the number and income of local people engaged in the tourism sector through the activities newly developed and created after implementing the Master Plan. Please find the findings of Potentials and Challenges from desk research and interview based on the 5 tourism value chains as per table 3-3 and table 3-4/

Table 3-3 : Results of baseline survey 1 Potential of Petra tourism

Items		Potentials
6. Destination Management	Institutional management	<ul style="list-style-type: none"> • Petra is designated as a special economic zone and PDTRA has an authority over policy decision-making. • PDTRA has functions such as tourism, infrastructure, investment, and tourism crisis management in one administrative agency, and it is easy to promote cooperation between other sectors. • There are some tax incentives for hotels and restaurants to promote private investment to the Petra region.
	Destination management	<ul style="list-style-type: none"> • Status of sustainable tourist destination management system through public-private partnership
	Infrastructure	<ul style="list-style-type: none"> • Donors are highly interested in regional development, and several donors have been continuously supporting the construction of sewage treatment plants, etc. • Close to international ports and airports (Aqaba). • Public facilities such as visitor centers and museums are in place.
	Environment management	<ul style="list-style-type: none"> • Tools for environmental education and awareness activities are being developed by other donors.
	Tourism crisis management	<ul style="list-style-type: none"> • Other donors have been supporting the Siq stabilization projects.
7. Research & development	Statistical analysis	<ul style="list-style-type: none"> • A research center has been established within the PAP organization of PDTRA. • The Research Center has a number of specialists.
	Research and development	<ul style="list-style-type: none"> • PDTRA is conducting surveys such as visitor surveys for planning.
	Cultural and Natural Heritage management	<ul style="list-style-type: none"> • Cultural Space of bedu is registered as a UNESCO World Intangible Cultural Heritage. • Traditional rural landscapes, such as olive yard, and local food can be used as tourism resources. • The Petra region has a rich ecosystem and nature, including rare species.
	Museum management	<ul style="list-style-type: none"> • The Petra Museum has been developed as a research center on local cultural heritage, and there is an infrastructure to disseminate the history and culture of the region not only to tourists but also to local people. • Not only tangible cultural heritage but also intangible cultural heritage can be exhibited.
8. Product Design	Product creation	<ul style="list-style-type: none"> • The Petra archaeological park has one of the highest name values in the world. • It has intangible cultural heritage such as local food and handicrafts other than archaeological park. • Some private businesses develop their own products such as Petra by Night. • There is potential to develop SIT products in collaboration with the Petra Museum.
	Branding	<ul style="list-style-type: none"> • Petra, along with Wadi Ram and Aqaba, forms the golden triangle of tourism in the southern Jordan.
	Marketing	<ul style="list-style-type: none"> • Websites and SNS platforms have been already well established.
9. Supply & Sales	Promotion	<ul style="list-style-type: none"> • Petra has become an icon of Jordan in terms of the JTB's tourism promotion of tourism in Jordan for international markets.

Items		Potentials
		<ul style="list-style-type: none"> • Petra occupies a main position in the promotion of the Golden Triangle.
	Inbound tourism promotion	<ul style="list-style-type: none"> • There are some potentials for new market development in China, Brazil, the Philippines, etc. • It is close to Aqaba, which has an international airport and port, and is expected to attract tourists by providing low-cost carriers (LCC) and cruise ships.
	Sales	<ul style="list-style-type: none"> • Petra's tour operators themselves have a direct network with travel agencies in other countries. • Sales are expected to grow through SNS and online travel agents (OTA).
10. Service & Hospitality	Tourism infrastructure	<ul style="list-style-type: none"> • New tourist services such as electric buses and golf carts have been introduced with the support of other donors.
	Tourism products	<ul style="list-style-type: none"> • Awareness of hospitality among local people. • It is expected that tourism revenue will increase by developing new high-end products. • There are some potentials for new product development with the participation of women and young people.
	Tourism services	<ul style="list-style-type: none"> • There are small and medium-sized enterprises (SMEs) with high motivation. • There are many women's associations and NGOs that are active in the tourism sector. • Professionally educated tourism personnel can be procured from the Petra region.

Source: JICA Project Team

Table 3-4 : Results of baseline survey 2 Issues of Petra tourism

Items		Challenges
11. Destination Management	Institutional management	<ul style="list-style-type: none"> • There is no clear vision shared by the public and private sectors about how Petra establishes sustainable and resilient destination. • It is desirable to organize a local-level permanent tourism committee consisting of PDTRA and the private sector in the Petra region in a form similar to DMO, and to play a role as a regional-level decision-making body. • There is no financial support framework for SMEs.
	Destination management	<ul style="list-style-type: none"> • Tourism resources other than archaeological parks such as Little Petra have not been well developed. • Informal business (unauthorized business guides, shops, animals, guiding to dangerous shooting spots, private lodging, etc.) is widely observed.
	Infrastructure	<ul style="list-style-type: none"> • There is no public transportation to bring tourists to the sites other than the archaeological park. • Private investment (privatization, etc.) has not been well involved, and public facilities are not properly operated.
	Environment management	<ul style="list-style-type: none"> • It is necessary to control the number of tourists considering the carrying capacity of the archaeological park. • The situation of regional water supply faces a risk of water shortage comparing with t tourists and local water demand, and there is concern about the depletion of groundwater. • There is concern about groundwater pollution due to uncollected sewage. • Solid waste from homes and hotels is not separated and all of it is

Items		Challenges
		landfilled. <ul style="list-style-type: none"> • Efforts to promote women's participation to the tourism sector are needed.
	Tourism crisis management	<ul style="list-style-type: none"> • Improvement of medical and hygiene conditions will be one of the criteria for selecting travel destinations. • It is necessary to take measures to prevent reputational damage and dissemination of inaccurate information in the event of a disaster. • Insufficient safety measures in the Siq (rockfall, flash flood, etc.). • The structure of the existing check dam in the upstream area is dangerous. • It is necessary to guide a group tourist to safe place in the event of a disaster. • It is necessary to build a GIS database that shows the dangerous points in the park. • It is necessary to formulate a plan for prompt recovery from the crisis, such as formulating a business continuity plan (BCP).
12. Research & development	Statistical analysis	<ul style="list-style-type: none"> • PDTRA does not have the financial resources to continuously collect tourism statistics. • There is no mechanism to continuously collect tourism statistics. • Accurate statistical data (number, number of nights, etc.) has not been obtained at the hotel. • A research center has been established within PDTRA, but the number of human resources to analyze tourism statistics is limited. • Socio-economic data is not properly obtained on a quantitative basis and the impact of tourism on the community is not measurable.
	Research and development	<ul style="list-style-type: none"> • Tourism strategy will be established based on statistical evidence.
	Cultural and Natural Heritage management	<ul style="list-style-type: none"> • A guidance about archaeological site conservation and safety to the tourists at the visitor center will be required. • A continuous budget is required for research and conservation of natural and cultural heritage, including the area around the archaeological park, and continuous activities of the museum. • It is necessary to establish a database for managing and preserving cultural heritage and endangered animals and plants (especially endemic species). • The intangible cultural heritage (UNESCO intangible heritage) around Petra is in danger of disappearing or transforming, and continuous activities for preservation are required.
	Museum management	<ul style="list-style-type: none"> • The Petra Museum is not positioned as a center for researching cultural heritage in the Petra region and disseminating information to tourists and local residents, and museum activities are not active. • It is necessary to train museum curators who carry out educational activities for tourists and local residents.
13. Product Design	Product creation	<ul style="list-style-type: none"> • Lack of human resources who can develop attractive tourism products in the region, and the participation of women to the tourism sector is limited. • A DMO-like organization that develops products in the region is required. • Insufficient public-private partnership in product development. • Products offered during the off-season are limited. • Night attractions offered during the night are limited. • The seasonal fluctuations in tourism and employment will be improved.

Items		Challenges
	Branding	<ul style="list-style-type: none"> Product development depends on individual tourism operators. The specific policy and legal system to support it are not clear.
	Marketing	<ul style="list-style-type: none"> Product development for various segments (family, wealthy people such as Saudi Arabia, etc.) and markets has not been carried out. The number of human resources who can plan and produce products for high-end customers are limited.
14. Supply & Sales	Promotion	<ul style="list-style-type: none"> Overseas promotion is managed by JTB (direct intervention by PDTRA is limited). The entrance fee to the archaeological park for foreign tourists is relatively high, and there are no incentives such as discounts for family visitors. There is no efficient promotion identifying proper segments or targets.
	Inbound tourism promotion	<ul style="list-style-type: none"> Some companies are recovering from the damage of COVID-19 with the support of domestic campaigns, but there are differences depending on the company. Travel agencies in the Petra region has limited chance to receive benefit from the tour arranged in Amman and only has a chance to arrange tours from limited areas, such as Aqaba.
	Sales	<ul style="list-style-type: none"> Product sales are mainly carried out by individual businesses, and there is no specific mechanism to support them. Local women's associations do not have direct access to the market. The number of products made of local traditions and culture is limited. Most of the souvenirs offered to tourists in the Petra region are foreign products from China and India, and Petra and Jordan products are not distributed.
15. Service & Hospitality	Tourism infrastructure	<ul style="list-style-type: none"> Animal droppings in the park are not properly treated, and some unsanitary toilets has hygienic issues. Tourism infrastructure and facility has not been properly designed to support universal tourism. Public toilets in the park are unsanitary. Bus facilities are relatively old.
	Tourism products	<ul style="list-style-type: none"> Tradition and culture are not fully utilized in the content of tourism services.
	Tourism services	<ul style="list-style-type: none"> There is a discrepancy between the ratings of hotels and restaurants and the actual conditions of facilities and services. There is a gap between supply and demand due to lack of relationship between public, private and educational institutions in terms of tourism human resource development. Human resources development for SMEs is not sufficient. It is necessary to promote understanding of importance of tourism human resources in the region. There are limited tourism personnel who can provide the services required for universal tourism. There are limited supports for SMEs against the effects of COVID-19. There is not enough benefit to tourist operators by cruise passengers and one-day visitors from Israel. There is a problem with child labor in the PAP. There is a problem of informal businesses in the park. The safety of informal businesses such as animals and camels provided to tourists in the park are not guaranteed.

Items	Challenges
	· Infectious disease control is not adequately implemented.

Source: JICA Project Team

3-2 Visitor Survey

A visitor survey of tourists visiting Petra Archeological Park was conducted in the field by a local company with the goal of obtaining statistical data (baseline data) on tourist trends needed for the master plan's preparation.

At the time the survey was initiated, the field survey of visitors to the Petra Archeological Park was scheduled to begin in May 2021, but due to the worldwide travel restrictions imposed at the time by the spread of COVID-19 infection, it was difficult to obtain useful data for the future, even if the survey had been conducted. While observing entry restrictions in Jordan and the relaxation of exit restrictions in major markets such as Europe and the United States, a visitor survey was conducted beginning in January 2022, yielding 7,715 samples, far exceeding the 4,000 sample target. Table 3-5 provides a summary of the implementation.



Table 3-5 : Overview of Visitors Survey

Survey Objectives	<ol style="list-style-type: none"> 1. To collect tourist statistics, including the demographics of tourists visiting Petra (e.g. nationality, age, gender etc.) and the characteristics of the visit (e.g. average expenditures, purpose of the visit, mode of transportation etc.) 2. To improve the understanding of the level of satisfaction and the challenges faced during the visit. 3. To collect tourists' suggestions about how to improve the tourist experience in Petra and how to enrich the visit.
Methodology	A questionnaire (attached in English and Arabic in ANNEX X) designed by the JICA Team was distributed in a voluntary and unobtrusive manner to visitors (over 18 years old) leaving the archaeological park with a valid ticket. This survey involved sixteen data collectors and three data entrants from Petra.
Questionnaire content and distribution method	The survey, which was conducted and submitted both online (self-administered) and in-person (semi-structured interviews), was designed to collect data on demographics, satisfaction, and park challenges encountered by visitors during their visit to Petra Archeological Park.
Target Respondents	Visitors to Petra Archeological Park
Implementation Period	April 6, 2022 - June 19, 2022
Collection Point	<ol style="list-style-type: none"> 1) Between the Visitor Center and the Movenpick entrance 2) In proximity of the Museum

	3) Petra at the exit of the Siq near the dam
Number of Samples	7715(Male : 3,596 Female: 4,075)
Research Company	Alraqem for Services and Training (Local Company)

Even if the sample was randomly selected, the ratio male/female is approximately 50:50. Almost 60% of the respondents (57.8%) are between 18 and 40 years of age travelling in search of cultural enrichment and adventure. Approximately 30% (29.5%) of the respondents are between 41 and 60 years of age and the main purpose of their visit is relax/entertainment beside cultural motivation. Therefore, these are the major target groups to consider when designing and planning new tourist products and activities. The main reasons bringing visitors to Petra is, in fact, its cultural value, but also the search for adventure, entertainment and natural beauty.

Most visitors tend to reach Jordan by plane (>75%) and to travel with an organized group (>40%). Petra's tourist market is very diverse in terms of nationalities. Americans, French and British are the top visiting nationalities representing over 30% (30.8%) of all the respondents. Nevertheless, several nationalities represent markets with high potentials, such as UAE, Australian, Chinese, Argentinian, Brazilian, and Indian nationals that are the top spenders, but, combined, represent less than 10% of the respondents.

Almost 40% (38.5%) of the respondents have an annual household income lower than \$50,000, of which almost 17% (16.6%) have an annual income lower than \$30,000. Nevertheless, cross tabulations show that household income doesn't have major impact on trends.

It is worth noting that approximately 7% of the respondents' listed high prices as one of the challenges faced in Petra and that the main source of dissatisfaction are the services inside the site. Tourist products should be diversified in terms of offer and prices in order to better meet market needs.

Almost 70% (69%) of the respondents spent between 1 and 4 nights in Petra with an average of 1.89 nights and each tourist spent an average of 101.6 JOD per night, of which only 5.19 JOD are paid for attractions and activities and 6.18 JOD for other expenses.

The diversification of the tourist products might also help to increase the average. Approximately 32% (31.9%) of the respondents indicated that there is a lack of activities outside the archaeological site, especially at night. In designing activities, those that could be experienced by groups should be prioritized since 77% of the respondents travelled in groups, whether with a spouse/partner, friends, and relatives/family, organized or unorganized groups. And only 10% of the respondents travel solo.

On this matter, it is worth considering that, while younger respondents tend to travel with friends, the percentage of respondents that prefer organized group increase with the age range from 10% (9.47%) of the respondents in their 20s choosing an organized group up to 30% (29.97%) of the respondents above 70 years of age that chose an organized group. For example, over 50% (54.30%) of the respondents visited the Petra Museum. The percentage of respondents visiting the museum increases with the age range from almost 50% (48.8%) of the respondents in their 20s to almost 70% (67.3%) of the respondents in their 70s visiting the museum. Age-targeted programs at the museum and events may increase the number of younger visitors.

Approximately 40% (38.73%) of the museum's visitors visited the museum between noon and afternoon, which is consistent with the preferred trails on site (no. 1, 2 and 5) that can take about 3 to 6 hours walking. Almost 65% (64.6%) walked trails 1, 2 and 5 in different combinations.

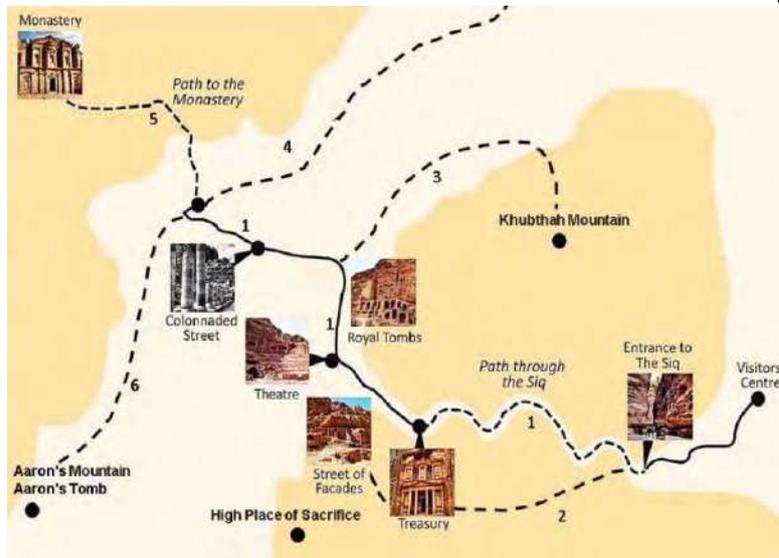


Figure 3-2 : PAP Trail

Online promotion should be increased and the possibilities for online reservations should be improved since over 40% (42.1%) of the respondents booked their trip to Petra through a website. Over 50% (50.3%) of the respondents visited other sites/areas outside the park. Offering excursion packages to nearby sites (like Shobak castle, Hudruh Roman camp etc.) purchasable online or at hotels might increase the duration of the stay in the region. It is important that the overall perception of and attitude toward the site is positive, even if there is space for improvement, especially in terms of offer variety, signage, and facilities on site.

Over 50% of the respondents willing to recommend Petra region as a destination to friends and relatives. Even if the percentage of unsatisfied respondents doesn't exceed 15%, those unsatisfied respondents were very vocal about their dissatisfaction in the open answer section. Several recurrent complaints are related to the host community, especially vendors and service providers inside the site.

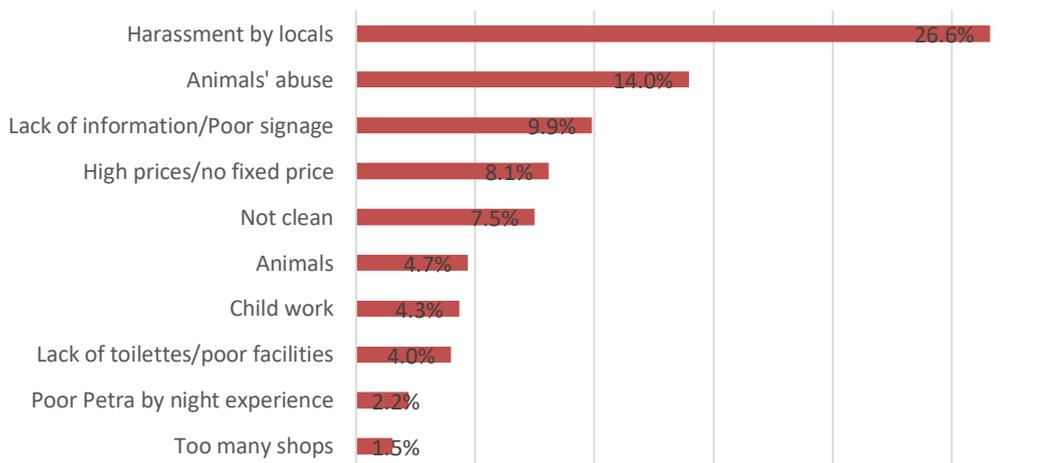


Figure 3-3 : Challenges inside PAP (Free Answer) (n=1174)

There have also been numerous complaints about vendors conducting illegal business in the host community, particularly in the archaeological park.

Chapter 4 : Draft Tourism Development Master Plan for Petra Region

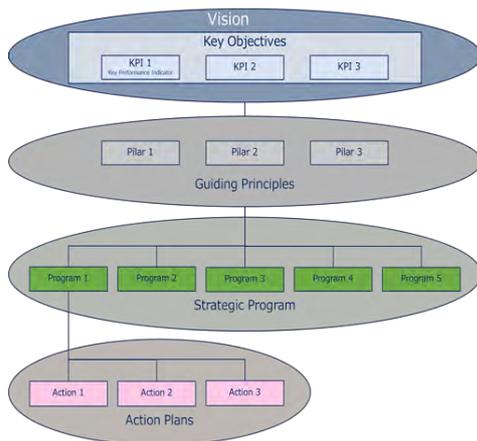
4-1 Overall direction of the Petra Tourism Development Master Plan

Based on the baseline survey and after confirming consistency with existing tourism-related plans and policies in Jordan and the Petra region, this activity took six months from mid-January 2022 to early July 2022 to develop the overall direction of the Petra Tourism Development Master Plan based on the following ideas.

To achieve the vision outlined in the M/P by 2033, the entire region must collaborate to improve the value chain across Destination Management, R&D, Product Design, Sales & Promotion, and Service and Hospitality, as shown in 2-1 of Chapter 2. The project will be developed in such a way that it will lead to long-term tourism development.

Sustainable tourism is also an important concept for achieving inclusive social and economic development because, while there are positive aspects such as the economic benefits of tourism promotion, there are also negative environmental impacts due to increased tourism demand. The basic policy should be to strike a balance between the "growth and discovery" viewpoint of "develop and develop" and the "conservation and rediscovery" viewpoint of "protect, nurture, and review."

For this M/P, the vision, basic policies, and interrelationships among the five tourism values were carefully discussed not only with PDTRA, but also with private business stakeholders, the central government, and tourism stakeholders throughout Jordan. Furthermore, in order to concretely develop the M/P, the definitions of each component of the M/P (vision, basic policy, strategic plan, key objectives, action plan, and pilot projects) were discussed and agreed upon, as shown in Figure 4-1 and Table 4-1 below.



Source: Created by JICA Project Team by JICA Project Team



Source: Created

Figure 4-1 Systematic Framework of the Master Plan

Table 4-1 : Challenges inside PAP (Free Answer) (n=1174)

Meaning and definition of each component in the Master Plan	
Vision:	
The vision for Petra tourism will be realized through dialogue with stakeholders on the concept of sustainability in Petra tourism, and a Vision (draft) will be developed in collaboration with PDTRA.	
Guiding Principles:	
Finalize the draft Guiding Principles, which will serve as a cross-cutting guideline as initiatives to realize the draft Vision are considered.	
Strategic Programs:	
Propose a program comprised of multiple projects that will contribute to the achievement of the Key Objectives, and prioritize the projects to be undertaken (short, medium, and long term). Since it is more effective in terms of funding and project effectiveness to implement the program in collaboration with other organizations, we will look into ways to collaborate with tourism-related projects in Petra, Jordan that are being implemented or planned by the Jordanian government, other donors, and international organizations.	
Key Objectives	
Set goals to be achieved for each program.	
Action Plans	
Create a project-specific implementation plan (target area, target audience, timing of implementation, responsible agencies, parties involved, etc.).	
Pilot Project	
Individual projects or portions of actions will be piloted as pilot projects in the second phase to validate the effectiveness of the strategic plan and key objectives, which are elements of the M/P. To ensure transparency in the selection process, the criteria for selection will be agreed upon in advance with PDTRA, and potential pilot projects will be discussed, and working groups will be formed (appropriate public and private members will be selected by the JWG, the WG's level). Prepare specific pilot projects, including rules, location, concept, and so on.	

4-2 Work Procedures for Formulating Petra Tourism Development Master Plan

4-2-1 Vision, Overall Framework, and KPIs

In formulating the M/P, we followed the procedures as indicated in table 4-2 below.

Table 4-2 : Procedures for M/P Formulation

Schedule	Field Mission	Activities related to formulating draft M/P's vision and overall framework	Relevant Stakeholders
Jan	4th	Frame Discussion	JICA Experts
Feb		Proposal for frame improvement (vision documentation) and discussions	JICA Experts /JICA HQ
Mar	5th	Understanding the 5 tourism sector values and their correlation/chart revision	JICA Experts
Apr	6th	Refinement and implementation of M/P's draft vision and overall framework	JICA Experts/PDTRA
May			
June	7th	Finalize the first draft of M/P's vision, overall framework, KPIs, strategic plans,	JICA

July		and pilot projects.	Experts/PDTRA, Private sector
------	--	---------------------	----------------------------------

4-2-2 Working Group

The M/P was developed with the cooperation of the members listed in Table 4-3 below.

Table 4-3 M/P Members

WG Participating Members		Organization, Department, Title
Government Sector	Petra	Commissioner, Commissioner for Environment and Development, Commissioner for the Park, Commissioner for Infrastructure Director of Tourism (In charge of Marketing, Quality Control, and Promotion) Director of Cultural Resources Management, Director of the Petra Museum, Director of the Visitor Center, Director of Investments, Director of Urban Planning, Director of the Archaeological Documentation Management Center, Director of the Research Center, Director of the IT Dept.
	Jordan, etc.	MoTA, JTB, Department of Statistics, DoA, ASEZA, Police, National Guard, Civil Defense, Ma'an Provincial Government, Ministry of Health and Public Health
Private Sector	Petra	Hotel Association, Guides Association, Tour Operators Association, Human Resources Department of Old Village Hotel, Manager of Edom Hotel, Transportation Sector, Mr. Usama Nawafleh, Mr. Eid Nawafleh (Petra Boutique), Mr Sarah Helalat, Mr. Mohammad Herb, Mr. Barakat Nawafleh, Dr. Sami Hasanat,.
	Jordan	JITOA, JSTA, Restaurant Association, Hotel Association, and Guide Association, Transportation Sector
NGOs & Associations	Petra	Petra Pottery Association, Handicrafts Association, and Local communities within Petra
	Jordan	PNT, Jordan River Foundation, and The Princess Basma Center
Universities	Petra	Dr. Sami Hasanat, Petra College
	Jordan	Ammon College, Hussein Bin Talal University Dr. Muhez Al-Ababneh, Dr. Ziad Selameen Dr. Hailie Ama, Dr. Hani Farahat
International Organization		UNESCO, USAID

4-2-3 Deliverables

The deliverables proposed, discussed, and agreed upon during the M/P development process are shown in Table 4-4 below.

Table 4-4 M/P Deliverables

Elements	Summary of deliverables
Vision	Developed in four layers including the slogan
Guiding Principles	Five guiding principles were presented, discussed, and agreed upon. <ol style="list-style-type: none"> 1) Simplify and Diversify 2) Localize and Globalize 3) Conserve and Develop 4) Harmonize and Separate 5) Coordinate and Compete
Strategic Programs	There were 32 strategic programs proposed and agreed upon. Each of the five tourism value chain segments has its own structure. The following is the structure for each value component: Destination Management: 12 strategies, Research and Development: 7 strategies, Product Design: 5 strategies, and Sales & Promotion: 4 strategies; Service and Hospitality (human resource development) 4 strategies,
Main Objectives	Five major goals were established for the five strategic plans <ol style="list-style-type: none"> 1) A framework for managing sustainable tourism destination will be established. 2) Strengthen the Petra Museum's role in heritage management and community awareness raising, as well as the hub of tourism. Establish long-term heritage management. Discover the Petra region's cultural uniqueness and identity. Examine the heritage in light of sustainability and the SDGs. 3) Develop travel products that help to preserve Petra's history and culture, as well as the participation of women and communities, with the goal of bringing more tourism benefits to the region. 4) Improve marketing and promotional capabilities by understanding marketing principles and outperforming in digital marketing. 5) Enhancement of service quality and development of tourism human resources
Action Plan	For each strategic program, action plans for implementation were developed.
KPI	The following indicators have been agreed upon for M/P KPIs. <ul style="list-style-type: none"> • Expenditure per Tourist visiting the Petra region (*Economic) • Number of Tourists (*Economic) • Tourism Receipt in Petra (*Economic) • Number of Employments in the Tourism Sector in Petra, especially the number of the Woman • Progress of the action taken for the Environmental Consideration (*Environmental)

4-3 Formulation of Draft Vision

4-3-1 Vision of the Master Plan - The future of tourism in the Petra Region

Regarding the vision, it was explained that recognizing the spirit of hospitality that the people of the Petra region possess, as well as the value of the region's heritage, and taking pride in the region's tourism is, above all, what sustainable tourism in Petra should be: as a result, this is a shortcut to sustainable tourism, which will result in increased added value and competitiveness as a tourist destination. After 5 months of discussions with stakeholders in the Petra tourism sector, the JICA team experts developed a draft of the master plan's contents, with the target year of 2033 as the year for the sustainable development of the entire Petra region for the next generation, as the master plan's vision. The first draft was agreed upon with PDTRA and the Petra private sector.

To achieve the vision, each action plan described in the strategic programs must be implemented in order to minimize negative impacts and maximize positive aspects through a continuous and repeated cycle of planning, implementation, evaluation, and action.

Table 4-5 Master Plan Vision

Vision of the Master Plan – The Future of Tourism in Petra Region (Draft) Longer –Format	
	As of September 2022
Tourism in Petra	
<p>PETRA is a world-famous destination that has been inscribed in the list of the UNESCO World Cultural Heritage since 1985. PETRA is famous for its archaeological heritage with its amazingly skillfully rock-cut red-rose-colored architectures since Nabatean era.</p> <p>The Government of Jordan, represented by Petra Development and Tourism Region Authority (PDTRA), with the help of international organizations have been working on to address social, economic, and environmental challenges that the tourism in PETRA is facing nowadays.</p> <p>In line with the United Nations Sustainable Development Goals (SDGs), targeted to be achieved by 2030, the current and future challenges in tourism in PETRA is how to create a sustainable, inclusive, and resilient destination for the local people, businesses, and tourists.</p>	
Our Story: The Nabateans.	
<p>More than 2,000 years ago, the Nabataean Kingdom was established by the Nabateans, who amassed wealth through trade mainly between the Eastern and the Western civilization. PETRA (“Raqmu” in Nabatean) was the capital city of the kingdom, and its impressive and innovative water management systems contributed greatly to making the region inhabitable, gathering people to the region, evolving it to one of the most successful trading centers in ancient times. Caravan traders passed through the city to exchange goods (textiles, incense, spices, ivory, etc.), civilizations from different countries met and generated continuing cultural interflow in PETRA.</p> <p>The ancient city of PETRA, built by the Nabateans by skillfully carving out the Rocky Mountains of the highlands, is a unique artistic achievement, with magnificent architectures such as the Treasury (Al-Khazneh) and other rock-cut façade tombs, which were praised as a "rose red city" by a later poet.</p>	
The Mind of As-Salam	
<p>The Nabataeans tolerantly adopted the different cultures of neighboring regions they encountered through trade, such as Egypt and Greco-Roman, and created a unique culture that fused the civilizations of the Eastern and the Western civilization. Even during a turbulent history surrounded by powerful hegemonies, the Nabataeans developed a spirit of peaceful coexistence with the different civilizations they encountered through trade and a culture of hospitality for travelers. This spirit is well expressed in the greetings by the Nabataean language, "peace be upon you", which is inherited to modern Arabic greetings as As-Salam.</p>	

Living in Harmony

The Nabateans lived in harmony with nature. The water management systems they developed led to flood control and advancement of agriculture, and the Nabateans enjoyed urban life in PETRA in a sustainable manner; a legacy that is inherited in the traditional technologies of locals living around PETRA today. The ancient traditional Nabatean wisdom in harmony with the ecosystem should be recognized as a key to solving the challenges we are facing, in terms of harmony with the environment and sustainability.

Vision

1. Petra's Identity

The key concept of our vision for developing tourism in PETRA is to unite the people of PETRA from the local communities that are eager to succeed in tourism regardless of their occupation and educational backgrounds as possible. We, the people of PETRA, will keep exploring the uniqueness of our own culture from different aspects such as gastronomy, clothing, handicrafts, housewares, dwelling, architectures, fauna, flora, and language etc. to act as the storytellers of PETRA for the people visiting PETRA. We also aim to expand the opportunities for the visitors to explore the tourism resources in the local communities.

2. To Strengthen PETRA as a World-Class Destination

It is essential that we, the people of PETRA, and the tourists; mutually understand each other's cultural context; aim to protect the natural and cultural heritage of the region; and comply with international development efforts (such as SDGs, that consider economic, social, and environmental aspects) to make PETRA a more sustainable and resilient tourist destination. It is also important that we offer the visitors an abundance of wow factors during their stay through; dining experiences; hands-on experiences; shopping experiences; landscapes; and interaction with us.

3. To Pass on Our HEART”

Our short-term goal is to raise awareness of the cultural heritage we have in PETRA among ourselves, to develop and enhance the tourism resources in PETRA with the unification and cooperation of the people from our communities, and to improve the quality of tourism provided to the visitors in PETRA through our constant effort. Yet our overall goal is for us to pass on our HEART, such as our cooperative mindset, our respect for our local heritage, and our passion for improvement to our next generations with the aspiration to present PETRA as a place where both the local people and the visitors share the sense of Harmony.

4-3-2 Vision Expression

The following three layers of expressions were created based on the main text (fourth layer), assuming the scenes in which the vision will be used, and are making proposals as shown in Table 4-6.

Table 4-6 Expression of Petra Master Plan

<p><u>Vision 1st Layer: Icon that represents the key concept of the Master Plan.</u> “WE ARE PETRA”</p> <p><u>Vision 2nd Layer: One simple phrase that represents the identity of PETRA.</u> “To be one-of-a-kind destination preserving the Nabatean identity and welcoming visitors from our HEART.”</p> <p><u>Vision 3rd Layer: Narrative description that explains the background and concept of the vision.</u> PETRA, the rose-red city in the southern Jordan, was the Crossroad where the Caravans met, and people lived in harmony with the mind of hospitality, peace, and wisdom. Therefore, we strive to strengthen our position as a world-class tourism destination that includes public, locals, businesses, and tourists by providing comfortable high-quality services, timeless experiences, preservation, eco-friendliness, and peacefulness which we desire to pass on.</p> <p><u>Example of how the icon/slogan will be used:.</u></p> <p>JICA experts provided the following examples of icon/slogan usage.</p> <p style="text-align: center;">Example of first level icon usage</p> <p style="text-align: center;">第1階層: アイコンの使用例</p>  <p>The following is confirmation and concern from USAID and JTB regarding the aforementioned icon case.</p> <p>Many people pointed out that this icon should be consistent with the national tourism promotion branding message “Kingdome of Time” that Jordan has developed for the entire country. According to the experts, it is only a catchphrase presented as inner branding in order to increase the centripetal force of local stakeholders toward the master plan, and it will not be used in the outer branding.</p> <p>If the branding is to be used as outer branding in the future, as shown above, coordination with the JTB and MoTA will be required to ensure consistency with the branding of the overall Jordanian tourism plan. If the use of "Tokyo Tokyo," as shown in the usage example, is considered by local stakeholders (Petra Region stakeholders), it is undeniable that it may result in outer branding, so it is critical to coordinate with JTB and MoTA to ensure consistency with the overall Jordan tourism plan branding.</p>
--

4-4 Formulation of Guiding Principles

Cross-cutting items to be considered to realize the Vision.

4-4-1 Guiding Principles (Draft)

Regarding the Guiding Principles, because the basic idea in the current Tourism Plan is to promote sustainable tourism, it was explained and agreed that striking a balance of two opposing concepts of developing tourism that promotes development and consumption, while also considering sustainability and resilience in the development of tourism in the Petra Region, will lead to an inclusive approach.

<p>Guiding Principles (Draft)</p> <p style="text-align: right;">As of September 2022</p>
<ol style="list-style-type: none"> 1. Simplify and Diversify Simplify the image and identity of the Petra tourism and diversify products and services. 2. Localize and Globalize Localize the products and services to increase the revenue from tourism by globalizing the service standards. 3. Conserve and Develop Conserve the value of Petra tourism by developing innovative technologies. 4. Harmonize and Separate Harmonize tourism with local traditions and culture and separate it from environmental and social risks. 5. Cooperate and Compete Coordinate the Petra tourism with international, national and local needs for tourism development through establishment of appropriate competition environment.

4-4-2 Specific actions and perspectives of the guiding principles

Examples of concrete actions and perspectives on the fundamental ideas that should be valued in the development of a tourism plan were also discussed, as were the following directions, elements, and materials. The WG members will discuss and organize them in light of each value chain and specific strategic programs in the second phase.

(1) Simplify and Diversify

Simplify the image and identity of the Petra tourism and diversify products and services.

To Simplify	To Diversify
<ul style="list-style-type: none"> • Image of the Petra brand • Target for effective tourism promotion • Promotion channels that are suitable for target segments • Tourism statistics in order to improve tourism development decision making processes 	<ul style="list-style-type: none"> • Source markets, target segments, etc. • Tourism products and services • Employments considering Gender, Disability, etc. • Circulation of tourists • Promotion channel • Tourism trail based on historical/cultural theme • Tourism experience and social role of Petra museum

(2) Localize and Globalize

Localize the products and services to increase the revenue from tourism by globalizing the service standard.

To Localize	To Globalize
<ul style="list-style-type: none"> • Tourism products • Tourism services • Employments • Material and human resources for Petra tourism • Food experience 	<ul style="list-style-type: none"> • Service standard • Product quality • Communication and promotion channel with tourists • Security, safety, and hygiene standards • Pricing system for public services • Tourism data collection process/system

(3) Conserve and Develop

Conserve the value of Petra tourism by developing innovative technologies.

To Conserve	To Develop
<ul style="list-style-type: none"> • Value of the tangible and intangible heritage, history and culture • Outstanding Universal Value (OUV) of Petra • Limited local environmental resources • Local traditional and religious lifestyle • The hospitality mindset of locals • The identity of the local communities in Petra • The value of local communities from the negative effects of tourism 	<ul style="list-style-type: none"> • Environment-Friendly tourism • Technologies for destination management • Technologies for heritage management, interpretation, presentation, etc. • Technologies for risk and crisis management • A database system for tourism marketing and promotion • Communication channel among different stakeholders, such as citizen, visitors and business professionals • Training programs to assure quality of service • SMEs business know-how and skills

(4) Harmonize and Separate

Harmonize tourism with local traditions and culture and separate it from environmental and social risks.

To harmonize (the Petra tourism with)	To Separate (the Petra tourism from)
<ul style="list-style-type: none"> • Unique local tourism resources • 6 Communities • Knowledges and lesson learned from past and existing projects, plans etc. • Different stakeholders, such as citizen, visitors and business professionals • The quality standard of tourism service and products • Tourism promotion know-how and skill through public-private partnership • Global sustainability principles with the Petra tourism 	<ul style="list-style-type: none"> • Risk and crisis • Over-tourism • Environmental pollution • Private space • Environmentally and socially sensitive area

(5) Promote good competition (Coordinate and Compete)

Coordinate the Petra tourism with international, national and local needs for tourism development through establishment of appropriate competition environment.

To coordinate (the Petra tourism with):	To compete (the Petra tourism with):
<ul style="list-style-type: none"> • Local social and environmental condition • Local communities • National tourism policy and strategy • Global development approach, such as United Nation's Sustainable Development Goals (SGDs) • Public and private stakeholders, especially in Petra • Tourism promotion efforts in other destinations 	<ul style="list-style-type: none"> • Other tourism destinations • Domestic and international competitors by revitalizing the tourism industry in Petra • Different actors by accelerating privatization

4-5 Strategic Program

For each value chain, a strategic program consisting of a series of priority projects to be undertaken to realize the vision was proposed and agreed upon with PDTRA, as follows.

The input and requests from the PDTRA commissioner's meeting in Petra on May 19, 2022, as well as the "understanding of issues and challenges that PDTRA wants to solve in the current Tourism Development Plan" identified during the FAM tour on May 22, 2022, were fully considered and reflected in the Strategic Program, as requested by the commissioner. The Board decided to give these issues careful thought and incorporate them into the Strategic Plan.

Some of the requests listed in Table 4-7 below are not fully reflected in the current plan and will be discussed further with WG members as the pilot project moves into its second phase.

Table 4-7 Identification of problems and issues in the current Tourism Development Plan that PDTRA wishes to address

Identification of challenges that PDTRA wishes to address in the current Tourism Development Plan and establishment of challenges to be addressed	
① Enhance the customer experience in PAP and surrounding areas.	Realization of safety and security through mitigation of natural disasters, harassment, and other risks
	Measures to prevent crowding (diversify tourists inside and outside the park and admission control)
	Enhancement of hospitality abilities
	Signs of information and digital interpretation boards
	Digitalization-based customer communication methods development
	Need for ways to communicate the PAP's and the PDTRA community's appeal
	② Encourage tourism stakeholders in the Petra Region to participate in sustainability initiatives.
Economy	In times of crisis, the establishment of a framework to economically support local tourism businesses and workers
	Development of new products (Little Petra region)
	Improve current products and services
Community	Community-based job creation
	Women's participation in society need to be encouraged
	Creation of tourist-friendly local products and dissemination of local social culture
	A virtual experience that spans time and space, from prehistory to Nabatean and Jordanian times.
	Branding based on authenticity, such as the Petra Museum
	Development of programs and experiences that result in cultural transmission
	Creating links between the next generations and positioning educational co-creation opportunities (field trips, school trips, etc.)
	Recognizing the obstacles to becoming a World-Class Destination
Directions, restrooms, water stations, hospitality, food, and souvenirs are all available locally	

Nature	
Ecosystem and biodiversity preservation and conservation	
Experience and protect the magnificent nature that is unique to the Petra region of the Great Rift Valley	
Initiatives for Green Destinations (CO2, waste disposal, local production for local consumption)	
Encourage the use of electric carts and hybrid 4x4s.	
Littering on the park's main trail (do not bring it in)	
③ Understanding the particulars of development in the Little Petra (Baidha) area	
Construction of a high-end hotel resort is currently underway.	
Measures to prevent crowding (diversification inside and outside the park and admission control) Building of a Visitor Center	
Heritage Village adventure activities include: Horseback riding, zip lines, sand baby carriages, BBQ, stargazing, and other activities	
Entrance to monastery, currently Petra's deepest point: (New routes are being developed, including hybrid jeep tours (Back Road Gate))	
Creating an extension tour from the above-mentioned backroads gate to the Great Rift Valley observation point	
Attraction factor	Unspoiled nature, Neolithic sites, border areas, and evening views
Improvement factor	Rough roads, run-down tourist areas, guides, stories, and diesel vehicles
④ Others: Respond to quiet periods and untapped markets through sales promotion and product development.	
The family market (rather than just high-end Western/Arab perspectives)	
Summer vacation demand	
Night activities (programs comparable to Petra by Night)	

4-5-1 Strategic Program for Destination Management

After establishing the main goal of destination management as "the establishment of a framework for sustainable tourism destination management," the working group discussed and reviewed with the working group members the capacity, infrastructure, standards, and criteria for a sustainable and resilient world-class tourism destination inclusive of the six communities in the Petra region, and agreed on the following strategic program and action plan to promote it. The following strategic program and action plan to promote it were agreed upon.

(1) Working Group Members

In consultation with PDTRA, discussions were held with the members listed below (Table 4-8), including members from the public and private sectors as well as JICA experts who were mutually recommended, in order to include as many Petra Region members as possible who wanted to participate.

Table 4-8 Destination Management Working Members

WG Participating Members		Organization, Department, Title
Government Sector	Petra	Chief Commissioner, PAP Commissioner, Commissioner of Infrastructure Director of Tourism, Director of Visitor Center, Director of Rangers, Director of GIS, Director of Investment, Director of Urban Planning, Director of IT
	Jordan	MoTA, JTB, ASEZA, Police, National Guard, Civil Defense, Ma'an Provincial Government, Ministry of Health
Private Sector	Petra	Mr. Eid Nawafleh Mr. Salah Helalat Mr. Mohammad Harb Mr. Barakat Nawafleh Mr. Usama Nawafleh
	Jordan	JITOA, JSTA, Transportation Sector
NGOs & Associations	Petra	N/A
	Jordan	N/A
Universities	Petra	Dr. Sami Hasanat, Petra College
	Jordan	N/A

(2) List of Strategic Programs for Destination Management

Based on discussions with WG members about the issues and potentials identified in the baseline study, we proposed the following priority, medium- and long-term projects for the destination management strategic program, along with the implementation period and beneficiaries, which were agreed upon by the working group members and PDTRA. The WG would like to elaborate on the proposal in the second phase, the period of pilot project implementation, based on the comments and other issues raised at the 2nd JCC.

1) Project Longlist

The strategic project long list for destination management is shown in Table 4-9 below.

2) Schedule

The timeline for moving forward with priority projects in destination management is shown in Table 4-10 below.

3) Expected Project Benefits

Table 4-11 summarizes the anticipated project effects in the field of “destination management.” We will continue to verify the results as we move forward with the pilot project in the second phase of the project.

Table 4-9 Strategic Program Long List (Destination Management)

Petra Tourism Development Master Plan Project

Key Objective: Establish sustainable destination management framework		
Project	Implementation Year	Target Beneficiaries
DM-1: Strengthen Destination Management Framework in Petra	2023-2025	All stakeholders in the Petra region
DM-2: Obtain global sustainability certification for destination, such as GSTC, by the year 2033	2023-2025	PDTRA and All stakeholders in the Petra region
DM-3: Create Weekly Local Market	2023-2025	All tourists and local providers
DM-4: Install new Ticketing system	2023-2025	All tourists
DM-5: Strengthen the Function of the Heritage Village	2023-2025	Local providers
DM-6: Strengthen the Function of the Visitor Center	2025-2030	All tourists and local associations/people
DM-7: Strengthen the Function of the Elgee Village	2025-2030	Local associations/people
DM-8: Promote power-assisted rent-a-bike/scooter transfers	2023-2033	All tourists and local communities
DM-9: Rehabilitate the Nabataean farming eco-system	2028-2033	Local farmers and local product producers
DM-10: Develop 4R System for Tourism Crisis Management	2023-2028	All tourists and local people
DM-11: Develop 3R System for Sustainable Environmental Management	2023-2033	All tourists and local people
DM-12: Develop Petra as a MICE destination	2023-2033	All stakeholders in the Petra region

Source: Prepared by the joint venture

Table 4-10 Project Schedule (Destination Management)

Project	Implementation Schedule										
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
DM-1: Strengthen Destination Management Framework in Petra	■	■	■								
DM-2: Obtain global sustainability certification for destination, such as GSTC, by the year 2033	■	■	■								
DM-3: Create Weekly Local Market	■	■	■								
DM-4: Install new Ticketing system	■	■	■								
DM-5: Strengthen the Function of the Heritage Village	■	■	■								
DM-6: Strengthen the Function of the Visitor Center			■	■	■	■	■	■	■		
DM-7: Strengthen the Function of the Elgee Village			■	■	■	■	■	■	■		
DM-8: Promote electric rent-a-bike system (Bicycle/Scooter)	■	■	■	■	■	■	■	■	■	■	■
DM-9: Rehabilitate the Nabataean farming eco-system						■	■	■	■	■	■
DM-10: Develop 4R System for Tourism Crisis Management	■	■	■	■	■	■	■	■	■	■	■
DM-11: Develop 3R System for Sustainable Environmental Management	■	■	■	■	■	■	■	■	■	■	■
DM-12: Develop Petra as a MICE destination	■	■	■	■	■	■	■	■	■	■	■

Source: Prepared by the joint venture

Table 4-11 Strategic Programs Expected Benefit (Destination Management)

Petra Tourism Development Master Plan Project

Project	Impacts Expected				
	1. Expenditure per Tourist visiting the Petra region (*Economic)	2. Number of Tourists (*Economic)	3. Tourism Receipt in Petra (*Economic)	4. Number of Employments in the Tourism Sector in Petra, especially the number of the Woman	5. Progress of the action taken for the Environmental Consideration (*Environmental)
DM-1: Strengthen Destination Management Framework in Petra	○	○	○	○	◎
DM-2: Obtain global sustainability certification for destination, such as GSTC, by the year 2033	○	○	○	○	◎
DM-3: Create Weekly Local Market	◎	○	◎	◎	○
DM-4: Install new Ticketing system	◎	◎	◎	○	○
DM-5: Strengthen the Function of the Heritage Village	◎	○	◎	◎	○
DM-6: Strengthen the Function of the Visitor Center	◎	○	◎	◎	○
DM-7: Strengthen the Function of the Elgee Village	◎	○	◎	◎	○
DM-8: Promote electric rent-a-bike system (Bicycle/Scooter)	◎	○	◎	○	○
DM-9: Rehabilitate the Nabataean farming eco-system	◎	○	◎	○	○
DM-10: Develop 4R System for Tourism Crisis Management	—	○	○	—	◎
DM-11: Develop 3R System for Sustainable Environmental Management	—	○	○	—	◎
DM-12: Develop Petra as a MICE destination	◎	◎	◎	◎	○

Source: Prepared by the joint venture

4) Overview of Strategic Programs and Action Plans

Twelve strategic programs (project name, implementation period, beneficiary groups, project cost, and project outline) and action plans (actions, implementation schedule, responsible agencies, and related organizations) for destination management were prepared and discussed by the working group, as shown in Figure 4-2 to Figure 4-13 and Table 4-11 below. Under the direction of the expert, the working group discussed, reviewed, and agreed on the action plan.

(3) Memorandum on crisis management measures

- ① Although the Siq Stability Program is being implemented with the assistance of Italy, GIZ, and others, there are no ongoing rock movement monitoring activities. It was discovered that no monitoring room or point of contact had been established, and the location of data was unknown. The possibility of future monitoring collaboration with JICA was approved.
- ② JICA assistance was requested because rock fall mitigation measures are only in place in Siq and not along the Treasury route.
- ③ A lack of a geologist or specialized geology department at PDTRA is also a challenge.
- ④ Flash flood countermeasures
April 2020 Surveys, studies and preliminary project design for developing flood control measures to protect the Petra Archaeological Park against Flash Flooding Hazards (Volume 1 Main Report) is being developed under the leadership of UNESCO, in which the construction of a large dam is proposed. PDTRA has not agreed to this proposal, and we asked UNESCO if they intend to reexamine the necessity of constructing a large dam with the support of JICA, and they confirmed that this is a possibility.
- ⑤ UNDP has assessed the risk of rock fall and flash floods. The UNDP intends to continue collaborating on the installation of surveillance cameras. RFP/2012/19 UNDP-JORDAN Part II: Technical Report on the Integrated Risk Assessment for the Petra Development and Tourism Region

Petra Tourism Development Master Plan Project

- ⑥ We confirmed the possibility of future collaboration for the effective use of the server, collection and analysis of monitoring data, and coordination with the monitoring room because UNDP is cooperating and implementing the PDTRA server system.
- ⑦ Civil Defense provides First Aid in the event of a disaster with 25 volunteers; volunteers are fixed and insured, so increasing the number of volunteers is difficult.
- ⑧ Another issue is the scarcity of activity kits for disaster relief teams.
- ⑨ The PDTRA does not serve as a rescue headquarters for the emergency team, where meteorological data, surveillance cameras, and other information can be viewed. A monitoring room, similar to the one at the Japanese relief headquarters, is required.

Outline of Strategic Programs and Action Plans (Destination Management)

Project Code	DM-1
Project Name	Strengthen Destination Management Framework in Petra
Implementation Year	2023-2025
Target Beneficiaries	All stakeholders in the Petra region
Project Cost	(TBD) JOD
Description	
<p>Establish Destination Management Framework in Petra by:</p> <ul style="list-style-type: none"> - Establishing an association/society specially for tourism development in each community as a focal point to implement the activities programmed in the M/P; - Establishing “Petra Tourism Development Committee” composed of the Public sector (PDTRA) and the Private sector (Tourism Businesses, Academics, Local communities) to coordinate different stakeholders; and - Providing awareness raising program through the association/society in order that local people understand the value of local tourism resources. 	
<pre> graph TD GA[Governmental Agencies MoTA, DOA, JTB, JSTA, etc.] --- PDTRA[PDTRA] ID[International Donors] --- PDTRA PDTRA --- PTDC[Petra Tourism Development Committee] PTDC --- TB[Tourism Businesses] PTDC --- AC[Academics] PTDC --- LC[Local Communities] </pre> <p>Figure 1: Destination Management structure (Proposal)</p>	

Notes on Implementation

The committee discussed the formation of a DMO-like organization in each of the six communities to act as a community-level contact point for the implementation of pilot projects and M/Ps. However, given the region's current management capacity, it was determined that establishing a platform to discuss and collaborate with tourism stakeholders in each region, with PDTRA as the axis, would be appropriate.

Project Code	DM-1		
Project Name	Strengthen Destination Management Framework in Petra		
Action	Implementation Schedule	Responsible Agency	Relevant Stakeholders
DM-1-1: Establish an association/society specially for tourism development in each community as a focal point to implement the activities programmed in the M/P	2023-2024	PDTRA, Directorate of Community Development	Local community (individual / association)
DM-1-2: Establish “Petra Tourism Development Committee” composed of the Public sector (PDTRA) and the Private sector (Tourism Businesses, Academics, Local communities) to coordinate different stakeholders	2023-2024	PDTRA, Directorate of Tourism	Private sector (Tourism Businesses, Academics, Local communities)
DM-1-3: Provide awareness raising program through the association/society in order that local people understand the value of local tourism resources	2024-2025	PDTRA, Directorate of Community Development, Directorate of Tourism	Private sector (Tourism Businesses, Academics, Local communities)

Figure 4-2 DM-1 Overview of Strategic Program and Action Plan

Project Code	DM-2
Project Name	Obtain global sustainability certification for destination, such as GSTC, by the year 2033
Implementation Year	2023-2025
Target Beneficiaries	PDTRA and All stakeholders in the Petra region
Project Cost	(TBD) JOD
Description	
<p>Obtain global sustainability certification for destination, such as GSTC, by the year 2033, by:</p> <ul style="list-style-type: none"> - Providing trainings to the public body to recognize GSTC-D; and - Obtaining certification of the GSTC-D. 	
 <p>The image shows the GSTC logo (Global Sustainable Tourism Council) and a screenshot of the GSTC website. The website features the text 'GSTC Criteria' and 'Global standards for sustainable travel and tourism'. Below this, there are six icons representing different categories: For Hotels & Accommodations, For Tour Operators, For Destinations & Governments, For Corporate & Business Travel, For Certification Bodies, and For Travelers. The website URL is provided as https://www.gstccouncil.org/.</p>	

Project Code	DM-2		
Project Name	Obtain global sustainability certification for destination, such as GSTC, by the year 2033		
Action	Implementation Schedule	Responsible Agency	Relevant Stakeholders
DM-2-1: Conduct awareness-raising events for the Public sector (Relevant state ministry, Municipality, etc.) and the Private sector (Tourism Businesses, Academics, Local communities)	2023-2024	PDTRA, Directorate of Tourism, Infrastructure, Community Development and Environment Affaires	Public sector (Relevant state ministries, Municipality, etc.), Private sector (Tourism Businesses, Academics, Local communities)
DM-2-2: Prepare all necessary requirements as well as logistics arrangements after a thorough discussion with GSTC	2023-2024	PDTRA, Directorate of Tourism, Infrastructure, Community Development and Environment Affaires	Public sector (Relevant state ministry, Municipality, etc.), Private sector (Tourism Businesses, Academics, Local communities)
DM-2-3: Conduct GSTC Criteria staff training through regular online classes or by special arrangement for on-site training sessions	2024-2025	PDTRA, Directorate of Tourism, Infrastructure, Community Development and Environment Affaires	Public sector (Relevant state ministry, Municipality, etc.), Private sector (Tourism Businesses, Academics, Local communities)
DM-2-4: Obtaining certification of the GSTC-D	2024-2025	PDTRA, Directorate of Tourism, Infrastructure, Community Development and Environment Affaires	Public sector (Relevant state ministry, Municipality, etc.), Private sector (Tourism Businesses, Academics, Local communities)

Figure 4-3 DM-2 Overview of Strategic Program and Action Plan

Project Code	DM-3		
Project Name	Create Weekly Local Market		
Implementation Year	2023-2025		
Target Beneficiaries	All tourists and local providers		
Project Cost	(TBD) JOD		
Description			
<p>Create Weekly Local Market at the New City Plaza over the Wadi-Musa river by:</p> <ul style="list-style-type: none"> - Organizing local alliance member; - Providing local people, association, farmers a temporally weekly market space; - Exhibiting historical and traditional way of life such as tea, Arabic coffee, local foods in the Bedouin Tent; and - Providing a meal at night (before visiting Petra by Night, etc.). 			
 <p>Jamaa El Funa, Marrakech, Morocco</p>		 <p>Night Market, Su-Lin, Chinese Taipei</p>	
 <p>KCC Farmers Market, Honolulu, Hawaii, USA</p>			

Project Code	DM-3		
Project Name	Create Weekly Local Market		
Action	Implementation Schedule	Responsible Agency	Relevant Stakeholders
DM-3-1: Organize local alliance member from 6 communities to open the shops at the weekly market	2023	PDTRA, Directorate of Community Development	Private sector (Tourism Businesses, Local communities)
DM-3-2: Procure basic equipment (tent table, chair, etc.)	2023	PDTRA, Directorate of Community Development	–
DM-3-3: Provide basic equipment (tent table, chair, etc.) and market space to local people, association, farmers to open shops at weekly market	2023	PDTRA, Directorate of Community Development	Private sector (Tourism Businesses, Local communities)
DM-3-4: Prepare an agreement between PDTRA and shop owner to open the shop, including articles of hygiene, security, quality, rate of sustainability fund to be charged on sales amount, etc.	2024	PDTRA, Directorate of Community Development	Private sector (Tourism Businesses, Local communities)
DM-3-5: Conduct test event as a pilot project	2024	PDTRA, Directorate of Community Development	Private sector (Tourism Businesses, Local communities)

Figure 4-4 DM-3 Overview of Strategic Program and Action Plan

Project Code	DM-4
Project Name	Install new Ticketing system
Implementation Year	2023-2025
Target Beneficiaries	All tourists
Project Cost	(TBD) JOD
Description Install new Ticketing system) to control the number of tourists, to obtain statistics, to add a pre-paid system on the Ticket valid for payments of the tourist services and transportations in Petra by: <ul style="list-style-type: none"> - Establishing legal and financial structure for pre-paid system including rate of sustainability fund to be charged on sales amount, etc.; - Installing on-line ticketing system and equipment for ticket control; and - Organizing alliance member (shops, restaurants, etc.) to participate pre-paid system. 	
 <p>Web site: https://www.alhambraonline.com/</p>	

Project Code	DM-4		
Project Name	Install new Ticketing system		
Action	Implementation Schedule	Responsible Agency	Relevant Stakeholders
DM-4-1: Coordinate legal and financial arrangement for pre-paid system, including rate of sustainability fund to be charged on sales amount, etc.	2023-2024	PDTRA, Directorate of Tourism, Directorate of Investment	Public sector (Relevant state ministries)
DM-4-2: Prepare technical specifications and tender documents to procure private operator (Concessionaire) to install necessary equipment and to manage the on-line ticketing system under PPP (Concession contract)	2023-2024	PDTRA, Directorate of Tourism, Directorate of Investment	—
DM-4-3: Install on-line ticketing system and equipment for ticket control	2024-2025	PDTRA, Directorate of Tourism	Concessionaire
DM-4-4: Organize alliance member (shops, restaurants, etc.) to participate pre-paid system	2024-2025	PDTRA, Directorate of Tourism	Private sector (Tourism Businesses)

Figure 4-5 DM-4 Overview of Strategic Program and Action Plan

Project Code	DM-5
Project Name	Strengthen the Function of the Heritage Village
Implementation Year	2023-2025
Target Beneficiaries	Local providers
Project Cost	(TBD) JOD
Description	
<p>Establish new Reception Center for specific Group Tour, such as cruise ship, under the concept of the Michi-no-Eki by:</p> <ul style="list-style-type: none"> - Constructing new Reception Center; - Providing tenant spaces for local investors; - Providing space for night attractions and activities; - Engaging local people (for cafe, restaurant, shops, etc.) under privatization. 	
	
Michi-no-Eki, Japan	

Notes on Implementation

A parking lot for non-regional vehicles (including large buses and rental cars) coming from outside Petra is currently being built in the Ain Musa area, which serves as the gateway to Petra, and from there, shuttle buses and other modes of transportation are being considered to transport visitors within the Petra area. A large bus parking lot has been proposed for Heritage Village, but it will need to be studied in light of its consistency with the same proposal and its coordination with the public transportation system (routes, fees, employment measures, etc.) within Petra, which will be studied in the future.

Project Code	DM-5		
Project Name	Strengthen the Function of the Heritage Village		
Action	Implementation Schedule	Responsible Agency	Relevant Stakeholders
DM-5-1: Prepare technical specifications and tender documents to procure contractor for design and construction to install new reception center inside the village	2023-2024	PDTRA Directorate of Tourism, Investment, Community Development	-
DM-5-2: Procure a contractor for design and construction work to install new reception center	2023-2024	PDTRA Directorate of Tourism, Investment, Community Development	Contractor for design and construction
DM-5-3: Construct new reception center	2024-2025	PDTRA Directorate of Tourism, Investment, Community Development	Contractor for design and construction
DM-5-4: Prepare technical specifications and tender documents to procure tenants (restaurants, souvenir shops, etc.)	2024-2025	PDTRA Directorate of Tourism, Investment, Community Development	-
DM-5-5: Procure tenants (restaurants, souvenir shops, etc.)	2024-2025	PDTRA Directorate of Tourism, Investment, Community Development	Private sector (Tourism Businesses, Local communities)
DM-5-6: Prepare an agreement between PDTRA and tenant owner, including articles of hygiene, security, quality, rate of sustainability fund to be charged on sales amount, etc.	2025	PDTRA Directorate of Tourism, Investment, Community Development	Private sector (Tourism Businesses, Local communities)

Figure 4-6 DM-5 Overview of Strategic Program and Action Plan

Project Code	DM-6
Project Name	Strengthen the Function of the Visitor Center
Implementation Year	2025-2030
Target Beneficiaries	All tourists and local associations/people
Project Cost	(TBD) JOD
Description Reactivate the Visitor Center as a 1) Tourist Information (TIC) and 2) Educational Center before visiting the PAP by: <ul style="list-style-type: none"> - Providing information about accommodations, restaurants, local tour products, etc - Providing educational and safety instructions to the tourists by instruction video (e.g., "Care for Petra") - Employing new park rangers and receptionists; and - Providing information about nature (endemic/poison species), etc. 	
	
 	
<p style="text-align: center;">Hanauma Bay Visitor center, Honolulu, Hawaii, USA Office de Tourisme, Paris, France</p>	

Project Code	DM-6		
Project Name	Strengthen the Function of the Visitor Center		
Action	Implementation Schedule	Responsible Agency	Relevant Stakeholders
DM-6-1: Prepare technical specifications and tender documents to procure contractor for design and construction to install new tourist information center inside the Visitor Center	2025	PDTRA, Directorate of Tourism, Visitor Center, Directorate of Investment	-
DM-6-2: Procure a contractor for design and construction work to install new tourist information center	2025-2026	PDTRA, Directorate of Tourism, Visitor Center, Directorate of Investment	Contractor for design and construction
DM-6-3: Construct new tourist information center	2026-2027	PDTRA, Directorate of Tourism, Visitor Center, Directorate of Investment	Contractor for design and construction
DM-6-4: Prepare technical specifications and tender documents to procure a vendor to prepare an instruction video	2025	PDTRA, Directorate of Tourism, Visitor Center, Directorate of Investment	-
DM-6-5: Procure a vendor	2025-2026	PDTRA, Directorate of Tourism, Directorate of Investment	Private sector (Tourism Businesses, Local communities)
DM-6-6: Prepare an instruction video (e.g., Care for Petra)	2026	PDTRA, Directorate of Tourism, Directorate of Investment	Private sector (Tourism Businesses, Local communities)
DM-6-7: Employ new staff and park rangers to provide services at the tourist information center	2026-2027	PDTRA, Directorate of Tourism, Directorate of Investment	-
DM-6-8: Provide necessary trainings to the staff. including hygiene, security, quality, natural science etc.	2025-2026	PDTRA, Directorate of Tourism, Directorate of Investment	Staff

Figure 4-7 DM-6 Overview of Strategic Program and Action Plan

Project Code	DM-7
Project Name	Strengthen the Function of the Elgee Village
Implementation Year	2023-2025
Target Beneficiaries	Local associations/people
Project Cost	(TBD) JOD
Description	
<p>Reactivate Elgee Village (for SMEs business development) by:</p> <ul style="list-style-type: none"> - Providing training to local people (hotel services, handicrafts, etc.) and provide cultural experience to tourists (ceramics, etc.); - Installing antenna shops specially for products made in Petra; - Installing tenant shops (restaurants, bar, souvenir shops, etc.); - Exhibiting authentic lifestyle in the village; and - Establishing cooperative relationship among associations. 	
	
Elgee Village	Old Dubai (Bastakiya), Dubai, UAE

Project Code	DM-7		
Project Name	Strengthen the Function of the Elgee Village		
Action	Implementation Schedule	Responsible Agency	Relevant Stakeholders
DM-7-1: Prepare technical specifications and tender documents to procure contractor for design and construction to renovate the public space of the village	2025-2026	PDTRA Directorate of Tourism, Investment, Community Development	—
DM-7-2: Procure a contractor for design and construction work to renovate the public space of the village	2025-2026	PDTRA Directorate of Tourism, Investment, Community Development	Contractor for design and construction
DM-7-3: Conduct renovation works	2026-2027	PDTRA Directorate of Tourism, Investment, Community Development	Contractor for design and construction
DM-7-4: Prepare technical specifications and tender documents to procure tenants (restaurants, bar, souvenir shops, etc.)	2025-2026	PDTRA Directorate of Tourism, Investment, Community Development	—
DM-7-5: Procure tenants (restaurants, bar, souvenir shops, etc.)	2025-2026	PDTRA Directorate of Tourism, Investment, Community Development	Private sector (Tourism Businesses, Local communities)
DM-7-6: Prepare an agreement between PDTRA and tenant owner, including articles of hygiene, security, quality, rate of sustainability fund to be charged on sales amount, etc.	2026	PDTRA Directorate of Tourism, Investment, Community Development	Private sector (Tourism Businesses, Local communities)

Figure 4-8 DM-7 Overview of Strategic Program and Action Plan

Project Code	DM-8
Project Name	Promote power-assisted rent-a-bike/scooter transfers
Implementation Year	2023-2030
Target Beneficiaries	All tourists and local product producers
Project Cost	(TBD) JOD
Description Promote electric-rental-cycle/rental-scooter transfer option. (Managed by local company) by: <ul style="list-style-type: none"> - Providing on demand (a kind of MaaS) service (Allied with DM-4); - Installing necessary equipment and infrastructure; - Providing an alternative mobility for new guiding tour; and - Privatizing operation and maintenance service company. 	
   <p>Web site: https://www.velib-metropole.fr/</p>	

Notes on Implementation

As of July 2022, a private operator in the Petra region has proposed the development of an electric bicycle rental business, raising the prospect of this business being promoted through public-private partnership. It is necessary to verify and study the service area and bicycle parking locations when considering this project, taking into account Petra's topography with its gradient differences.

Project Code	DM-8		
Project Name	Promote power-assisted rent-a-bike/scooter transfers		
Action	Implementation Schedule	Responsible Agency	Relevant Stakeholders
DM-8-1: Include electric rent-a-bike / scooter as a way of transport (as a start between the BASIN Restaurant to Baidha, and main routes of Wadi Musa) in the "Transportation At Petra Region" plan.	2023	PDTRA Directorate of Tourism Directorate of Investment	–
DM-8-2: Look for possible investor(s) in purchasing the rent-a-bike / scooter (20-30 bicycles to start with) and purchase the bicycles/scooters.	2023-2024	PDTRA Directorate of Investment	Private transportation supplier(s), Private investors, International donor(s)
DM-8-3: Designate stations/staffs for operating and managing the business.	2023-2024	PDTRA Directorate of Tourism, Investment, Community Development	Private transportation supplier(s), Private investors, Local communities
DM-8-4: Determine and develop ways to collect payment directly from tourists (ideally by cash, credit card, online payment using smartphones, and pre-paid through Visit Petra HP).	2023-2024	PDTRA Directorate of Investment	–
DM-8-5: Start providing transportation options using rent-a-bike / scooter between the BASIN Restaurant to Baidha, and main routes of Wadi Musa to tourists.	2024-2026	PDTRA Directorate of Tourism Directorate of Investment	Private transportation supplier(s), Private investor(s) Local communities
DM-8-6: Purchase additional rent-a-bike / scooter (the exact number is to be determined based on how well the business is going and/or demand from the tourists).	2026-2033	PDTRA Directorate of Investment	Private transportation supplier(s), Private investor(s), International donors
DM-8-7: Provide guided tours using the bicycles / scooters.	2026-2033	PDTRA Directorate of Tourism	Private transportation supplier(s), Private investor(s), Guides, Tour Operators
DM-8-8: Integrate payment option as pre-paid/top-up of PAP ticketing system.	2026-2033	PDTRA Directorate of Investment	Private transportation supplier(s), Private investor(s)
DM-8-9: Expand the routes that could be accessed using the bicycles / scooters.	2026-2033	PDTRA Directorate of Tourism, Investment, Community Development	Private transportation supplier(s), Private investor(s) Local communities

Figure 4-9 DM-8 Overview of Strategic Program and Action Plan
Petra Tourism Development Master Plan Project

Project Code	DM-9
Project Name	Rehabilitate the Nabataean farming eco-system
Implementation Year	2023-2033
Target Beneficiaries	Local farmers and local product producers
Project Cost	(TBD) JOD
Description	
<p>Rehabilitate the Nabataean (Olive, etc.) Farming as a Historical Heritage in Petra by:</p> <ul style="list-style-type: none"> - Rehabilitating historical farming terrace; - Creating an open-air museum; and - Providing tourism products and an experience of the Nabataean historical Eco-system to the tourists 	
 <p>Agriturismo, Italy</p>	 <p>Wadi-Musa</p>

Project Code	DM-9		
Project Name	Rehabilitate the Nabataean farming eco-system		
Action	Implementati on Schedule	Responsible Agency	Relevant Stakeholders
DM-9-1: Prepare an agreement between PDTRA and terrace owner in terms of land use and development project	2028-2030	PDTRA, Directorate of Tourism, Investment, Infrastructure, Public Works	Landowner
DM-9-2: Conduct necessary study to rehabilitate the historical terrace	2028-2030	PDTRA, PAP Research Center	Public sector (Relevant state ministries, such as DOA, etc.)
DM-9-3: Prepare technical specifications and tender documents to procure contractor for design and construction to rehabilitate the historical terrace	2030-2031	PDTRA, PAP Research Center, Directorate of Tourism, Investment, Infrastructure, Public Works	Public sector (Relevant state ministries, such as DOA, etc.)
DM-9-4: Procure a contractor for design and construction work to rehabilitate the historical terrace	2030-2031	PDTRA, Directorate of Tourism, Investment, Infrastructure, Public Works	Contractor for design and construction
DM-9-5: Obtain necessary permissions for construction works	2031	PDTRA, Directorate of Tourism, Investment, Infrastructure, Public Works	Contractor for design and construction, Public sector (Relevant state ministries, such as DOA, etc.)
DM-9-6: Conduct rehabilitation works	2031-2033	PDTRA, Directorate of Tourism, Investment, Infrastructure, Public Works	Contractor for design and construction
DM-9-7: Prepare an agreement between PDTRA and terrace owner to operate tourism business, including articles of hygiene, security, quality, rate of sustainability fund to be charged on sales amount, etc.	2033	PDTRA, Directorate of Tourism, Investment, Infrastructure, Public Works	Private sector (Tourism Businesses, Local communities)

Figure 4-10 DM-9 Overview of Strategic Program and Action Plan

Petra Tourism Development Master Plan Project

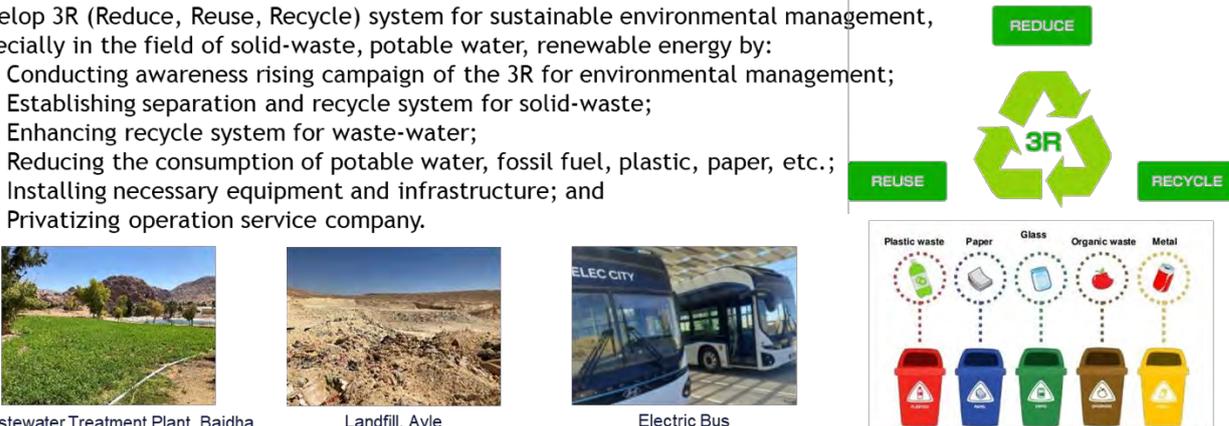
Project Code	DM-10
Project Name	Develop 4R System for Tourism Crisis Management
Implementation Year	2023-2033
Target Beneficiaries	All tourists and local people
Project Cost	(TBD) JOD
Description Project for Strengthening the 4R System of Tourism Risk Management with Resident Participation: <ul style="list-style-type: none"> - Strengthen crisis response capabilities by expanding the stakeholders and target crises of the existing Tourism Crisis Management Plan. - Strengthen disaster mitigation measures by enhancing crisis monitoring systems, disaster prevention infrastructure, etc. - Gaining market trust by establishing a mechanism to collect crisis information involving people and tourists and disseminate information quickly and accurately to tourists and the market through social media, apps, websites, etc. - Brush up plans and raise stakeholder awareness through periodic operational training 	
 <p>(Left) Queensland Police Facebook, Australia (Middle) "Safety and Security Guide" installed in hotel guest rooms, Okinawa, Japan (Right) Risk Analysis Workshop, Okinawa, Japan</p>	

Notes on Implementation

In terms of tourism risk management, the Pilot Project will not implement hardware development such as equipment provision, but will instead provide soft support such as training texts and training related to the development of a 4R system as part of GSTC's training.

Project Code	DM-10		
Project Name	Project for strengthening the resident participation type tourism risk management 4R system		
Action Plan	Implementation schedule	Responsible Agency	Relevant Stakeholders
DM-10-1: Building (improving) a risk management system based on public-private partnerships and reviewing / brushing up existing risk management plans	2023-2025 (Improvement according to the system) → Periodical improvement according to the training result	PDTRA Risk Management Unit Dep. Operation and Control Directorate of Local Community	Hotels / restaurants, medical institutions, travel agencies / transportation companies, local police, local governments, local communities around PAP
DM-10-2: Building a mechanism for collecting / disseminating information using SNS or apps	2024-2025	PDTRA Risk Management Unit Directorate of IT Dep. GIS	Hotels / restaurants, local communities, tourists
DM-10-3: Awareness-raising activities based on risk management plans and hazard maps (implementation of disaster prevention drills, etc.)	2024-2028 (Continuous implementation → monitoring → improvement of plan)	PDTRA Risk Management Unit Dep. Operation and Control Directorate of Local Community Visitor Center Petra Cultural Center Dep. Public Relationship	Hotels, restaurants, local governments, Tourist Guide
DM-10-4: Launching of risk information communication rules on the tourism portal site "VISIT PETRA"	2025-2026	PDTRA High Level Committee for Emergency Dep. Tourism Directorate of IT Dep. GIS Visitor Center	National Center for Security and Crisis, Tourist Guide, Travel Agencies
DM-10-5: Strengthening of early warning system and safety monitoring system	2023-2025	PDTRA Directorate of IT Dep. GIS Dep. Operation and Control Dep. Ranger	PDTRA, Meteorological Agency, Police
DM-10-6: Formulation of Flash flood MP (FFM) and Watershed management plan (WMP)	2023-2025	PDTRA Directorate of Public Works Directorate of IT Dep. GIS	National Center for Security and Crisis, Swiss Embassy (SDC)
DM-10-7: Development of flood control dams, small check dams, channel works, etc. based on FEM.	2025-2033	PDTRA Directorate of Public Works Dep. Engineering Studies	National Center for Security and Crisis

Figure 4-11 DM-10 Overview of Strategic Program and Action Plan

Project Code	DM-11
Project Name	Develop 3R (Reduce, Reuse, Recycle) System for Sustainable Environmental Management (Solid-waste, Water, Energy, etc.)
Implementation Year	2023-2033
Target Beneficiaries	All tourists and local people
Project Cost	(TBD) JOD
Description	
<p>Develop 3R (Reduce, Reuse, Recycle) system for sustainable environmental management, especially in the field of solid-waste, potable water, renewable energy by:</p> <ul style="list-style-type: none"> - Conducting awareness rising campaign of the 3R for environmental management; - Establishing separation and recycle system for solid-waste; - Enhancing recycle system for waste-water; - Reducing the consumption of potable water, fossil fuel, plastic, paper, etc.; - Installing necessary equipment and infrastructure; and - Privatizing operation service company. 	
 <p>The image contains four sub-images: 1. Wastewater Treatment Plant, Baidha: A large green field with a water channel. 2. Landfill, Ayle: A large area of brown earth with some debris. 3. Electric Bus: A blue and white bus with 'ELEC CITY' written on it. 4. 3R Recycling Diagram: A central green recycling symbol with '3R' inside, surrounded by 'REDUCE', 'REUSE', and 'RECYCLE' labels. Below it are five colored bins: red (Plastic waste), blue (Paper), green (Glass), brown (Organic waste), and yellow (Metal).</p>	

Project Code	DM-11		
Project Name	Develop 3R (Reduce, Reuse, Recycle) System for Sustainable Environmental Management (Solid-waste, Water, Energy, etc.)		
Action	Implementation Schedule	Responsible Agency	Relevant Stakeholders
DM-11-1: Coordinate legal and financial arrangement for separate collection and recycle system for solid-waste, wastewater, etc.	2023-2025	PDTRA, Directorate of Community Development and Environment Affaires	Public sector (Relevant state ministries, Municipality, etc.)
DM-11-2: Establishing separate collection and recycle system for solid-waste, wastewater, etc.	2023-2033	PDTRA, Directorate of Community Development and Environment Affaires	Public sector (Relevant state ministries, Municipality, etc.), Private sector (Tourism Businesses, Academics, Local communities)
DM-11-3: Prepare technical specifications and tender documents to procure private operators (Concessionaire) for separate collection and recycle system for solid-waste, wastewater, etc.	2025-2026	PDTRA, Directorate of Community Development and Environment Affaires	-
DM-11-4: Installing necessary equipment and infrastructure for separate collection and recycle system for solid-waste, wastewater, etc.	2026	PDTRA, Directorate of Community Development and Environment Affaires	Concessionaires
DM-11-5: Conducting awareness rising campaign of the 3R for environmental management	2023-2033	PDTRA, Directorate of Community Development and Environment Affaires	Public sector (Relevant state ministries, Municipality, etc.), Private sector (Tourism Businesses, Academics, Local communities)
DM-11-6: Conducting awareness rising campaign of the 3R for enhancing recycle system for waste-water	2023-2033	PDTRA, Directorate of Community Development and Environment Affaires	Public sector (Relevant state ministries, Municipality, etc.), Private sector (Tourism Businesses, Academics, Local communities)
DM-11-7: Conducting awareness rising campaign of the 3R for reducing the consumption of potable water, fossil fuel, plastic, paper, etc.	2023-2033	PDTRA, Directorate of Community Development and Environment Affaires	Public sector (Relevant state ministries, Municipality, etc.), Private sector (Tourism Businesses, Academics, Local communities)

Figure 4-12 DM-11 Overview of Strategic Program and Action Plan

Project Code	DM-12
Project Name	Develop Petra as a MICE destination
Implementation Year	2023-2033
Target Beneficiaries	4-5* Hotels, 5-10 Restaurants, Hired bus and coach companies, 3+Venues, Good quality Handicraftsmen / Associations and Shop owners, Entertainment suppliers, Good-quality tour operators, All successful and engaging local communities, Guides, Event Planning and Management companies, Catering companies
Project Cost	(TBD) JOD
Description	
<p>This project aims to develop and enhance Petra region as a MICE destination with the cooperation of private and public stakeholders in tourism in Petra.</p> <p>Initial stage:</p> <ul style="list-style-type: none"> - Focus on training to improve the service quality of the private stakeholders - Establish a MICE Management Unit within PDTRA which will operate as a one-stop agency responsible for collecting and compiling information related to MICE in Petra as well as managing MICE marketing and promotion. <p>Middle stage:</p> <ul style="list-style-type: none"> - Focus on managing Meetings and Incentives in Petra <p>Last stage:</p> <ul style="list-style-type: none"> - Continue to managing Conventions and Events. 	



Figure 4-13 DM-12 Overview of Strategic Program

Notes on Implementation

It is a comprehensive initiative, and given the current state of affairs in Petra, it has gone through a process of raising the level of the entire region through pilot projects (particularly in the areas of PD, SP, and SH), as well as the mobility, infrastructure, and human resource development projects that PDTRA is currently developing. As a result, it was decided that this would not be a pilot project, but rather a strategic plan.

Project Code	DM-12		
Project Name	Develop Petra as a MICE destination		
Action	Implementation Schedule	Responsible Agency	Relevant Stakeholders
DM-12-1: Provide key players (suppliers) with educational and practical training (for example through means as described in SH-4) to improve their quality of service in preparation for welcoming MICE travelers. ※ Examples of key players: Hotels, Restaurants, Coach companies, Guides, etc. With regards to the guides, incorporate existing guides and Bedouins to help them understand the preferences and expectations of MI oriented groups, and then to perform accordingly. ※ Narratives presented by Bedouins could be a great component to enhance the overall experience.	2023-2025	PDTRA Directorate of Community Development	Japanese Experts 4-5* Hotels, restaurants suitable for MICE, Coach companies, Guides
DM-12-2: Increase Handicrafts related stakeholders' capability of production. ※ For example, by encouraging collaboration among associations and handicraftsmen to create the same MI(CE) attractive products.	2023-2025	PDTRA Directorate of Community Development	Handicrafts association and businesses in the local communities
DM-12-3: Develop high-quality tours and hands-on experience, as well as team building, entertainment and culinary options attractive to MI clients. ※ It is important that the programs have flexibility so that they could be customized to meet each client's expectations and needs.)	2023-2025	PDTRA Directorate of Tourism Directorate of Community Development	Local communities, Tour Operators, Entertainment Suppliers, Restaurants
DM-12-4: Establish a MICE Management Unit within PDTRA which will operate as a one-stop agency responsible for collecting and compiling information related to MICE in Petra as well as managing MICE marketing and promotion.	2023-2025	PDTRA Directorate of Tourism	–
DM-12-5: Designate a land and an investor/donor to construct a venue (convention center) appropriate for (MI)CE usage. ※ Construct the venue accordingly in the next years.	2024-2025	PDTRA Directorate of Investmen t	Private investor(s), International donor(s)
DM-12-6: Determine existing venues that have the potential to accommodate MI groups, review their business, and redesign their presentation and service standards incorporating global MICE standards while keeping in mind to respect their cultural aspects.	2024-2026	PDTRA Directorate of Investment	e.g., Elgee Village, Heritage Village, Alqantarrah Restaurant
DM-12-7: Establish an organization for managing catering of F&B, equipment's, tables and chairs, etc.	2024-2026	PDTRA Directorate of Tourism Directorate of Investment Directorate of Community Development	Local communities, Catering Companies in Amman
DM-12-8: Procure coaches and buses appropriate for transporting MICE travelers.	2024-2026	PDTRA Directorate of Tourism Directorate of Investmen t	Coach companies, Private investor(s), International donor(s)
DM-12-9: Establish an event planning and management company or entity, managed by PDTRA and operated by private/local stakeholders.	2025-2026	PDTRA Directorate of Tourism Directorate of Investmen t	private/local stakeholders. Event planning and management company(s) in Amman.
DM-12-10: Promote Petra as a MI destination.	2026-2030	PDTRA Directorate of Tourism	JTB
DM-12-11: Work continuously on actions DM-12-1-3 to welcome more MI groups and then CE groups to Petra.	2026-2033	PDTRA Directorate of Tourism Directorate of Community Development	Japanese Experts 4-5* Hotels, restaurants suitable for MICE, Coach companies, Guides, Handicrafts association and businesses in the local communities, Tour Operators, Entertainment Suppliers
DM-12-12: Welcome MICE travelers/programs to Petra.	2026-2033	–	–

Table 4-12 DM-12 Overview of Strategic Program and Action Plan

4-5-2 Strategic Program for Research and Development

The "Research and Development" area's main objectives are to "strengthen the Petra Museum's role in heritage management, community awareness raising, and as a tourism center," "establish sustainable heritage management," "rediscover the cultural uniqueness and identity of the Petra region," and "assess heritage in terms of sustainability and SDGs." With the Petra Museum and the PDTRA Research Center, which were built with the support of the Japanese government as the core of data-driven tourism and heritage site management, the project will strengthen PDTRA's capacity in the field of "research and development."

Members of the working group will discuss the capacity, level, and standard of the following strategic programs and criteria in order to maximize the significance of Petra tourism in creating a sustainable society in Jordan and abroad by retaining and creating tangible and intangible values and potential values rooted in Petra and the surrounding areas. After discussing and reviewing the capabilities, standards, and criteria from the standpoint of improving intangible cultural heritage with high potential value into tourism assets and strengthening cooperation with local communities that will lead the next generation based on their contribution to the achievement of the SDGs, the following strategic program and action plan to promote it were agreed upon.

(1) Working Group Members

After consulting with PDTRA, the members listed in Table 4-13 were chosen from the public and private sectors, as well as JICA experts, in order to include as many Petra Region members as possible.

Table 4-13 Research & Development Working Members

WG Participating Members		Organization, Department, Title
Government Sector	Petra	Commissioner of Environment and Development, PAP Commissioner, Director of Cultural Resources, Director of Petra Museum Director of Cultural Resources Management, Director of the Research Center, Director of the IT Dept.
	Jordan, etc.	MoTA, JTB, Department of Statistics, DoA, Ma'an Provincial Government,
Private Sector	Petra	N/A
	Jordan	JITOA, JSTA, Restaurant Association, Hotel Association, and Guide Association, Transportation Sector
NGOs & Associations	Petra	N/A
	Jordan	Princess Basma Center (ICH)
Universities	Petra	Petra College
	Jordan	Dr. Mohamad Dr. Mukhles Al- Ababneh Dr. Ziad Selameen Dr. Khairieh Amr Dr. Hani Falahat

(2) List of Strategic Programs for Research and Development

Based on discussions with WG members about the issues and possibilities identified in the baseline survey, the working group members and PDTRA agreed on the following priorities for the strategic program for survey development and medium- and long-term projects, as well as the implementation period and beneficiaries. (The project is being scrutinized during the second period, which is the pilot project implementation period, based on the comments and other issues raised at the second JCC.

1) Project Longlist

The strategic project long list for research and development is shown in Table 4-14 below.

2) Schedule

The schedule for proceeding with the priority projects for research and development is shown in Table 4-15 below

3) Expected Project Benefits

Table 4-16 below summarizes the expected project effects in the "research and development" field. We will continue to verify the effects of the pilot project in the second phase of the project.

Table 4-14 Strategic Program Long List (Research and Development)

Key Objective: Enhance Petra museum role as core of heritage management, community awareness and tourism/Establish sustainable heritage management/Re-discover cultural uniqueness and identity of Petra region/Evaluate heritage in terms of sustainability and SDGs		
Project	Implementation Year	Target Beneficiaries
RD-1: Utilization of GIS information for tourism and research in PETRA	2023-2033	Global /PDTRA, Petra museum, DOA, local NGO, local university
RD-2: Develop thematic heritage trail (implemented as tour program) connecting museum and heritage	2023-2033	PDTRA, Petra museum, All tourists, local communities, local tour operator, local guide
RD-3: Enhancement of heritage interpretation and management (Petra museum & PAP) by DX	2023-2033	All tourists, PDTRA, Petra museum, DOA
RD-4: Enhancement of Petra museum activities (Temporary exhibition, Gallery tour, community awareness, museum shop, barrier-free etc.)	2022-2027	PDTRA, Petra museum, All tourists, local communities, local tour operator, local guide
RD-5: Re-evaluate of cultural heritage in terms of local tourism product and environmental sustainability	2023-2030	PDTRA, Petra museum, All tourists, local communities, local NGO
RD-6: Develop a Comprehensive database system for easy access to tourism statistics	2023-2025	PDTRA, Hotels, Tour Operators, Universities
RD-7: Determining Petra's target visitors	2023-2025	PDTRA, hotels, restaurants, tour operators

Source : Prepared by the joint venture

Table 4-15 Project Schedule (Study Development)

Project	Implementation Schedule											
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	
RD-1: Utilization of GIS information for tourism and research in PETRA												
RD-2: Develop thematic heritage trail (implemented as tour program) connecting museum as core and heritage sites												
RD-3: Enhancement of heritage interpretation and management (Petra museum & PAP) by DX												
RD-4: Enhancement of Petra museum activities												
RD-5: Re-evaluate of cultural heritage in terms of local tourism product and environmental sustainability												
RD-6: Develop a Comprehensive database system for easy access to tourism statistics												
RD-7: Determining Petra's target visitors												

Source: Prepared by the joint venture

Table 4-16 Strategic Programs Expected Benefit (Research and Development)

Project	Impacts Expected				
	1. Expenditure per Tourist visiting the Petra region (*Economic)	2. Number of Tourists (*Economic)	3. Tourism Receipt in Petra (*Economic)	4. Number of Employments in the Tourism Sector in Petra, especially the number of the Woman (*Socio-economic)	5. Progress of the action taken for the Environmental Consideration (*Environmental)
RD-1: Utilization of GIS information for tourism and research in PETRA	—	—	—	—	◎
RD-2: Develop thematic heritage trail (implemented as tour program) connecting museum as core and heritage sites	◎	○	◎	○	◎
RD-3: Enhancement of heritage interpretation and management (Petra museum & PAP) by DX	◎	○	◎	○	◎
RD-4: Enhancement of Petra museum activities	◎	○	◎	○	◎
RD-5: Re-evaluate of cultural heritage in terms of local tourism product and environmental sustainability	◎	○	◎	○	◎
RD-6: Develop a Comprehensive database system for easy access to tourism statistics	◎	◎	◎	○	—
RD-7: Determining Petra's target visitors	◎	◎	◎	○	—

4) Overview of Strategic Programs and Action Plans

Seven strategic research and development programs (project name, implementation period, beneficiary groups, project cost, and project outline) and action plans (actions, implementation schedule, responsible organizations, and related organizations) were prepared and discussed by the working group led by experts, as shown in Figures 4-14 to 4-20 below. The action plan was discussed and agreed upon by the working group, which was led by experts.

(3) Other points of discussion and issues require attention

Making a GIS database "to strengthen the Petra Museum as a key tourism facility in the region It was agreed to "create thematic trails connecting the museum and the site," "create a guide application including trails and PAP," "introduce multilingual commentary using QR codes, etc.," "introduce AR and VR," "introduce exhibits for the disabled," and "introduce exhibits for the disabled." "Create museum merchandise as a reminder, the points to be noted and agreed upon are listed in Table 4-17 below.

Table 4-17 Points that require attention in promoting the strategic program in the field of research and development

1. Technology Innovation and Digitalization/Data Utilization	
	The PAP and the six communities agreed that the GIS Heritage (Tourism Resources) database would span 11 layers and include items such as archaeological sites, museum exhibits, traditional architecture, intangible cultural heritage, natural heritage, trails, and major tourist facilities and hazards.
	In conjunction with GIS, a pilot project will be developed for a mobile app (as requested by PDTRA) for walking in and around the PAP and on thematic trails.
	A prototype QR code commentary in 12 languages was created and tested on a mobile terminal in Jordan (commentary on the Temple of the Winged Lion in the PAP). We confirmed that even without an Internet connection, the text commentary was displayed. The PDTRA requested an increase in the number of words displayed. In the future, PDTRA may consider incorporating such a system into the PAP.
	The Jordan VR/AR Association is currently working on converting the Petra ruins to virtual reality and releasing them on the Metaverse. MOTA is also currently working on converting Jordan's archaeological sites to VR, and its next project will require the development of a VR and metaverse-aware project.
	Learn about the collaboration between PDTRA and the Royal Geographical Center.
	Prioritize the information that will be used in the Pilot Project and use it as the foundation for a future GIS database.
2. Related to intangible cultural heritage	
	Thematic trails will be discussed, including "Trail on Nabatean water use (actual completion)," "Trail on trade routes," and "Trail tracing language transition from Nabatean to Arabic." As an example, consider "Japanese Tea Heritage in Uji, Kyoto." It is introduced the "Trail Tracing Historical Waterways in Japan (Shinagawa Water Supply Walking Map)."
	Discussed with museum staff a night program at the Petra Museum, taking advantage of the Petra Museum's extended hours until 10:00 p.m., which began on a trial basis in June 2022. On a trial basis, it was agreed to hold a gallery talk by the deputy curator during the night and a frankincense experience using a replica of a Nabatean earthenware vessel.
	To promote the preservation of intangible heritage in conjunction with tourism, guidelines for its utilization will be established. From the standpoint of intangible heritage, it was also agreed to list the performers of Rababa, a folk musical instrument in danger of extinction in the Petra region, as individuals who carry on traditional techniques.
3. Other	
	Agreement with the museum to create and distribute a museum newsletter to schools in each region.
	The Petra Museum's role in achieving the SDGs is discussed.
	The evening program at the museum is discussed.
	It is critical to maintain communication with UNESCO regarding the status of the UNESCO Intangible Heritage "Cultural Space of Bedu of Petra and Wadi Rum" and the project for the conservation and restoration of the "Tomb of the Palace."

Outline of Strategic Programs and Action Plans (Research & Development)

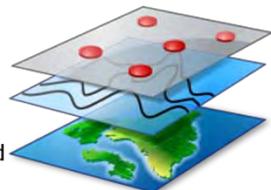
Project Code	RD-1		
Project Name	Utilization of GIS information for tourism and research in PETRA		
Implementation Year	2023-2033		
Target Beneficiaries	Global /PDTRA, Petra museum, DOA, local NGO, local university		
Project Cost	(TBD) JOD (50 persons year + cost for field measurement)		
Description			
<p>Prepare GIS information useful for tourism and research in PETRA by:</p> <ul style="list-style-type: none"> - Identify useful GIS information for tourism and research in PETRA; - Development of methodology to record GIS information - Develop missing GIS information considering priority and cost ; - Visualize the GIS information in maps such as various risk maps, evacuation route maps, cultural & natural heritage distribution maps, restoration history map, etc.; and - Install facilities for tourists useful to walk in PAP safely and meaningfully. 			
			
 <p>Risk of rockfall</p>	 <p>Hazard maps</p>	 <p>Heritage restoration (www.alamy.com)</p>	 <p>Museum artifacts (Excavated sites)</p>
Project Code	RD-1		
Project Name	Utilization of GIS information for tourism and research in PETRA		
Action	Implementation Schedule	Responsible Agency	Relevant Stakeholders
RD-1-1: Identify useful GIS information related tourism and research in PETRA, such as archeological sites, terrain, trail course, hazardous area, etc.	2023-2025	PDTRA (Petra museum, PAP/CRM, research center, community dep. IT)	Rangers, local guides, research center, DOA, academic
RD-1-2: Design a system of GIS database to record GIS information related tourism and research in PETRA clarifying processing, number of users, system configuration, Hardware / Software, geodatabase design, etc.	2023-2025	PDTRA (Petra museum, PAP/CRM, research center, community dep.IT)	Rangers, local guides, research center, DOA, academic
RD-1-3: Develop missing GIS information considering priority and cost in standardized manner. Select a survey company to develop the information through a tender process as necessary.	2023-2033	PDTRA (Petra museum, PAP/CRM, research center, community dep.IT)	Rangers, local guides, research center, DOA, academic, Petra museum
RD-1-4: Establish a maintenance system for GIS database clarifying responsible entities / persons, frequency, source of budget, etc.	2023-2025	PDTRA (Petra museum, PAP/CRM, research center, community dep.IT)	Rangers, local guides, research center, DOA, academic, Petra museum
RD-1-5: Visualize the GIS information in mobile app such as various risk maps, evacuation route maps, terrain profile maps of trail courses, heritage distribution maps, restoration history map, map of excavation sites, etc.	2023-2033	PDTRA (Petra museum, PAP/CRM, research center, community dep.IT)	Rangers, local guides, research center, DOA, academic, Petra museum
RD-1-6: Install facilities for tourists useful to walk in PAP safely and meaningfully such as direction and distance display board along the trail courses, indication of evacuation routes, etc. Select a company to implement this process through a tender process.	2023-2033	PDTRA (Petra museum, PAP/CRM, research center, community dep.IT)	Rangers, local guides, research center, DOA, academic, Petra museum

Figure 4-14 RD-1 Overview of Strategic Program and Action Plan

Project Code	RD-2		
Project Name	Develop thematic heritage trail (implemented as tour program) connecting museum as core and heritage sites		
Implementation Year	2023-2033		
Target Beneficiaries	PDTRA, Petra museum, All tourists, local communities, Private sectors (local tour operator etc), local guide, local community		
Project Cost	(TBD) JOD		
Description			
<p>Develop thematic heritage trail connecting museum as core and heritage sites, landscape, cultural activity etc, following eco-museum and cultural route concept. This project will maximize the attraction of Petra Museum as tourism hub. (Project to be related/cooperated with "Product Development" (PD) as well)</p> <ul style="list-style-type: none"> - Research/Making theme/story of trail includes topics relating with Petra history and culture, mainly Nabataean - Example theme; "Nabataean water management" " Nabataean Trade" etc - List-up heritage relating with thematic route - Plan route of thematic trail - Development of mobile app.to show thematic trail 			
			
Project Code	RD-2		
Project Name	Develop thematic heritage trail (implemented as tour program) connecting museum as core and heritage sites		
Action	Implementation Schedule	Responsible Agency	Relevant Stakeholders
RD-2-1: Study and prepare theme/story and list of related heritage sites for thematic trail	2023-2024	PDTRA (Petra museum, PAP/CRM, research center, community dep.)	DOA, academic, foreign archaeological mission, local NGO
RD-2-2: List up heritage relating with thematic trail by using GIS database (relating with RD1)	2023-2024	PDTRA (Petra museum, PAP/CRM, research center, tourism dep.)	local guide, local tour operator
RD-2-3: Prepare promotion/education material for thematic trail (mobile app etc.)	2023-2025	PDTRA (Petra museum, PAP/CRM, research center, tourism dep.IT)	DOA, academic
RD-2-4: Education/Community awareness activity by Petra museum relating with thematic trail	2024-	PDTRA (Petra museum)	Local school, local NGO

Figure 4-15 RD-2 Overview of Strategic Program and Action Plan

Project Code	RD-3
Project Name	Enhancement of heritage interpretation and management (Petra museum & PAP) by DX technology (QR code, AR,VR etc)
Implementation Year	2023-2033
Target Beneficiaries	PDTRA, Petra museum, DOA, All tourists, local communities, local tour operator, local guide
Project Cost	(TBD) JOD
Description	
<p>Enhancement of interpretation in Petra museum exhibition and PAP site as well as collection management by DX technology, , considering evolution of DX technology in the field of heritage tourism in 2030's</p> <ul style="list-style-type: none"> - Introduce multi-language system by using QR code in museum exhibition and archaeological site signage - AR of several artifacts in Petra museum (to be added to mobile application) - Introduce heritage management system by using QR code label management system - Text AR interpretation of heritage sites (instead of signage) - Plan/Make test sample of AR inside PAP - Test guide tour with AR/VR device (Smart glass, VR headset etc) - VR Tour Contents for Promotion and FAM Trip - Develop mobile app. Using AR (for thematic trail/PAP/museum) - Revise mobile app for museum by adding AR/VR 	
 	
Source: Wikipedia (mr3641)	

Project Code	RD-3		
Project Name	Enhancement of heritage interpretation and management (Petra museum & PAP) by DX technology (QR code, AR,VR etc)		
Action	Implementation Schedule	Responsible Agency	Relevant Stakeholders
RD-3-1: Introduce multi-language system by using QR code in museum exhibition and archaeological site signage	2023-2025	PDTRA (Petra museum, PAP/CRM)	DOA, academic, foreign archaeological mission
RD-3-2: Plan, produce and introduce AR of several artifacts in Petra museum (to be added to mobile application)	2023-2025	PDTRA (Petra museum, IT)	DOA, local guide
RD-3-3: Plan, produce and introduce (as trial) AR-based interpretation in PAP and other heritage sites (instead of signage) based on Petra museum contents (3DCG)	2023-2027	PDTRA (Petra museum, PAP/CRM, IT)	DOA, academic, local guide
RD-3-4: Introduce heritage management system by using QR code label management system	2023-2025	PDTRA (Petra museum, PAP/CRM)	DOA, academic
RD-3-5: Develop/Revise mobile app using AR	2024-	PDTRA (Petra museum, PAP/CRM, Tourism, IT)	local guide, local tour operator
RD-3-6: Test guide tour with AR/VR device (Smart glass, VR headset etc.) (part of RD-2 as well/cooperated with PD)	2024-	PDTRA (Petra museum, PAP/CRM, Tourism, IT)	local guide, local tour operator

Figure 4-16 RD-1 Overview of Strategic Program and Action Plan

Project Code	RD-4
Project Name	Enhancement of Petra museum activities
Implementation Year	2023-2027
Target Beneficiaries	PDTRA, Petra museum, All tourists, local communities, local tour operator, local guide
Project Cost	(TBD) JOD
Description	
<p>Enhancement of Petra museum activities in the field of exhibition, education/community awareness, museum shop etc.</p> <ul style="list-style-type: none"> - Plan and implement temporary exhibition relating with cultural heritage in Petra with collaboration of private sector and media - Introduce gallery talk by museum staff - Enhance local community awareness program (Hands-on education program, volunteer/friends of museum etc) considering awareness of SDGs, heritage and environment protection - Enhance museum shop by developing museum shop items - Enhancement of barrier-free/Plan program for disability - Establish “Museum and heritage” club by students in local school of 6 local communities 	
	

Project Code	RD-4		
Project Name	Enhancement of Petra museum activities		
Action	Implementation Schedule	Responsible Agency	Relevant Stakeholders
RD-4-1: Plan and implement temporary exhibition relating with cultural heritage in Petra with collaboration of private sector and media	2023-2025	PDTRA (Petra museum)	MOTA, DOA, academic, foreign archaeological mission, private sector, media
RD-4-2: Enhance local community awareness program (Hands-on education program, volunteer/friends of museum etc.) considering awareness of SDGs, heritage and environment protection	2022-2025	PDTRA (Petra museum)	Petra museum, DOA, academic, local school, local NGO, Min. Education, Min. Environment, Min. Culture, MOTA
RD-4-3: Plan and implement special program for visitor, such as night program, gallery talk, etc.	2022-2027	PDTRA (Petra museum)	Petra museum, local tour operator, local hotels etc
RD-4-4: Enhance documentation, research & conservation function of museum	2023-2027	PDTRA (Petra museum)	DOA, academic, foreign archaeological mission
RD-4-5: Publish booklet about heritage of Petra region by Petra museum	2024-2027	PDTRA (Petra museum)	DOA, academic, local school, local NGO, foreign mission
RD-4-6: Enhancement of barrier-free/Plan program for persons with disabilities	2024-2027	PDTRA (Petra museum, community dep)	local NGO, local school
RD-4-7: Introduce multi-language for museum exhibition (related with RD-3 as well)	2023-2027	PDTRA (Petra museum)	foreign archaeological mission, foreign embassy, JTB
RD-4-8: Enhance promotion of Petra museum/Produce promotion material for museum	2023-2027	PDTRA (Petra museum)	local hotel, local tour operator, JTB
RD-4-9: Enhance museum shop and museum goods	2023-2027	PDTRA (Petra museum)	local NGO, shop operator

Figure 4-17 RD-4 Overview of Strategic Program and Action Plan

Project Code	RD-5
Project Name	Re-evaluate of cultural heritage in terms of local tourism product, local identity and environmental sustainability
Implementation Year	2023-2030
Target Beneficiaries	PDTRA, Petra museum, All tourists, local communities, local NGO
Project Cost	(TBD) JOD
Description	
<p>Re-evaluate of tangible/intangible cultural heritage in terms of</p> <ol style="list-style-type: none"> 1) local tourism product: Plan and develop tourism product (tour program etc) based on local intangible cultural heritage (ICH), Set-up guideline for developing ICH into tourism product, in order to protect ICH 2) Local uniqueness/Identity: Re-evaluate historical Nabataean culture (art design, language etc) as well as ICH for unique local product (souvenir etc) in Petra region 3) Environmental sustainability: Implement awareness program for re-evaluate traditional/historical eco-friendly lifestyle, such as rainwater use, in terms of SDGs 	
	
www.ich.unesco.org	

Project Code	RD-5		
Project Name	Re-evaluate of cultural heritage in terms of local tourism product, local identity and environmental sustainability		
Action	Implementation Schedule	Responsible Agency	Relevant Stakeholders
RD-5-1: Research/document intangible cultural heritage (ICH), unique Nabataean culture etc.	2023-	PDTRA (Petra museum, PAP/CRM, research center, community dep)	DOA, academic (Princess Basma center etc) foreign archaeological mission, local school, local NGO, student group, local artist
RD-5-2: Set-up guideline for developing ICH into tourism product, in order to protect ICH	2023-2024	PDTRA (Petra museum, PAP/CRM, culture center, community dep)	DOA, academic(Princess Basma center etc), local NGO, UNESCO
RD-5-3: Plan and produce local product based on historical Nabataean culture as well as ICH	2023-2030	PDTRA (Petra museum, PAP/CRM, culture center, community dep)	local NGO, local school, local artist, local farmer
RD-5-4: Implement awareness program for re-evaluate and inherit ICH and traditional/historical eco-friendly lifestyle in terms of SDGs	2023-	PDTRA (Petra museum, PAP/CRM, culture center, community dep)	Petra museum, local NGO, local school, academic (Princess Basma center etc)
RD-5-5: Publish booklet, report, brochure etc. about ICH and unique local culture/history for community awareness and tourism	2023-2030	PDTRA (Petra museum, PAP/CRM, culture center, community dep)	Petra museum, DOA, academic(Princess Basma center etc), UNESCO, Min.Culture, local NGO, local school
RD 5-6: Establish database of ICH	2023-2027	PDTRA (Petra museum, PAP/CRM, culture center, community dep)	Petra museum, DOA, academic(Princess Basma center etc), UNESCO, Min.Culture, local NGO, local school

Figure 4-18 RD-5 Overview of Strategic Program and Action Plan

Project Code	RD-6
Project Name	Develop a Comprehensive database system for easy access to tourism statistics
Implementation Year	2023-2025
Target Beneficiaries	PDTRA, Hotels, Tour Operators, Universities
Project Cost	(TBD) JOD
Description	
<p>Create a one-stop comprehensive tourism statistics dashboard to make data access as simple as a click away. This statistics dashboard will be developed by:</p> <ul style="list-style-type: none"> - Mobilizing all the disintegrated statistical information available at different public and private stakeholders; - Collaborating with an IT company to launch a modern dashboard; <p>Furthermore, this dashboard can be served as:</p> <ul style="list-style-type: none"> - A platform for sharing the annual report, market insights, and tourism statistics both within and outside of the PDTRA. - A real-time data sharing platform by linking with PAP's ticketing system. 	
	
Image: Singapore Tourism Board (STB) Statistics Dashboard	

Project Code	RD-6		
Project Name	Develop a Comprehensive database system for easy access to tourism statistics		
Action	Implementation Schedule	Responsible Agency	Relevant Stakeholders
RD-6-1: Create a detailed plan for the framework and the database dashboard	2023-2024	PDTRA (Research Center, Information Technology Directorate, Tourism Directorate)	MoTA (Statistics Department), Petra College for Tourism and Archaeology, and Database Developers
RD-6-2: Functional requirements, data items, and database features must be determined	2023-2024	PDTRA (Research Center, Information Technology Directorate)	MoTA (Statistics Department), Petra College for Tourism and Archaeology, Hotels, and Database Developers
RD-6-3: Following extensive interviews with key stakeholders, developers will create the actual database dashboard	2024-2025	PDTRA (Research Center)	Database Developers
RD-6-4: Integrate the designed tourism statistical database with the newly upgraded Visit Petra's website for publicly available data	2024-2025	PDTRA (Information Technology Directorate)	Database Developers and Website Developers
RD-6-5: Integrate the designed tourism statistical database with the MoTA's statistics platform for both internal and public data	2024-2025	MoTA, PDTRA (Research Center)	Database Developers and MoTA (statistics department)
RD-6-6: Determine a maintenance schedule as well as follow and update the data items on a regular basis	2024-2025	PDTRA (Information Technology Directorate)	Database Developers

Figure 4-19 RD-6 Overview of Strategic Program and Action Plan

Project Code	RD-7		
Project Name	Determining Petra's target visitors		
Implementation Year	2023-2025		
Target Beneficiaries	PDTRA, hotels, restaurants, tour operators		
Project Cost	(TBD) JOD		
Description			
<p>Determine target travelers and promotion channels by:</p> <ul style="list-style-type: none"> - Applying proper marketing techniques such as STP model (Segmentation, Targeting, and Positioning) ; - Creating a traveler persona for Petra region based on result of STP analysis; and - Proposing the right promotion channel for each targeted persona. 			
<div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; padding: 5px; width: 30%;"> <p style="text-align: center;">Segmentation</p> <ul style="list-style-type: none"> ▪ Determination of segment variables ▪ Definition and segmentation of the market ▪ Development and description of resulting segment profiles </div> <div style="border: 1px solid black; padding: 5px; width: 30%;"> <p style="text-align: center;">Targeting</p> <ul style="list-style-type: none"> ▪ Analysis of estimation of attractiveness of each segment ▪ Selecting the most attractive target segments for Petra </div> <div style="border: 1px solid black; padding: 5px; width: 30%;"> <p style="text-align: center;">Positioning</p> <ul style="list-style-type: none"> ▪ Designing of a possible positioning concept ▪ Service providers in Petra should assess their competitive advantage and position themselves in the travelers mind </div> </div>			
Project Code	RD-7		
Project Name	Determining Petra's target visitors		
Action	Implementation Schedule	Responsible Agency	Relevant Stakeholders
RD-7-1: Train PDTRA's Marketing and Research department personnel on tourism marketing strategies such as the STP modeling, persona creation, and so on	2023-2024	PDTRA (Tourism Directorate)	JTB, Petra College for Tourism and Archaeology, and Consulting firms
RD-7-2: Conduct a thorough annual visitor survey to keep track of the number and types of visitors to Petra	2023-2024	PDTRA (Research Center)	Hotels, restaurants, local community, and tourists
RD-7-3: Implement the STP model based on the results of the visitor survey through carrying out the specific steps listed below: <ul style="list-style-type: none"> - Define the market - Create market segments - Evaluate the segments for viability - Construct segment profiles - Evaluate the attractiveness of each segment - Select target market - Develop positioning strategy - Develop & implement the marketing mix - Review performance 	2024-2025	PDTRA (Research Center, Tourism Directorate)	MoTA (statistics department), JTB, and Consulting Firms

Figure 4-20 RD-7 Overview of Strategic Program and Action Plan

4-5-3 Strategic Plan for Product Design

The "Product Design" area's main goal was set as "developing travel products that contribute to the preservation of Petra's history and culture, as well as to the participation of women and communities in order to bring more tourism benefits to the region," and the group discussed solutions that would contribute to increasing the amount of money spent by visitors during their stay. Based on this, the following strategic program and action plan were agreed upon.

(1) Working Group Members

Following consultation with PDTRA, the members listed in Table 4-18 were chosen for discussion, with members from the public and private sectors, as well as JICA experts, mutually recommending inclusion of as many Petra Region members as possible who wished to participate.

Table 4-18 Product Design Working Members

WG Participating Members		Organization, Department, Title
Government Sector	Petra	Chief Commissioner, Commissioner for Environment and Development, PAP Commissioner, Director of Infrastructure, Director of Tourism, Director of Visitor Center
	Jordan	N/A
Private Sector	Petra	T/O Association Hotel Association Restaurant Association Handicraft Association Eid Nawafleh Local Communities
	Jordan	JITOA, JSTA, Restaurant Association, Hotel Association, Guide Association
NGOs & Associations	Petra	Petra pottery cooperatives, handicraft cooperatives, local communities within Petra
	Jordan	Jordan River Foundation,
Universities, Colleges	Petra	Dr. Sami Hassanat, Petra College
	Jordan	N/A

(2) List of Strategic Plans for Product Development

Based on discussions with WG members about the issues and opportunities identified in the baseline study, we proposed the following priorities for the strategic program of product development, medium- and long-term projects, as well as the implementation period and beneficiaries, which were agreed upon by working group members and PDTRA. The WG would like to conduct a close examination during the second period, which is the pilot project implementation period, based on the comments and other issues raised at the 2nd JCC.

1) Project Longlist

The strategic project long list for product development is shown in Table 4-19 below

2) Schedule

The schedule for advancing priority projects for product development is shown in Table 4-20 below

3) Expected Project Benefits

The expected project effects in the "product development" field are summarized in Table 4-21 below. In the second phase of the project, we will continue to validate the results of the pilot project.

Table 4-19 Program Long List (Product Design)

Key Objective: Development of tourism products which contribute to the conservation of history and culture, the empowerment of women and the local communities, which will lead to more benefits towards the region.		
Project	Implementation Year	Target Beneficiaries
PD-1: Training for product development and distribution Project	2023-2025	Local Community Local association Private sectors
PD-2: Develop Local Cultural Experiences	2023-2033	All tourists, local people private sectors
PD-3: Dispersal of tourists to the six communities	2022-2028	All tourists, local people private sectors
PD-4: Establish “Made in Petra” Brand for local products	2023-2033	Association Community
PD-3: Re-branding of Petra region	2023-2033	PDTRA, Local community, private sectors, academics

Source: Prepared by the joint venture

Table 4-20 Project Schedule (Product Design)

Project	Implementation Schedule											
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	
PD-1: Training for product development and distribution Project	■	■	■									
PD-2: Develop Local Cultural Experiences	■	■	■	■	■	■	■	■	■	■	■	■
PD-3: Dispersal of tourists to the six communities	■	■	■	■	■	■	■	■	■	■	■	■
PD-4: Establish “Made in Petra” Brand for local products	■	■	■	■	■	■	■	■	■	■	■	■
PD-5: Re-branding of Petra region in line with the Master Plan	■	■	■	■	■	■	■	■	■	■	■	■

Source: Prepared by the joint venture

Table 4-21 Strategic Programs Expected Benefit (Product Design)

Project	Impacts Expected				
	1. Expenditure per Tourist visiting the Petra region (*Economic)	2. Number of Tourists (*Economic)	3. Tourism Receipt in Petra (*Economic)	4. Number of Employments in the Tourism Sector in Petra, especially the number of the Woman (*Socio-economic)	5. Progress of the action taken for the Environmental Consideration (*Environmental)
PD-1: Training for product development and distribution Project	—	—	○	○	◎
PD-2: Develop Local Cultural Experiences	◎	◎	◎	◎	◎
PD-3: Dispersal of tourists to the six communities	○	◎	○	○	○
PD-4: Establish “Made in Petra” Brand for local products	○	—	◎	◎	○
PD-5: Re-branding of Petra region in line with the Master Plan	◎	◎	◎	◎	◎

Source: Prepared by the joint venture

4) Strategic Projects and Action Plans Overview

Five strategic programs for product design (project name, implementation period, beneficiary groups, project cost, and project outline) and action plans (actions, implementation schedule, responsible organizations, and related organizations) were developed and discussed by the working group led by experts, as shown in Figure 4-21 through Figure 4-25 below. Under the direction of the experts, the working group discussed and agreed on an action plan.

(3) Other points of discussion and issues require attention

In discussions with working group members, we identified issues related to increasing the number of overnight stays, services and products that create new demand, and improving service standards and capabilities commensurate with a world-class tourist destination with an admission fee of 50 JOD per day, and organized them into three directions, as shown in Table 4-22 below.

Table 4-22 Issues and points to be recognized in product development

Challenges in raising service standards and capabilities to those expected of a world-class tourist destination
1) Resolving various issues on the main trails, which are popular and crowded with visitors entering through the main gate.
Crowding and harassment on the Al-Khazneh route
2) Development of the less visited Beyda area (Little Petra) as a second major tourist destination
① Product development in collaboration with the construction of a high-end eco-lodge in the Baidha area.
② Product development and service provision are being considered in light of the new visitor center in the Baidha area.
3) Creation of new tourism routes and experience products to encourage visitors to the six local communities
① Community representatives expressed optimism for local revitalization through tourism.
② Rajif, Baidha, and Wadi Musa have potential tourism resources. Terraced fields and water harvesting systems from Nabatea, olive yards, the Rajif landscape, and the Neolithic site of Baidha.
③ The three districts mentioned above have the human and organizational resources to collaborate with the local community to develop products. JITOA may be able to promote products developed by local communities.

The WG members also agreed on the significance of the four perspectives listed below in product development.

- ① Create new demand by developing programs for previously untargeted groups such as families.
- ② Summer and winter off-season programs, as well as early morning/evening programs when space is available.
- ③ Developing and establishing human resources capable of implementing product creation autonomously
- ④ As in the Al-Salt district, develop a tourism product under the leadership of a local NGO, promote it, and enter the sales process.

- ⑤ Reference: How the City of As-Salt Operates
- ⑥ Salt Development Cooperation (SDC) acts as an intermediary between the City of Salt and the local communities that are the operators of specific businesses and projects, and works with the communities to provide 1) tourism destination management, 2) tour operator services, and 3) marketing services.
- ⑦ The SDC trains the local community in handicraft development (clothing, ceramics, etc.) for souvenirs, package design and other skill development for promotion, digital marketing and other entrepreneurial support for sales, and a shop on the first floor of the Salto Museum in Salt's center, which is operated by the SDC and sells products of local producers for which the SDC provided support in package design, etc. SDC operates the store on the first floor of the Salt Museum, located in the heart of Salt, and sells products from local producers for whom SDC has provided assistance in package design, etc.
- ⑧ The company earns commissions through SDC's website (VisitAs-Salt.com) by organizing promotional tours (FAM trips) for agents, guided tours of nearby trail routes, and home visits (cooking experiences with local Salt families).

Outline of Strategic Programs and Action Plans (Product Design)

Project Code	PD-1
Project Name	Training for product development and distribution Project
Implementation Year	2023-2025
Target Beneficiaries	Local Community, Local association, Private sectors
Project Cost	(TBD) JOD
Description	
<p>This project aims to give the local association and coordinators who will be the main player in the association the skill and knowledge of product development, quality assurance, sales and promotion so that they can independently keep working on this business..</p> <ul style="list-style-type: none"> - Prepare the material for training of product development, distribution, sales and promotion - Give training for the coordinator of the organization in community, and relevant stakeholders 	
<div style="display: flex; justify-content: space-around; align-items: flex-end;"> <div style="text-align: center;">  <p>Study material (Sample)</p> </div> <div style="text-align: center;">  <p>Seminar & workshop</p> </div> <div style="text-align: center;">  <p>Promotion at Tourism EXPO</p> </div> </div>	

Project Code	PD-1		
Project Name	Training for product development and distribution Project		
Action	Implementation Schedule	Responsible Agency	Relevant Stakeholders
PD-1-1: Develop a training framework and subjects (in collaboration with SH-4)	2023	PDTRA Directorate of Community Development	Local Communities Private Sectors
PD-1-2: Discuss what subjects to be added based on the subjects which proposed by Japanese experts, decide the subjects, provide the materials, select outside experts (in collaboration with SH-4)	2023	PDTRA Directorate of Community Development	Local Communities Private Sectors
PD-1-3: Decided the subjects, provide the materials, select outside experts.	2023	PDTRA Directorate of Community Development	Local Communities Private Sectors
PD-1-4: Seminar and Workshop (In collaboration with SH-4) ◆ Sustainable and Resilient Destination 1. Global sustainability certification of (1) Destination, (2) Hotel, and (3) Tour operator > Collaboration of DM and SP 2. Importance of tangible and intangible heritage in Petra region > Collaboration of RD 3. Importance of crisis management > Collaboration of DM	2023 - 2025	PDTRA Directorate of Community Development	Local Communities Private Sectors PDTRA All WG member
PD-1-5: Seminar, Workshop, Field Work (in collaboration with SH-4) ◆ Tourism Business 1. Fundamental tourism business knowledge · Treasure Hunting · Tourism Product · Revenue and Revenue Sharing · Operation · Marketing and Promotion > Collaboration of PD and SP 2. Importance of Story, Uniqueness, and Quality of Petra as a destination · Product Value > Collaboration of RD-5, PD, SP 3. Roles and responsibilities of tourism human resource · Service Quality · Sales Technics · Risk Management	2023	PDTRA Directorate of Community Development	Local Communities Private Sectors PDTRA All WG member
PD-1-6: Test tour ◆ Monitor and FAM Tour - Conduct monitor tour and FAM tour to introduce new product. ◆ Evaluation 1. Analyze the tour operation 2. Discuss how to improve the product and operation 3. Revise the product and operation	2024	PDTRA Directorate of Community Development	Local Communities Private Sectors PDTRA All WG member
PD-1-7: Participation ◆ Tourism Exhibition 1. Collaborate with JTB to attend tourism exhibition in the target country, or 2. Raise fund and attend tourism exhibition with PDTRA	2025	PDTRA Directorate of Community Development	Local Communities Private Sectors PDTRA All WG member
PD-1-8: PDCA Continue PD-1-1/2/3/4/5 in collaboration with SH-4 ※ All materials used through this training and SH-4 will be open to anyone in Petra region.	2025	PDTRA Directorate of Community Development	Local Communities Private Sectors PDTRA All WG member

Figure 4-21 PD-1 Overview of Strategic Program and Action Plan

Project Code	PD-2
Project Name	Develop Local Cultural Experiences
Implementation Year	2023-2033
Target Beneficiaries	All tourists, local people, private sectors
Project Cost	(TBD) JOD
Description	
<p>This project aims to contribute to increasing the number of night stays and expenditure in Petra region that leads to more benefit to the region by reinforcing the missing programs, such as off season (especially summer), evening or early morning and new segments such as family, high-end customers, new market (e.g. Arab countries) and customers who require special needs in a sustainable way. Also, it aims to nurture the tourism human resources who can manage the programs.</p>	
<ul style="list-style-type: none"> - Exchange ideas of products in Petra region with relevant stakeholders and finalize the details of the program. - Do the open competitive bidding under certain criteria (e.g., Inclusion of local community) - Give training and support to the selected travel agents or association - Product development and sales by selected travel agent or association - Get the feedback from customers and travel agents, review and improve the quality of products. - By repeating PDCA cycle they try to improve their skills and establish the partnership with PDTRA and stakeholders 	
	

Project Code	PD-2		
Project Name	Develop Local Cultural Experiences with Communities		
Action	Implementation Schedule	Responsible Agency	Relevant Stakeholders
PD-2-1: Meeting with them and relevant stakeholders (PDTRA, private sector, academic, etc.) to find the suitable tourism resources and decide the details of the program	2023	PDTRA Directorate of Community Development	Local community, Private sectors, academic, advisory member, JITOA, Petra tour operator association
PD-2-2 Find a person or association who have a passion to enhance the community through tourism through the open bidding	2023-2024	PDTRA Directorate of Community Development	Local community (individual or association)
PD-2-3: Give them training program (refer to PD-1 & SH-4)	2023	PDTRA Directorate of Community Development	Local community (individual or association)
PD-2-4: Do the process of product development, sales and promotion and operation under the support by JICA, PDTRA and relevant stakeholders	2023-2024	PDTRA Directorate of Community Development	Local community, Private sectors, academic, advisory member, JITOA, Petra tour operator association
PD-2-5: By repeating PDCA cycle they try to improve their skills and establish the good partnership with PDTRA and relevant stakeholders	2024-2033	PDTRA Directorate of Community Development	Local community, Private sectors, academic, advisory member, JITOA, Petra tour operator association

Figure 4-22 PD-2 Overview of Strategic Program and Action Plan

Project Code	PD-3		
Project Name	Dispersal of tourists to the six communities		
Implementation Year	2023-2028		
Target Beneficiaries	All tourists, local people, private sectors		
Project Cost	(TBD) JOD		
Description			
<p>Develop a location-based application to certify visit in various spots distributed in the six communities by:</p> <ul style="list-style-type: none"> - Identify tourism attractions worth to be visited distributed in the six communities; - Weight the tourism attractions according to value to visit, distance from Wadi Musa, accessibility, etc.; - Conceive and develop the prize for tourists; and - Development of a location-based application to certify visit in various tourism attractions. 			
			
<div style="display: flex; justify-content: space-around; align-items: flex-end;"> <div style="text-align: center;">  <p>Ad Deir</p> </div> <div style="text-align: center;">  <p>Little Petra, Baidha</p> </div> <div style="text-align: center;">  <p>Astonishing scenery in Dlagha</p> </div> </div>			
Project Code	PD-4		
Project Name	Dispersal of tourists to the six communities		
Action	Implementation Schedule	Responsible Agency	Relevant Stakeholders
PD-3-1: Identify tourism attractions worth to be visited distributed in the six communities through interviews and group works	2023-2033	PDTRA Directorate of Tourism, Community Development	Local community (individual or association), academic, Petra museum
PD-3-2: Investigate accessibility of each tourism attractions identified and acquire GPS coordinates of each	2023-2025	PDTRA Directorate of Tourism, Community Development	Local community (individual or association), academic, Petra museum
PD-3-3: Create a guide showing descriptions and access information for the identified tourism attractions	2023-2026	PDTRA Directorate of Tourism, Community Development	Local community (individual or association), academic, Petra museum
PD-3-4: Give scores to the tourism attractions according to value to visit, distance from Wadi Musa, accessibility, etc.	2023-2025	PDTRA Directorate of Tourism, Community Development	Local community (individual or association), academic, Petra museum
PD-3-5: Selection of an IT company which develops a location-based application through a tender process.	2024	PDTRA Directorate of Tourism, Community Development	Local community, Private sectors
PD-3-6: Development of a location-based application to certify visit in identified tourism attractions considering connection of the application with the other services such as guidance in PAP, a ticketing service, etc.	2024-2026	PDTRA Directorate of Tourism, Community Development	Local community, Private sectors, academic, advisory member, JITOA, Petra tour operator association
PD-3-7: Conceive and develop the prize for tourists visiting the identified tourism attractions according to scores	2023-2033	PDTRA Directorate of Tourism, Community Development	Local community, Private sectors, academic, advisory member, JITOA, Petra tour operator association

Figure 4-23 PD-3 Overview of Strategic Program and Action Plan

Project Code	PD-4
Project Name	Establish “Made in Petra” Brand for local products
Implementation Year	2023-2025
Target Beneficiaries	Association, Community
Project Cost	(TBD) JOD
Description	
<p>Expand Sales of the “Made in Petra” Products by:</p> <ul style="list-style-type: none"> - Creating a committee to organize associations; - Collaboration with the external technical partner (e.g. Jordan River Association) - Understanding the needs of the handicrafts market; - Improving a quality of the products; - Developing a variety of the products; and - Expanding the sales channel. - Make the most use of renewed Logo of Petra 	
	

Project Code	PD-4		
Project Name	Establish “Made in Petra” Brand for local products		
Action	Implementation Schedule	Responsible Agency	Relevant Stakeholders
PD-4-1: Create a committee among the association and set the criteria to define “Made In Petra” brand	2023-2033	PDTRA Directorate of Community Development	Handicraft and Pottery association in 6 communities
PD-4-2: Collaboration with the external technical partner (e.g., Jordan River Foundation) to define the brand	2023-2025	PDTRA Directorate of Community Development	Handicraft and Pottery association in 6 communities External technical partner
PD-4-3: Understanding the needs of the handicrafts market;	2023-2033	PDTRA Directorate of Community Development	Handicraft and Pottery association in 6 communities
PD-4-4: Give training and develop ab variety and quality of the products	2023-2033	PDTRA Directorate of Community Development	Handicraft and Pottery association in 6 communities
PD-4-5: Expand the sales channel	2023-2033	PDTRA Directorate of Community Development	Handicraft and Pottery association in 6 communities Private sectors (e.g., hotels, tour operators, retailers, etc.)
PD-4-6: Make the most use of renewed Logo of Petra	2023-2033	PDTRA Directorate of Community Development	Handicraft and Pottery association in 6 communities Private sectors (e.g., hotels, tour operators, retailers, etc.)

Figure 4-24 PD-4 Overview Strategic Program and Action Plan

Project Code	PD-5		
Project Name	Re-branding of Petra region in line with the Master Plan		
Implementation Year	2023-2033		
Target Beneficiaries	PDTRA, Local community, private sectors, academics		
Project Cost	(TBD) JOD		
Description			
<p>This project aims to change the brand image of Petra which currently focuses only on PAP so that it represents the uniqueness and difference of whole region, and to contribute to promoting and selling the community-based tourism products.</p> <ul style="list-style-type: none"> - Based on the final vision and tourism resources in the community, analyzed and discussed what is the difference from other competing destination and uniqueness of the region in collaboration with various experts (e.g., advertising agency, research company, academic, etc.); - Finalize a concept and identity of new brands; - Clarify the value which will be provided under the new brand concept; - Create the new brand name and phrase; and - Start promoting in accordance with sales & promotion strategy including the use of "Visit Petra" website to settle the new brands in the targeted market. 			
Project Code	PD-5		
Project Name	Re-branding of Petra region in line with the Master Plan		
Action	Implementation Schedule	Responsible Agency	Relevant Stakeholders
PD-5-1: Based on the final vision and tourism resources in the community, analyzed and discussed what is the difference from other competing destination and uniqueness of the region in collaboration with various experts (e.g., advertising agency, research company, academic, etc.)	2023-2033	PDTRA Directorate of Tourism	Local communities Private Sectors Academic
PD-5-2: Finalize a concept and identity of new brands	2023-2033	PDTRA Directorate of Tourism	Local communities Private Sectors Academic
PD-5-3: Clarify the value which will be provided under the new brand concept;	2023-2033	PDTRA Directorate of Tourism	Local communities Private Sectors Academic
PD-5-4: Create the new brand name and phrase	2023-2033	PDTRA Directorate of Tourism	Local communities Private Sectors Academic
PD-5-5: Start promoting in accordance with sales & promotion strategy including the use of "Visit Petra" website to settle the new brands in the targeted market.	2023-2033	PDTRA Directorate of Tourism	Local communities Private Sectors Academic

Figure 4-25 PD-5 Strategic Project and Action Plan

4-5-4 Strategic Program for Sales Promotion

After establishing "improving marketing and promotion capabilities through understanding of marketing principles and outperforming in digital marketing" as the primary goal of the "Sales and Promotion" area, the group discussed solutions that would contribute to increasing the amount of money spent by visitors during their stay.

In discussions with WG members, we identified issues to increase the number of nights, services and products that create new demand, and service standards and capabilities commensurate with a world-class tourist destination that can meet the 50 JOD per day admission fee, and organized them into three directions, as shown in Table 4-23 below.

Table 4-23 Direction of Strategic Plan for Sales Promotion

Direction of strategic program regarding sales promotion	
In collaboration with the Jordan Tourism Board (JTB), which is responsible for marketing and promotion to the global market, to understand the appropriate marketing techniques such as STP and persona creation, to determine Petra's target market and segmentation demographics, and to create new demand such as MICE destinations, etc. Improve your skills and methods for dealing with seasonal wave problems.	
PDTRA staff will be trained in the understanding and skills of digital marketing, as well as the skills required to improve these skills, in order to strengthen the digital marketing capabilities that will be important in the future. Promote digital marketing methods and human resource development for Visit Petra's website redesign, app development, and promotional video and photo production (including Tourism Street area).	
In Petra, sustainability is incorporated into the daily operations of the private sector (hotels, tour operators, etc.) The significance of obtaining a position as a sustainable tourist destination after incorporating GSTC standards (e.g., GSTC standards).	

Based on the above, the following strategic program and action plan to promote it were agreed upon.

(1) Working Group Members

Following consultation with PDTRA, the members listed in Table 4-24 were chosen from the public and private sectors, as well as JICA experts, to include as many members as possible in the Petra Region.

Table 4-24 Working Group Members (Sales Promotion)

WG Participating Members		Organization - Department / Title
Government Sector	Petra	PAP Commissioner, Secretary to the Commissioner, Director of Tourism (Chief of Marketing, Promotions), Director of IT
	Jordan	MoTA, JTB, ASEZA
Private Sector	Petra	Tour Operators Association, Hotel Association, Guide Association, Handicraft Association
	Jordan	JITOA, JSTA, Restaurant Association, Hotel Association, Guide Association
NGOs & Associations	Petra	Handicrafts Association
	Jordan	N/A
Universities, Colleges	Petra	Dr. Sami Hasanat, Dr. Mukhles Al-Ababneh (Petra College)

(2) List of strategic programs for sales & promotion

Based on discussions with WG members about the issues and possibilities identified in the baseline study, we proposed the following prioritized strategic program for sales promotion, medium- and long-term projects, as well as the implementation period and beneficiaries, which were agreed upon by the working group members and PDTRA. Based on the comments and other issues raised at the 2nd JCC, the WG would like to conduct a thorough examination during the 2nd period, which is the pilot project implementation period.

Petra Tourism Development Master Plan Project

1) Project Longlist

The strategic project long list for sales and promotion is shown in Table 4-25 below.

2) Schedule

The timeline for advancing priority projects for sales and promotion is shown in Table 4-26 below.

3) Expected Project Benefits

The expected project effects in the "sales promotion" field are summarized in Table 4-27 below. We will continue to verify the results as the pilot project moves into its second phase.

Table 4-25 Project Longlist (Sales and Promotion)

Key Objective: Enhancement of marketing and promotional capabilities through understanding of marketing principles and outperformance in digital marketing.		
Project	Implementation Year	Target Beneficiaries
SP-1: Promote the newly developed product	2024-2026	Local communities (the product owner)
SP-2: Promoting Petra as a MICE destination	2024-2026	Hotels, local SMEs in terms of catering MICE attendees
SP-3: Enhance digital marketing	2023-2025	PDTRA, All Tourists, Hotels
SP-4: Obtain global sustainability certification for hotels and tour operators	2023-2025	Hotels and tour operators

Table 4-26 Project Schedule (Sales and Promotion)

Project	Implementation Schedule										
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
SP-1: Promote the Newly Developed Product	█	█									
SP-2: Promoting Petra as a MICE destination		█	█	█	█	█					
SP-3: Enhance digital marketing	█	█	█								
SP-4: Obtain global sustainability certification for hotels and tour operators	█	█	█								

Table 4-27 Strategic Programs Expected Benefit (Sales & Promotion)

Project	Impacts Expected				
	1. Expenditure per Tourist visiting the Petra region (*Economic)	2. Number of Tourists (*Economic)	3. Tourism Receipt in Petra (*Economic)	4. Number of Employments in the Tourism Sector in Petra, especially the number of the Woman (*Socio-economic)	5. Progress of the action taken for the Environmental Consideration (*Environmental)
SP-1: Promote the Newly Developed Product	◎	◎	◎	◎	○
SP-2: Promoting Petra as a MICE destination	◎	◎	◎	◎	○
SP-3: Enhance digital marketing	◎	◎	◎	◎	○
SP-4: Obtain global sustainability certification for hotels and tour operators	◎	◎	◎	◎	○

4) Overview of Strategic Program and Action Plans

Five strategic programs for sales promotion (project name, implementation period, beneficiary groups, project cost, and project outline) and action plans (actions, implementation schedule, responsible organizations, and related organizations) were developed and discussed by the working group led by experts. Under the expert leadership, the working group discussed and agreed on the action plan.

Strategic Programs and Action Plans Overview (Sales Promotion)

Project Code	SP-1
Project Name	Promote the Newly Developed Product
Implementation Year	2023-2024
Target Beneficiaries	Local communities, hotels, tour operators
Project Cost	(TBD) JOD
Description	
<p>Secure a market reach for a newly developed product as part of the master plan's pilot project for product design. The promotion will be conducted through;</p> <ul style="list-style-type: none"> - Organizing a FAM trip from the domestic market, leading source markets, and Japan to learn about the newly developed product; - Participating in international expos and trade shows through collaboration with JTB; - Releasing the product on the PDTRA's website and social media; - Creating a promotional pamphlet; and - Collaboration with airline carriers, primarily low-cost carriers (LCCs), to promote the product through the appropriate channels. 	

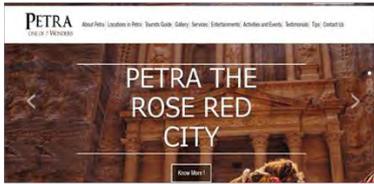
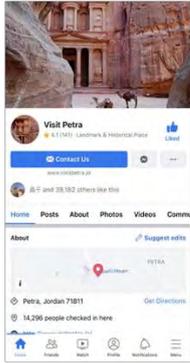
Project Code	SP-1		
Project Name	Promote the Newly Developed Product		
Action	Implementation Schedule	Responsible Agency	Relevant Stakeholders
SP-1-1: Organize a FAM trip and invite media influencers to promote the new product	2023-2024	PDTRA, Directorate of Tourism	JTB, JITOA, Hotels, and Tour Operators
SP-1-2: Create a well-designed pamphlet highlighting the new product	2023-2024	PDTRA, Directorate of Tourism	JTB, Content Creation & Publishing Companies
SP-1-3: Create digital content to promote the product on the newly upgraded PDTRA's website as well as social media platforms	2023-2024	PDTRA, Directorate of Tourism	JTB, Digital Content Creation Companies
SP-1-4: Collaborate with JTB to promote the product in the international market through expos, printed and digital media	2023-2024	PDTRA, Directorate of Tourism	JTB
SP-1-5: Collaborate with airline carriers, particularly LCCs, to jointly promote the new product	2023-2024	PDTRA, Directorate of Tourism	JTB, Airline Carriers (e.g., Royal Jordanian, Ryanair, etc)
SP-1-6: Evaluate the effectiveness of each promotion mix and measure the ROI	2024-2025	PDTRA, Directorate of Tourism, Research Center	JTB, Airline Carriers (LCCs), etc

Figure 4-26 SP-1 Strategic Program and Action Plan Overview

Project Code	SP-2
Project Name	Promoting Petra as a MICE destination
Implementation Year	2024-2028
Target Beneficiaries	Hotels, local SMEs in terms of catering MICE attendees
Project Cost	(TBD) JOD
Description	
<p>To overcome the seasonality challenge in Petra, the destination could be promoted as a MICE destination. Promoting the destination can be conducted by:</p> <ul style="list-style-type: none"> - Attending to the international MICE exhibitions in Europe and in the Middle East; and - Highlighting Petra has the required MICE facilities such as Heritage Village and some 5 star hotel facilities; 	
	
<p>Potential MICE Facility in Petra (Heritage Village) Regional Conference Hosted by UNWTO at Petra, Heritage Village MICE Event at IMEX Frankfurt</p>	

Project Code	SP-2		
Project Name	Promoting Petra as a MICE destination		
Action	Implementation Schedule	Responsible Agency	Relevant Stakeholders
SP-2-1: Petra, as a destination, should leverage on its key MICE facilities and consider improving them	2023-2025	PDTRA, Directorate of Tourism, Directorate of Investment	Hotels and Restaurants
SP-2-2: Designate one marketing team to focus on MICE marketing & promotion	2024-2025	PDTRA, Directorate of Tourism	JTB
SP-2-3: Encourage hotels and restaurants to adopt a MICE mindset and to establish relationships with Travel Management Companies (TMCs) in the source market.	2025-2026	PDTRA, Directorate of Tourism, Directorate of Investment	Hotels and Restaurants
SP-2-4: Highlight Petra as a MICE destination on print and digital media on a regular basis to gain global attention	2026-2028	PDTRA, Directorate of Tourism	JTB, JITOA, Petra Hotel Association
SP-2-5: Attend at global MICE conferences and exhibitions such as IMEX, IBTM, and others on a regular basis.	2026-2028	PDTRA, Directorate of Tourism	JTB, JITOA, Petra Hotel Association

Figure 4-27 SP-2 Overview of Strategic Program and Action Plan

Project Code	SP-3
Project Name	Enhance digital marketing
Implementation Year	2023-2024
Target Beneficiaries	PDTRA, All Tourists, Hotels
Project Cost	(TBD) JOD
<p>Description</p> <p>Improve Petra's digital marketing capabilities in order to attract visitors. Some of the digital marketing programs in Petra will be focusing on:</p> <ul style="list-style-type: none"> - Redesigning Visit Petra's website and APP in a more modern and appealing manner; - Enhancing Petra's presence through active social media engagement; - Increasing Petra's exposure by collaboration with media influencers (Youtubers, bloggers, TikTokers, etc.); and - Creating destination promotion videos that is appealing to the travelers and introduce a product other than the Petra Archeological Park - Creating promotional PowerPoint presentations to be used in several occasions. <div style="display: flex; justify-content: space-around; align-items: flex-end;"> <div style="text-align: center;">  <p>The current Visit Petra's website</p> </div> <div style="text-align: center;">  <p>Image of Promotional Video, Georgia</p> </div> <div style="text-align: center;">  <p>Visit Petra's Facebook Page</p> </div> <div style="text-align: center;">  <p>Visit Petra's Instagram Page</p> </div> </div>	

Notes on Implementation

Interview with Echo, a company that creates digital content for the Petra Museum and Visit Petra's website. Discussions took place regarding the creation of digital content for the marketing/promotion of Petra tourism, which is being considered as one of this project's M/P Strategic Programs.

Project Code	SP-3		
Project Name	Enhance digital marketing		
Action	Implementation Schedule	Responsible Agency	Relevant Stakeholders
SP-3-1: Determine the primary digital marketing channels and their associated KPIs	2023-2024	PDTRA, Directorate of Tourism, Research Center	JTB and Petra College for Tourism and Archaeology
SP-3-2: Provide extensive digital marketing training to PDTRA's marketing personnel	2023-2024	PDTRA, Directorate of Tourism	MoTA, JTB, Petra College for Tourism and Archaeology, and Consulting firms
SP-3-3: Prepare technical specification and tender documents to procure website as well as digital content developing company	2023-2024	PDTRA, Directorate of Tourism	-
SP-3-4: Website Related: Perform an in-depth audit of Visit Petra's current website to determine the point of upgrade	2023-2024	PDTRA, Directorate of Tourism, IT Department	MoTA, JTB, JITOA, Petra College for Tourism and Archaeology, Website Developing company, and tourists
SP-3-5: Website Related: Determine and develop a new website contents by paying close attention to the customer journey. Potential contents and features include, but are not limited to, the following: <ul style="list-style-type: none"> - Purchasing a PAP entrance ticket - Booking of in-destination activities and experiences (e.g., Petra by night, Petra Kitchen, etc) - Information on disaster prevention - Include visual contents, etc. 	2023-2024	PDTRA, Directorate of Tourism, IT Department	MoTA, JTB, JITOA, Petra College for Tourism and Archaeology, Website Developing company, and tourists
SP-3-6: Website Related: Provide regular training to the PDTRA IT and Marketing Departments on website usage and content updates	2023-2024	PDTRA, Directorate of Tourism, IT Department	Website Developing Company
SP-3-7: Website Related: Add a booking feature to the website for three-star and lower hotels using the API connection system	2023-2024	PDTRA, Directorate of Tourism, IT Department	Website Developing Company and Petra Hotel Association
SP-3-8: Promotion Video Related: Determine the promotion video's theme, concept, storyline, and shooting location. And Create promotional PPT materials	2025-2026	PDTRA, Directorate of Tourism	JTB and Content Creation Company
SP-3-9: Social Media Related: Check and prepare the necessary documentation to apply for an official Facebook and Instagram account	2023-2024	PDTRA, Directorate of Tourism	MoTA and JTB
SP-3-10: Social Media Related: Collaborate with a professional photographer and upload photo and visual contents to social media on a regular basis	2024-2025	PDTRA, Directorate of Tourism	Local community (individuals)

Figure 4-28 SP-3 Overview of Strategic Program and Action Plan

Project Code	SP-4
Project Name	Obtain global sustainability certification for hotels and tour operators
Implementation Year	2023-2025
Target Beneficiaries	Tours and Hotels (4 stars and below)
Project Cost	(TBD) JOD
<p>Description</p> <p>Encourage Petra's hotels and tour operators to incorporate sustainability principles into their operations. This certification will provide private sectors in Petra with a preferred contracting privilege. A global sustainability certification (such as GSTC) will be granted by:</p> <ul style="list-style-type: none"> - Completing the necessary training requirements from the Certification Body; - Passing all the necessary Onsite Audit visit by the Certification Body: <div style="display: flex; justify-content: space-around;"> <div style="width: 45%;">  <p style="text-align: center;">GSTC Certification for Hotel/Accommodation</p> </div> <div style="width: 45%;">  <p style="text-align: center;">GSTC Certification for Tour Operator</p> </div> </div>	

Project Code	SP-4		
Project Name	Obtain global sustainability certification for hotels and tour operators		
Action	Implementation Schedule	Responsible Agency	Relevant Stakeholders
SP-4-1: Conduct awareness-raising events for hotels and tour operators to educate them on the benefits of being sustainably certified	2023-2024	PDTRA, Directorate of Tourism	Hotels, Tour Operators, Petra Hotels Association, Petra Tour Operators Association, and JITOA
SP-4-2: Prepare all necessary requirements as well as logistics arrangements after a thorough discussion with GSTC	2023-2024	PDTRA, Directorate of Tourism	Hotels, Tour Operators, Petra Hotels Association, Petra Tour Operators Association, JITOA, and GSTC
SP-4-3: Choose volunteer tour operators and hotels (4 stars and below) who are willing to submit application and go through certification processes	2023-2024	PDTRA, Directorate of Tourism	Hotels, Tour Operators, Petra Hotels Association, Petra Tour Operators Association, JITOA, and GSTC
SP-4-4: Conduct GSTC Criteria staff training through regular online classes or by special arrangement for on-site training sessions	2024-2025	PDTRA, Directorate of Tourism	Hotels, Tour Operators, Petra Hotels Association, Petra Tour Operators Association, JITOA, and GSTC
SP-4-5: Issue the certification once the Certification Body (CB) has confirmed that the respective stakeholder meets the GSTC standard.	2024-2025	PDTRA, Directorate of Tourism	GSTC, Certification Body (CB), Hotels, Tour Operators, Petra Hotels Association, Tour Operators Association, and JITOA

Figure 4-29 SP-4 Overview of Strategic Program and Action Plan

4-5-5 Strategic Program for Services and Hospitality

The primary goal of "service and hospitality" segment was established as "improving service quality and developing tourism human resources," and it was confirmed that it is critical to visualize, learn, and practice "service and hospitality" in accordance with the minimum global standards that a world-class tourist destination should offer, as well as to The committee agreed that it is critical to promote the development and establishment of human resources who understand the concept of service standards and hospitality and are capable of meeting the high expectations of customers during their stay in Petra, as defined by the five value chains.

It is especially important to work with the STP method in the "sales promotion" area and the creation of persona customer journeys to grasp the specific image of customers, and to consider service contents and actions that meet the expectations of Petra's target customers from a market-in perspective with WG members.

In addition to improving manufacturing techniques, the community will need to develop marketing methods and materials, such as souvenir packaging and storytelling about local products in collaboration with guides, in order to produce and sell high-quality, one-of-a-kind souvenirs in the Petra region. We believe that, in order to produce and sell unique souvenirs, it is also necessary to develop marketing methods and materials, such as souvenir packaging and storytelling about local products in collaboration with guides.

JITOA also stated that the target of human resource development should be small, medium, and micro businesses, sole proprietors, and so on, and that travel agencies should be considered targets even if they are not located in Petra, as long as their sales and relationships are focused on the Petra region. Based on the above, the following strategic program and action plan were agreed upon.

(1) Working Group Members

After consulting with PDTRA, the following members (Table 4-28) were selected from the public and private sectors, as well as from JICA experts, in order to include as many members as possible in the Petra Region.

Table 4-28 Working Members of Service and Hospitality

WG Participating Members		Organization, Department, Title
Government Sector	Petra	Director of Quality Control Division, Director of Tourism (2 people), Director of Visitor Center, ※ Commissioner not included
	Jordan, etc.	N/A
Private Sector	Petra	Hotel Association, Guide Association, Tour Operators Association Edom Hotel Manager, Old Village Human Resources Eid Nawafleh
	Jordan	JITOA, JSTA, Restaurant Association, Hotel Association, and Guide Association, Transportation Sector
NGOs & Associations	Petra	Petra Pottery Association, handicrafts Association, and Local communities within Petra
	Jordan	Jordan River Foundation
Universities, Colleges	Petra	Dr. Sami Hassanat, Petra College
	Jordan	Ammon College

(2) List of Strategic Programs for Service and Hospitality

Priority, medium- and long-term hospitality projects, as well as the implementation period and beneficiaries, were proposed and agreed upon by working group members and PDTRA. Based on the comments and other issues raised at the 2nd JCC, the working group would like to expand on this proposal during the pilot project's second phase.

1) Project Longlist

The strategic project long list for services and hospitality is shown in Table 4-29 below.

2) Schedule

The timeline for advancing priority projects in service and hospitality is shown in Table 4-30 below.

3) Expected Project Benefits

The expected project effects in the "service and hospitality" field are summarized in Table 4-31 below. In the second phase of the project, we will continue to validate the results of the pilot project.

Table 4-29 Program Longlist (Services and Hospitality)

Key Objective: Improvement of Service Quality and Human Resource Development for Tourism		
Project	Implementation Year	Target Beneficiaries
SH-1: Hotel and Restaurant Service Quality Improvement	2023-2025	SMEs Hotels, Vacation Rental, and Restaurants, Petra college
SH-2: Local Guide Service Quality Improvement	2023-2025	All Local guides, Petra college
SH-3: Make a difference among private sectors	2024-2026	SMEs Hotels, Vacation Rental, and Restaurants, Local guides, Petra college, Communities
SH-4: Tourism Training Course "KANKO JUKU"	2023-2025	All Stakeholders in Petra region

Table 4-30 Project Schedule (Service and Hospitality)

Project	Implementation Schedule										
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
SH-1: Hotel and Restaurant Service Quality Improvement	█	█	█								
SH-2: Local Guide Service Quality Improvement	█	█	█								
SH-3: Make a difference among private sectors		█	█	█							
SH-4: Tourism Training Course "KANKO JUKU"	█	█	█								

Table 4-31 Expected Project Benefits (Service/Hospitality)

Project	Impacts Expected				
	1. Expenditure per Tourist visiting the Petra region (*Economic)	2. Number of Tourists (*Economic)	3. Tourism Receipt in Petra (*Economic)	4. Number of Employments in the Tourism Sector in Petra, especially the number of the Woman (*Socio-economic)	5. Progress of the action taken for the Environmental Consideration (*Environmental)
SH-1: Hotel and Restaurant Service Quality Improvement	—	○	○	◎	◎
SH-2: Local Guide Service Quality Improvement	—	○	○	—	◎
SH-3: Make a difference among private sectors	—	—	○	◎	◎
SH-4: Tourism Training Course "KANKO JUKU"	○	○	◎	◎	○

4) Individual Strategic Projects and Action Plans Overview

Four strategic programs (project name, implementation period, beneficiary groups, project cost, and project outline) and action plans (actions, implementation schedule, responsible agencies, and relevant organizations) in the field of "Service and Hospitality" were developed and discussed by the working group led by experts, as shown in Figures 4-30 to 4-33 below. Under the direction of the experts, the working group discussed, reviewed, and agreed on the action plan.

Overview of Strategic Programs and Action Plans (Services and Hospitality)

Project Code	SH-1				
Project Name	Hotel and Restaurant Service Quality Improvement				
Implementation Year	2023-2025				
Target Beneficiaries	SMEs Hotel, Vacation Rental, and Restaurant, Petra college				
Project Cost	(TBD) JOD				
Description					
<p>Improve Service Quality of Hotel and Restaurant by:</p> <ul style="list-style-type: none"> - Assessing a service quality of SMEs hotel, vacation rental, and restaurant - Creating a service quality guideline "Minimum Standard" - Creating a self-training video and a manual - Creating tourism human resources career development program - Creating a system for evaluating employees 					
					
Section	Sean	Category	USP/IE	Standard	Remarks
Reservation	Telephone	Service	Accurate&Fast	Phone was answered within three rings.	
Reservation	Telephone	Service	Accurate&Fast	If the ringer rings more than 3 times, there was an apology for the delay.	NA if less than 3 rings
Reservation	Telephone	Service	Accurate&Fast	The greeting was, "Thank you for calling, this is XXX Hotel."	
Reservation	Telephone	Service	Accurate&Fast	The tone of the staff's voice was "warm and welcoming".	
Front	Check in	Service	Accurate&Fast	Staff recognized customer within 20 seconds upon arrival.	
Front	Check in	Service	Smile	Staff greeted guest with a smile, eye contact, "Welcome", "We've been waiting for you", etc.	
Front	Check in	Service	Impressive experience	During the conversation, staff called the customer by name at least once.	
Front	Check in	Behavior & Appearance		Staff's hair was clean and well-groomed.	

project code	SH-1		
Project Name	Hotel & Restaurant Service Quality Improvement		
Action	Implementation Schedule	Responsible Agency	Relevant Stakeholders
SH-1-1: Assess guest satisfaction of SMEs hotel, vacation rental, and restaurant by WG members.	2023	PDTRA Quality Assurance	SMEs Hotel and Restaurant, and Tour Operator Association in Petra region, Petra College
SH-1-2: Prepare technical specifications and tender documents to procure private operator to implement the program.	2023	PDTRA Quality Assurance	Japanese expert
SH-1-3: Mystery shopping for service quality by Hotel and Restaurant Associations and Ammon College in Amman, and Japanese experts. Survey results feedback and reconciliation of discrepancies with their own evaluations	2023	PDTRA Quality Assurance	Petra College, Hotel Association and Restaurant Associations, JITOA, and Ammon College in Amman, Japanese expert
SH-1-4: Based on the reviews and evaluations, discuss and categorize service quality issues of SMEs in the hotel, vacation rental, and restaurant industries. Establishment of minimum standards for service quality.	2023	PDTRA Quality Assurance	Hotel Association and Restaurant Association in Petra region, Petra College, Hotel Association, Restaurant Association, and Ammon College in Amman
SH-1-5: Select several hotel and restaurant staff members to become future leaders in improving the quality of service in hotels and restaurants in the Petra region and train them at Ammon College and hotels and restaurants in Amman.	2023 - 2024	PDTRA Quality Assurance	SMEs Hotel and Restaurant in Petra region, Hotel, Restaurant, and Ammon College in Amman
SH-1-6: Review and revise the minimum standards, as well as create a self-training video and manual.	2023 - 2024	PDTRA Quality Assurance	Hotel Association and Restaurant Association in Petra region, Petra College
SH-1-7: Discuss career development plans and an employee evaluation system in hotels (especially 3 stars and below) and restaurants.	2024	PDTRA Quality Assurance	Hotel Association and Restaurant Association in Petra region, Petra College
SH-1-8: Creating a Career Development Plans and a System for Evaluating Employees in hotels (especially 3 stars and below) and restaurants.	2024	PDTRA Quality Assurance	Hotel Association and Restaurant Association in Petra region, Petra College
SH-1-9: Training through self-training videos and manuals, training for new employees based on the career development plan and initiating evaluations through the employee evaluation system.	2024 - 2025	PDTRA Quality Assurance	SMEs Hotel, Vacation Rental, and Restaurant
SH-1-10: Check on a regular basis to ensure that service quality and employee evaluations are being carried out properly. The video is available to anyone in the Petra area interested in tourism.	2025 -	PDTRA Quality Assurance	Hotel Association, Restaurant Association, and Tour Operator Association in Petra region, Petra College

Figure 4-30 SH-1 Overview of Strategic Program and Action Plan

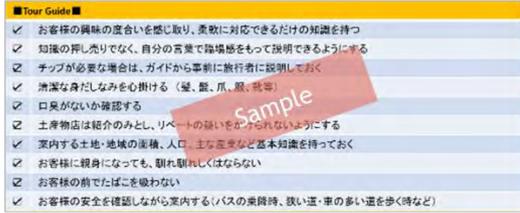
Project Code	SH-2		
Project Name	Local Guide Service Quality Improvement		
Implementation Year	2023-2025		
Target Beneficiaries	All Local Guide in Petra Region, Petra college, Community		
Project Cost	(TBD) JOD		
Description			
<p>Improve Service Quality of Local Guide by:</p> <ul style="list-style-type: none"> - Assessing a service quality of local guide - Creating a service quality guideline "Minimum Standard" - Creating a self-training video - Creating system for evaluating local guides 			
 			
project code	SH-2		
Project Name	Local Guide Service Quality Improvement		
Action	Implementation Schedule	Responsible Agency	Relevant Stakeholders
SH-2-1: Assess local guide guest satisfaction by working group members.	2023	PDTRA Quality Assurance	Guide Association and Tour Operator Association in Petra region, Petra College
SH-2-2: Prepare technical specifications and tender documents to procure private operator to implement the program.	2023	PDTRA Quality Assurance	Japanese expert
SH-2-3: JITOA and the Tour Guide Association in Amman, as well as Japanese experts, conducted an undercover survey of service quality. Feedback on survey results and reconciliation of discrepancies with their own evaluations.	2023	PDTRA Quality Assurance	JITOA, Guide Association in Amman, Japanese expert
SH-2-4: Based on the review and evaluations, discuss and classify local service quality issues. Establishment of minimum standards for service quality.	2023	PDTRA Quality Assurance	Guide Association and Tour Operator Association in Petra region, Petra College, JITOA and Guide Association in Amman
SH-2-5: Select several local guides to become future leaders in improving the quality of service in local guides by having them attend a tour guided by the most experienced national guide and monitored by a Japanese expert in the Petra region and train.	2023 - 2024	PDTRA Quality Assurance	Guide Association and Tour Operator Association in Petra region, JITOA and Guide Association in Amman, Japanese expert
SH-2-6: Review and revise the minimum standards, as well as create a self-training video and manual.	2023 - 2024	PDTRA Quality Assurance	Guide Association and Tour Operator Association in Petra region, Petra College
SH-2-7: Creating a System for Evaluating Local Guide.	2024	PDTRA Quality Assurance	Guide Association and Tour Operator Association in Petra region, Petra College
SH-2-8: Training through self-training videos and manuals and initiating evaluations through the local guide evaluation system.	2024 - 2025	PDTRA Quality Assurance	Guide Association and Tour Operator Association in Petra region, Petra College
SH-2-9: Check on a regular basis to ensure that service quality and local guide evaluations are being carried out properly. The video is available to local guide and anyone in the Petra area interested in tour guide.	2025 -	PDTRA Quality Assurance	Guide Association and Tour Operator Association in Petra region, Petra College

Figure 4-31 SH-2 Strategic Project and Action Plan Overview

Petra Tourism Development Master Plan Project

Project Code	SH-3
Project Name	Make a difference among private sectors
Implementation Year	2024-2026
Target Beneficiaries	Hotel, Vacation Rental, Restaurant, and Guide, Petra college, Community
Project Cost	(TBD) JOD
Description	
<p>Aware of the importance of tourism service and service quality by:</p> <ul style="list-style-type: none"> - Developing a Petra service credo - Conducting service competitions with a certification - Enlighten youth and women in the tourism industry 	
<p style="text-align: center;">Hotel & Restaurant Service competition =winners=</p>  <p style="text-align: center; font-size: small;">一般社団法人 日本ホテル・レストランサービス技能協会</p>	
<p style="text-align: center;">The Ritz-Carlton = CREDO =</p> 	

project code	SH-3		
Project Name	Make a difference among private sectors		
Action	Implementation Schedule	Responsible Agency	Relevant Stakeholders
SH-3-1: WG members will discuss the readiness of service personnel to work in the Petra region and the value of their services in order to develop a Petra Service Credo. Credo contents may refer to The Ritz-Carlton Credo.	2024	PDTRA Quality Assurance	Hotel Association, Restaurant Association, and Guide Associations in Petra region, Petra College
SH-3-2: Prepare technical specifications and tender documents to procure private operator to implement the program.	2024	PDTRA Quality Assurance	Japanese expert
SH-3-3: Create a Petra Service Credo	2024	PDTRA Quality Assurance	Hotel Association, Restaurant Association, and Guide Associations in Petra region, Petra College
SH-3-4: Prepare an evaluation criteria and a checklist to verify the quality of service provided by hotels, restaurants, and local guides based on the minimum standards developed in SH-1 and SH-2 and credo.	2024	PDTRA Quality Assurance	Hotel Association, Restaurant Association, and Guide Associations in Petra region, Petra College
SH-3-5: Discuss the prizes and raise funds to prepare prizes. Prepare an application form for conducting service quality competitions.	2024	PDTRA Quality Assurance	Hotel Association, Restaurant Association, and Guide Associations in Petra region, Petra College
SH-3-6: Implement the Service Quality Competition. (Jan. to Dec.) * Periodic checks with checklist, Guest satisfaction form, Recommendation from colleagues, etc.	2025	PDTRA Quality Assurance	Hotel Association, Restaurant Association, and Guide Association in Amman, Petra College, Prize Sponsors
SH-3-7: Choose the best hotel (and hotel staff), restaurant (and restaurant staff), and local guide service. At the Awards Ceremony, prizes and certificates (service quality ambassador badges for individuals) are presented. Hotels and restaurants that have been selected for Best Service Quality may display Certificates. Local guides who have been selected for Best Service Quality can wear the Petra Service Quality Ambassador badge.	2026	PDTRA Quality Assurance	PDTRA, Petra College, Prize Sponsors
SH-3-8: Continue each year with improvements in the way criteria and competitions are conducted.	2026 -	PDTRA Quality Assurance	PDTRA, Hotel Association, Restaurant Association, and Guide Association in Petra region, Petra College

Figure 4-32 SH-3 Strategic Project and Action Plan

Project Code	SH-4		
Project Name	Tourism Training Course “KANKO JUKU”		
Implementation Year	2023-2025		
Target Beneficiaries	All stakeholders in Petra region		
Project Cost	(TBD) JOD		
Description			
<p>Acquire skill and knowledge of the tourism business by:</p> <ul style="list-style-type: none"> - Understanding the fundamental tourism business knowledge (Product, Promotion, Price, and Sales/Distribution) - Understanding the importance of (1) Story, (2) Uniqueness, and (3) Quality of Petra as a destination - Understanding the roles and responsibilities of tourism human resource <p>Develop Petra as a sustainable and resilient destination by:</p> <ul style="list-style-type: none"> - Acquiring global sustainability certification of (1) Destination, (2) Hotel, and (3) Tour operator - Understanding the importance of tangible and intangible heritage in Petra region - Understanding the importance of crisis management 			
			
project code	SH-4		
Project Name	“Kanko Juku” (Tourism Training Course)		
Action	Implementation Schedule	Responsible Agency	Relevant Stakeholders
SH-4-1: Develop a training framework and subjects.	2023	PDTRA Quality Assurance	Japanese Experts
SH-4-2: Discuss what subjects to be added in the KANKO JUKU based on the subjects which proposed by Japanese Experts. Decided the subjects, provide the materials, select experts.	2023	PDTRA Quality Assurance	All WG member, Japanese Experts
SH-4-3: Seminar and Workshop. <ul style="list-style-type: none"> ◆ Sustainable and Resilient Destination 1. Global sustainability certification of (1) Destination, (2) Hotel, and (3) Tour operator <ul style="list-style-type: none"> > Collaboration of DM and SP 2. Importance of tangible and intangible heritage in Petra region <ul style="list-style-type: none"> > Collaboration of RD 3. Importance of crisis management <ul style="list-style-type: none"> > Collaboration of DM 	2023 - 2025	PDTRA Quality Assurance	All WG member, Hotel, Restaurant, Tour Operator in Petra region
SH-4-4-1: Decided tourism product that KANKO JUKU implement the training. *Collaboration with PD.	2023	PDTRA Quality Assurance	Community, Japanese Expert
SH-4-4-2: Seminar, Workshop, Field Work <ul style="list-style-type: none"> ◆ Tourism Business 1. Fundamental tourism business knowledge <ul style="list-style-type: none"> • Treasure Hunting • Tourism Product • Revenue and Revenue Sharing • Operation • Marketing and Promotion > Collaboration of PD and SP 2. Importance of Story, Uniqueness, and Quality of Petra as a destination <ul style="list-style-type: none"> • Product Value > Collaboration of RD-5, PD, SP 3. Roles and responsibilities of tourism human resource <ul style="list-style-type: none"> • Service Quality • Sales Technics • Risk Management > Collaborating DM-10 & 11, and SP 	2023	PDTRA Quality Assurance	Community, Petra College, Tour Operator Association in Petra region

Figure 4-33 SH-4 Project and Action Plan Overview

4-6 Relationship between the five operational effectiveness indicators and the strategic program

The table below summarizes how the Strategic Program and priority projects contribute to meeting the five operational effectiveness indicators.

Table 4-32 Relationship between Key Performance Indicators and Strategic Programs

Target KPI	Necessary Components to attain target KPI	Strategic Program (List of Related Project Numbers)				
		DM	RD	PD	SP	SH
Expenditure per tourist visiting the Petra region (*Economic)	Institutional Arrangement	1,2	5,6	N/A	3,4	1,2,3
	Facility and Equipment	3,4,5,6 7,8,9	2,3	5	3	N/A
	Financial Management	4,12	2	2,3,4,5	1,2,3	N/A
	Human Resource Development	1,2,12	4,7	1,2,4,5	1,2,3,4	1,2,3,4
Number of tourists (*Economic)	Institutional Arrangement	1,2	5,6	N/A	3,4	1,2,3
	Facility and Equipment	4,12	2,3	N/A	3	N/A
	Financial Management	4,12	2	2,3,4,5	1,2,3	N/A
	Human Resource Development	1,2,12	4	1,2,4,5,6	1,2,3,4	1,2,3,4
Tourism Receipt in Petra (*Economic)	Institutional Arrangement	1,2	5,6	N/A	3,4	1,2,3
	Facility and Equipment	3,4,5,6 7,8,9,12	2,3	N/A	3	N/A
	Financial Management	4,12	2	2,3,4,5	1,2,3	N/A
	Human Resource Development	1,2	4,7	1,2,4,5,6	1,2,3,4	1,2,3,4
Number of Employments in the Tourism Sector in Petra, especially the number of the woman (*Socio-economic)	Institutional Arrangement	1,2	5,6	N/A	4	1,2,3
	Facility and Equipment	3,5,6,7	2,3	5	3	N/A
	Financial Management	4	2	2,3,4,5,6	1,2	N/A
	Human Resource Development	1,2	4,7	1,2,4,6,7	1,2,3,4	1,2,3,4
Progress of the action taken for the environmental consideration (*Environmental and Socio-economic)	Institutional Arrangement	1,2,10,11	1,5,6	N/A	4	1,2,3
	Facility and Equipment	4	2	2,3,4	N/A	N/A
	Financial Management	4	2	2,3,4	N/A	N/A
	Human Resource Development	1,2,10,11	4,7	1,2,4,7	4	1,2,3,4

4-7 Pilot Project Activities and Target Area Selection

The proposed contents of pilot projects (e.g., destination management, tourism human resource development, product development, promotion, and so on) required to verify the effectiveness of the action plan proposed in the draft master plan (Version 1) prepared based on the results of the baseline study and its consistency with local conditions were discussed by the working group members (Table 2-2 above) formed in collaboration with PDTRA.

4-7-1 Pilot Project Selection Criteria

The pilot projects were chosen using the "Selection Criteria" shown in Table 4-33 below, which were developed in collaboration with PDTRA.

Table 4-33 Pilot Project Selection Criteria

Items to be considered		Details to be considered
1. Validity	Feasibility	<ul style="list-style-type: none"> Can a Pilot Project take necessary permissions/approvals by related governmental agencies and municipalities? Can a Pilot Project satisfy with the Jordanian laws and regulations, and conditions provided by JICA's Environmental and Social Consideration Guideline?
	Gender Considerations	<ul style="list-style-type: none"> Can a Pilot Project promote participation of women?
	Environmental and Social Considerations	<ul style="list-style-type: none"> Does a Pilot Project benefit to six communities equally? Does a Pilot Project cause any negative/positive impacts on local society? Does a Pilot Project cause any negative/positive impacts on the cultural heritage?
	Other Donor, etc.	<ul style="list-style-type: none"> Are there any duplications with projects or activities conducted or planned by other donors or agencies?
2. Effectiveness	Branding	<ul style="list-style-type: none"> Can a Pilot Project contribute to promote branding and competitiveness of the Petra tourism
	Verification of Master Plan	<ul style="list-style-type: none"> Will a Pilot Project contribute to the verification of the effectiveness of the Master Plan?
3. Efficiency	Input	<ul style="list-style-type: none"> Will the cost per project be less than 12 million yen (80,000 JOD)? Can a Pilot Project be managed within the inputs from the Japanese (JICA Project Team) and Jordanian (PDTRA) sides?
	Implementation Period	<ul style="list-style-type: none"> Will a Pilot Project be completed within due period (one and a half years)?
	Number of Beneficiaries	<ul style="list-style-type: none"> How many people will benefit from a Pilot Project?
4. Impact and sustainability	Impacts	<ul style="list-style-type: none"> Is the impacts of a Pilot Project visible? Can the impacts of a Pilot Project be measured?
	Sustainability	<ul style="list-style-type: none"> Can the activities of a Pilot Project be expanded to other areas? Will the activities of a Pilot Project continue after the end of the implementation period?

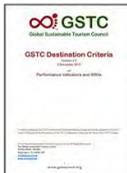
4-7-2 Pilot Project Selection

Each JICA expert and WG member agreed with PDTRA and JCC members on a short list (Tables 4-34 to 4-40 below) of pilot projects based on the five value chains and taking into account the implementation structure and budget. The pilot project addressed each of the five value chains, with participation from all Petra stakeholders involved in destination management, research and development, product development, sales and promotion, and service and hospitality.

(1) Create a Sustainable Destination Framework in accordance with the GSTC criteria (Destination Management):

Conduct training to establish Global Sustainable Tourism Criteria standards for understanding, promoting, and implementing sustainable tourism destination management.

Table 4-34 Destination Management Pilot Project

Project Name	Create a Sustainable Destination Framework in accordance with the GSTC criteria			
Project Site	6 Communities			
Project Cost	(TBD) JOD			
Implementation Schedule	Main Activities	2022	2023	2024
	1: Establish a cooperation framework	██████████		
	2: Prepare educational materials		██████████	
	3: Conduct GSTC training		████████████████████	
	4: Conduct Heritage Conservation campaign		████████████████████	
	5: Conduct 3R campaign		████████████████████	
	6: Conduct 4R campaign		████████████████████	
Description				
<p>Create a Sustainable Destination Framework by:</p> <ul style="list-style-type: none"> - Establishing a framework for cooperation between the public and private sectors in order to carry out the pilot project; - Preparing educational materials for awareness rising campaigns; - Conducting GSTC-D and other awareness-raising training to improve understanding of heritage conservation, environmental protection, and tourism crisis management; - Awarding the Petra region with the GSTC-Accredited Green Destination's Bronze award; - Certifying selected tour operators and hotels (4 star and below) with GSTC-I certification; and - Conducting awareness rising campaigns for heritage conservation, environmental protection, and tourism crisis management. 				
  				

(2) Create Weekly Local Market (Destination Management):

A weekly market will be held in the Wadi Musa area, the center of the Petra tourism region, as a mechanism for effectively integrating the economies of the six Petra regions into the tourism sector, where residents from other regions can also open stalls.

Table 4-35 Destination Management Pilot Project

Project Name	Create Weekly Local Market			
Project Site	Wadi Musa			
Project Cost	(TBD) JOD			
Implementation Schedule	Main Activities	2022	2023	2024
	1: Organize member from 6 communities	██████████		
	2: Procure basic equipment (tent table, chair, etc.)		██████████	
	3: Provide basic equipment		██████████	
	4: Prepare an agreement with PDTRA		██████████	
	5: Conduct test event			██████████
Description				
Create Weekly Local Market at the New City Plaza over the Wadi-Musa river by: <ul style="list-style-type: none"> - Organizing local alliance member; - Providing local people, association, farmers a temporally weekly market space; - Exhibiting historical and traditional way of life such as tea, Arabic coffee, local foods in the Bedouin Tent; - Providing a meal at night (before visiting Petra by Night, etc.); and - Organizing special events, such as best food contest, flea market, etc. 				
				
				KCC Farmers Market, Honolulu, Hawaii, USA

(3) Enhance the role of the Petra Museum as core of heritage tourism in Petra (Research & Development):

A tourism program that utilizes the Petra Museum's functions and facilities in Petra tourism will be developed in order to strengthen the function of the Petra Museum, which is also the center of Nabatean identity. In addition, a prototype of materials related to digital marketing will be created.

Table 4-36 Research & Development Pilot Project

Project Name	Enhance the role of the Petra Museum as core of heritage tourism in Petra			
Project Site	Petra museum, PAP, 6 local communities			
Project Cost	(TBD) JOD			
Implementation Schedule	Main Activities	2022	2023	2024
	Produce GIS heritage database to be opened in Petra museum	██████████	██████████	██████████
	Produce mobile app of thematic route and PAP connecting museum, PAP and heritage sites		██████████	██████████
	Produce AR/VR contents relating with museum exhibition (part of mobile app)		██████████	██████████
	Introduce multi-language system in museum and PAP	██████████	██████████	██████████
	Develop hands-on program in museum (night program, etc.)	██████████	██████████	██████████
	Develop program for persons with disabilities	██████████	██████████	██████████
	Develop museum goods based on museum exhibition	██████████	██████████	██████████
	Develop booklet about local history and culture by museum	██████████	██████████	██████████
Description				
Enhance role of Petra museum as core of heritage tourism in PAP and surrounding area (6 communities) as well as local community awareness toward heritage in Petra region by <ul style="list-style-type: none"> - Establish heritage GIS database of Petra region to be opened in museum (through museum website etc.) - Plan thematic route connecting museum and PAP, and develop mobile app to explore route (PAP and museum) - Produce AR/VR contents relating with museum exhibition such as 3DCG reconstruction (part of mobile app) - Introduce multi-language system in museum and PAP by using QR code etc. - Develop hands-on program in museum (night program etc.) - Develop program for persons with disabilities, such as exhibition material for touching - Develop museum goods based on museum exhibition to be sold in museum shop - Develop booklet about local history and culture by museum 				

(4) Make the Petra Archaeological Park Main Trail Sustainable:

Improving the visitor experience is critical for a World Class Destination. Four programs and events will be considered and implemented to make the main trail section from the entrance, where most Petra visitors concentrate, to Al-Khazneh, Roman Theater, and Temple District a sustainable and valuable experience for visitors via the Siq.

Table 4-37 Product Development Pilot Project

Project Name	Examine product 1: Make the Petra Archaeological Park Main Trail Sustainable			
Project Site	Petra Archaeological Park (PAP)			
Project Cost	(TBD) JOD			
Implementation Schedule	Main Activities	2022	2023	2024
	Finalize the details of products	██████████		
	Open bidding		██████	
	Product Development , promotion and sales		██████████	
	Review, evaluation and improvement of products			██████
Outline of the Project				
<p>This project will address the challenges on the main trail. The below elements will be added on the current tour by local guide and proceed the visitor survey to see the result:</p> <ul style="list-style-type: none"> - Orientation to tourists at Visitors Center - Risk on the trail (Services and harassment) - Backroad exit/entry operation with transportation - Transportation System among 6 communities and PAP - Accessible Service - Zero Plastic policy - QR Code Signage 				
				
				

(5) Develop Local Cultural Experiences (Product Design):

It is critical to develop experience programs outside of the main trail in order to increase the value of the visitor experience, improve evening and morning programs, encourage visitors to stay longer in Petra, and encourage repeat visitors to return during other seasons. Work with the six communities to consider and implement community-based tourism programs, seasonal programs, and the development of new routes in the Little Petra region.

Table 4-38 Pilot Project Product Design

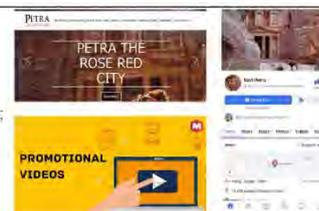
Project Name	Develop Local Cultural Experiences			
Project Site	Wadi Musa, Baidha,, Rajif, Dlagha, Taybeh and Um Sayhoun			
Project Cost	(TBD) JOD			
Implementation Schedule	Main Activities	2022	2023	2024
	Finalize the details of products	██████████		
	Open bidding		██████	
	Product Development , promotion and sales		██████████	
	Review, evaluation and improvement of products			██████
Outline of the Project				
<p>This project aims to contributing to the increase of the staying nights and expenditure in Petra region that leads to more benefit to the region by reinforcing the missing programs, such as off season (especially summer), evening or early morning and new segments such as family, high-end customers, new market (e.g. Arab countries) and customers who require special needs in a sustainable way. Also, it aims to nurture the tourism human resources who can manage the programs. We select the two types of products, one is "Make the Petra Archaeological Park Main Trail Sustainable" and "Local Cultural Experience to examine the effectiveness. Please refer to the next pages for the details of the examine products.</p>				
				

(6) Promote Newly Developed Products and Improve Digital Marketing Capability (Sales & Promotion):

Digital marketing is an important strategy in today's tourism industry. Develop the ability to sell the pilot project's products to the global market using digital marketing techniques. This will also think about the creation of promotional materials for digital marketing.

Table 4-39 Pilot Project Product Design

Project Name	Promote Newly Developed Products and Improve Digital Marketing Capability			
Project Site	N/A			
Project Cost	(TBD) JOD			
Implementation Schedule	Main Activities	2022	2023	2024
	1: Upgrade Visit Petra's website and engage in online marketing analytics			
	2: Create promotional videos and PPT materials			
	3: Enhance SNS engagement			
	4: Create a pamphlet			
	5: Organize a FAM trip			
	6: Joint promotion with JTB and LCCs			
Description				
<p>The following actions will be considered to promote newly developed products and improve digital marketing capability:</p> <ul style="list-style-type: none"> - Upgrade Visit Petra's website and APP by adding many informative features; - Create 5 to 7 short promotional videos and presentation materials for use in a variety of events and occasions. - Increase Petra's presence through SNS engagement and other online marketing analytics; - Make a pamphlet highlighting the newly developed product; - Organizing a FAM trip from major source markets (Europe, USA) as well as Japan. tour operators in Jordan can also join the FAM trip; - Collaborate with JTB and LCCs to expand the new product's market reach; and - Provide digital marketing training to PDTRA staff to improve their capabilities. 				

**(7) Provide Tourism Training Course “KANKO JUKU” (Service & Hospitality):**

This project aims to provide training opportunities for SMEs, established tourism businesses, and children who will be the next generation of tourism leaders in Petra. This will provide opportunities for children to gain work experience in the tourism industry so that they can develop a sense of affinity for the industry. For the managerial class, there should also be a TOT (Training of Trainers) framework that can provide education to employees.

Table 4-40 Pilot Project for Service & Hospitality

Project Name	Provide Tourism Training Course “KANKO JUKU”			
Project Site	6 communities			
Project Cost	(TBD) JOD			
Implementation Schedule	Main Activities	2022	2023	2024
	Create training programs based on PD pilot project			
	Procure contractor to implement the project			
	Implement the training			
	Create training materials and videos			
Description				
<p>This project will be implemented through implementation of the Product Development pilot project. Programs are customized according to the content of the Product Development pilot project.</p> <p>Acquire skill and knowledge of the tourism business by:</p> <ul style="list-style-type: none"> ➢ Understanding the fundamentals of the tourism business: <ul style="list-style-type: none"> (1) Product, (2) Marketing, (3) Promotion, (4) Price, and (5) Sales or Distribution ➢ Understanding the importance of the tourism products: (1) Story, (2) Uniqueness, and (3) Quality of the tourism products ➢ Understand the fundamental aspects to welcome tourists: (1) Safety, (2) Security, and (3) Hygiene ➢ Understand the fundamental knowledge of service quality: Refer to the next page ➢ Understanding the roles and responsibilities of tourism human resource: <ul style="list-style-type: none"> (1) Reporting, communication, consultation (2) Accurate operation, and (3) as a Sales person of the region <p>This project provides tourism training outside of Petra region, taking into account gender balance and also creates self-training videos.</p>				

Project Name	Provide Tourism Training Course "KANKO JUKU"
Project Site	6 communities
	(TBD) JOD
Description	
<p>Overall Program Image The following content is excerpted from Petra College's program</p> <p>مقدمة في السياح مقدمة في علوم الضيافة السياحة الأردنية إدارة أصول الضيافة العلاقات العامة في الضيافة إدارة الجودة الشاملة في صناعة الفنادق إدارة الموارد البشرية في الضيافة إدارة الأزمات في السياحة والضيافة فن الضيافة والابتكيت مهارات الاتصال السياحي وفن الابتكيت إدارة الجودة أخلاقيات السياحة العالمية</p>	<p>Service Quality Program Image Understanding fundamental knowledge of service quality</p> <p>Definition of service Customer four expectations Service Quality Three assets to produce the services Feature of Service Quality Six Elements of Service Quality Service quality check list Service quality training Service quality management etc.</p>  

Pilot projects will be implemented and monitored in the second phase, based on the above plan, and measures to improve the tourism master plan and strategic plan will be studied.

4-8 Future Considerations for Master Plan Compilation

The following points should be kept in mind when finalizing the master plan during the second phase.

- Visualize each strategic plan in relation to the time axis and target areas (long, medium, short/seasonal, and end-of-day).
- Establishment of a rational and organic collaboration system with Jordan's tourism stakeholders from industry, government, and academia.
- Propose and develop action plans to promote long-term success in the implementation of each strategic plan.
- Data sources for visualizing KPIs and connecting them to each strategic plan are identified.
- Create a detailed implementation plan and budget for the pilot project, as well as a structure for implementation.
- Examine the content of the fundamental policies that are important for each value chain.
- Gather and continue to organize information on PDTRA, other donors, and other ministries' projects.
- Propose and develop action plans to increase women's participation in the Petra Region's strategic plans.
- Addressing the Middle East region's growing tourism sector labor shortage (the rise of KSA).

Chapter 5 : Technical Support Activities through Meetings, Seminars, and Trainings

5-1 Summary

The first Joint Coordination Committee meetings were scheduled for June and September 2021, May and September 2022, and the first seminar was scheduled for September 2021 to discuss the work's progress and with the C/P. However, due to the COVID Disaster, the voluntary restraint of holding face-to-face meetings and the survey did not go as planned, resulting in the events taking place as outlined below. The opportunity to participate in the four seminars and forums provided an excellent opportunity to share the project's efforts and findings with stakeholders and residents in Jordan and Petra.

Table 5-1 Summary of technical support activities through Meeting and Seminars

Time	Seminars and Conferences Participated
September 29,2021	6th ISFF2021 – INWRDAM @Wadi Musa
	Explanation of this project was given at an international seminar on flash floods.
2021	1st Joint Coordinating Committee (1st JCC) Meeting @ Amman
	A joint PDTRA and expert briefing on the project workplan, outline, and expert baseline survey results was held, with JCC members providing very useful input.
January 19,2021	1st Petra Tourism Community Dialogue @ Taybeh
	A joint PDTRA and expert briefing on the project workplan, outline, and expert baseline survey results was held, and tourism stakeholders and JCC members, including those from the Petra region and Jordan, provided very useful input.
September 11,2021	2nd Joint Coordinating Committee (1st JCC) @ Fairmont Hotel, Amman
	The first draft of the Master Plan (vision, guiding principles, KPIs, strategic programs, and activity plan) was explained to JCC members by PDTRA and experts, and the JCC members provided very useful feedback

5-2 6th ISFF2021 – INWRDAM

Date and Time : September 29 and 30, 2021
 Location : Petra Guesthouse (Wadi Musa)

An international seminar on flash floods was held in Wadi Musa.

Deputy Director Ms. Saito delivered a presentation on behalf of the group, introducing the M/P project and supplementing it with explanations about tourism crisis management. The following day, the JICA team took part in an inspection tour of the Petra Ruins Park, which focused on flash floods.

5-3 About the Joint Coordinating Committee (“JCC”)

5-3-1 About the 1st JCC

The JCC agreed on the framework of this project at the first JCC meeting, with the agreement that the JCC's permanent members and observers would become participating members of the JCC. Furthermore, the results of the baseline survey were shared with the Jordanian side, and the experts discussed the Petra region's challenges and opportunities for the future development of a master plan for tourism development in Petra.

Participants : 29 in total (53 invited, including PDTRA and JICA)

What was done : Explanation of the project outline

Results of the baseline survey were presented by each expert based on the presentation materials

Petra Tourism Development Master Plan Project

<Contents>

Date : November 18, 2021 (09:00-11:30)
 Location : Geneva Hotel (in Amman)
 Chair/Facilitator : Chief Commissioner Dr. Suleiman, PDTRA
 Participating members : 32 (Jordanian side: 29 / Japanese side: 14)
 Permanent members : 11 organizations + 1 individual

Table 5-2 Members of 1st JCC

No.	Members of 1 st JCC
1.	Ministry of Tourism and Antiquity (MoTA)
2.	Department of Antiquity (DoA)
3.	Jordan Tourism Board (JTB)
4.	Jordan Inbound Tour Operator Association (JITOA)
5.	Petra National Trust (PNT)
6.	United Nations Educational science and Cultural Organization (UNESCO)
7.	World Bank (WB) : Apologies
8.	European Bank of Reconstruction and Development (EBRD)
9.	Jordan Hotel Association (JHR)
10.	Mr. Eid Nawafleh (Private Sector Representative) : Apologies
11.	Petra Development & Tourism Regional Authority (PDTRA)
12.	Japan International Cooperation Agency (JICA)

Table 5-3 shows the JCC members' comments on the items to keep in mind when preparing M/Ps.

Table 5-3 Key Comments from JCC Members

1) The importance of taking into account the expectations of the local community when developing the master plan was emphasized;
2) The informal business inside PAP has to be managed through the practical communication with 6 communities;
3) The shortage of overall hotel rooms in the region may be the key factor to increase the length of stay;
4) The crisis inside the PAP is not only the natural disasters but the daily troubles caused by the informal business and attitudes by certain local people with tourists
5) The need to change the mindset of local people that employment in the tourism sector has a low status in society.
6) The establishment of DMO in Petra may be considered under the Public Private Partnership;
7) The importance of open communication among the stakeholders;
8) The importance of continuity and cooperativeness of projects and avoiding duplication of projects done by different donors;
9) The effectiveness of International Sustainable Tourism Framework such as INSTO and GSTC, especially for realizing “sustainable tourism”;
10) The importance of including the essence of 'accessible tourism' in the Petra region, such as improving facilities and sites, and communicating with travelers before and during their trip
11) The importance of the relationship between education and tourism, especially organizing of school field trips and outings to raise awareness about the importance of the tourism sector and the expansion of domestic tourism;

12) The importance of promoting and developing tourism for the off-peak season, for example through MICE business;
13) The importance of leveraging Petra's intangible heritage with story;
14) The benefits of PETRA tourism are spread to all 6 communities, with income and share disparities depending on the level of cooperation;
15) The stability of the Petra region through the creation of indirect tourism employment and the flow of people;
16) The importance of protecting the Petra archaeological site, listed as a UNESCO World Heritage site;
17) The Promotion of the Petra Museum as the core center for tourism in Petra;
18) Diversifying tourists' sightseeing routes so as to avoid congestion in the Siq as well as encouraging people to visit the sites outside PAP;
19) The importance of trying not to eliminate the problems in the region by force, but by holding continuous discussions and providing alternative solutions before making final decisions;
20) The Sustainability has to be prioritized, especially regarding child education and labor, animal welfare and climate change
21) The current status of visitors, among which 70% are over aged and 80% book their trip to Petra through travel agents and land operators, and
22) The need of carefully designing a framework for offering local guides in Petra specialized in certain areas of interests while respecting the existing guide-licensing system;
23) Developments of new facilities in the buffer zone (such as in Little Petra to expand tourism in Petra) must be done with care of the surrounding environment.

5-3-2 Regarding the 2nd JCC

At the 2nd JCC meeting, the JCC permanent members and observers agreed on the first draft of the Master Plan for Tourism Development in Petra, as well as the content of the pilot project and the region in which it will be held. The inputs from the participating members obtained at the 2nd JCC will be reflected in the draft master plan.

Participants : 32 Total participants (9 JCC members and 2 observers, PDTRA 12 pax and JICA)

Implementation : Explanation of the Master Plan for Tourism Development in Petra (first draft)

Explanation of the pilot project and the host region

<Contents>

Date and Time :	September 11, 2022 (10:00-14:00)
Location :	Fairmont Hotel Amman (in Amman)
Chair/Facilitator :	PDTRA Chief Commissioner Dr. Suleiman
Participating members :	32 (JCC member: 9 / Observer: 2, PDTRA: 12, JICA 9)
Contents:	Presentation of 1 st phase of the M/P (including the pilot project)
Appendix:	Based on the first draft of the Petra Tourism Plan (ANNEX C).

Table 5-4 Members of the 2nd JCC Member

No.	Members of 2 nd JCC
1.	Ministry of Tourism and Antiquity (MoTA)
2.	Department of Antiquity (DoA)
3.	Jordan Tourism Board (JTB)
4.	Jordan Inbound Tour Operator Association (JITOA)
5.	Petra National Trust (PNT)
6.	United Nations Educational Science and Cultural Organization (UNESCO)

Petra Tourism Development Master Plan Project

7.	World Bank (WB) :Apologies
8.	European Bank of Reconstruction and Development (EBRD)
9.	Jordan Hotel Association (JHA)
10.	Mr. Eid Nawafleh (Representative from Private sector in Petra) :Apologies
11.	Petra Development & Tourism Regional Authority (PDTRA)
12.	Japan International Cooperation Agency (JICA)
No.	Observer Member
1.	Embassy of Japan
2.	European Investment Bank (EIB)

Table 5-5 Comments from JCC Member

Key Comments from JCC Members	
1.	Regarding the Master Plan Structure:
1)	It would be necessary to prepare other donors' exercise mapping in order to identify what is missing and avoid redundancy of support projects;
2)	All of the strategic programs and projects are very clear, and the structure is well designed; however, it appears to be a bit broad, and some detail actions are required;
3)	The role of PDTRA and JICA in terms of covering project budgets or costs must be clearly defined in order to avoid some projects remaining unimplemented;
4)	The master plan should also consider concepts and details related to sustainability and heritage conservation;
5)	The master plan should highlight Petra's uniqueness in comparison to other local and international competing destinations;
2.	Regarding the five strategic programs of the master plan:
1)	The EBRD is willing to provide ongoing assistance to PDTRA in all relevant sectors, particularly in the infrastructure;
2)	JTB has been assisting PDTRA in increasing the number of nights stay in Petra by providing an incentive to operators who sell more than two nights;
3)	We need to prepare a feasibility study in order to attract investors to support some of Petra's ongoing projects, such as the heritage village project;
4)	Despite the fact that Petra has an iconic heritage site, there must be a diversification of tourism products developed through this master plan in order for tourists to stay longer in Petra;
5)	Petra's branding should be consistent with JTB's national campaign, " <i>the Kingdom of Time</i> ";
6)	As part of this master plan, we must consider developing MICE facilities in Petra that can accommodate 2,000 people at once;
7)	The master plan should take into account providing operational and soft skill training to Petra's hotels, restaurants, and tour guides;
8)	To reduce imported souvenirs from other countries, this master plan must support and encourage Petra's local handicrafts producers;
9)	Each project in this master plan must pay special attention to sustainability and climate impact analysis;
10)	UNESCO is willing to support this master plan project;
11)	A discussion should be held between USAID and JICA teams in order to collaborate on the USAID-supported project of visitor transportation from the back gate to the visitor center.

Petra Tourism Development Master Plan Project

5-4 Petra Tourism Community Dialogue (Community Dialogue)

The contents agreed and confirmed at the first JCC held in November were shared and discussed with stakeholders in the Petra region through the Petra Tourism Community Dialogue (hereinafter referred to as Dialogue) which later reflected in the M/P formulation process.

<Contents>

- 1) Date and Time : January 19,2022 (09:00 – 13:00)
 - 2) Location : Hayat Zaman Hotel @ Taybeh (15 minutes drive from Wadi Musa city)
 - 3) Participants : Total 29 people (53 invited: including PDTRA and JICA)
- *Due to heavy snow, the participants need to cancel their trip, especially from Amman.

Table 5-6 Participants List of Petra Community Dialogue

From Amman	
	Department of Antiquities (DOA)
	Jordan Inbound Tour Operation Association (JITOA)
	Jordan Society of Tourism & Travel Agents (JSTA)
	Petra National Trust (PNT)
	Department of Statistics
	European Investment Bank (EIB)
	European Bank of Reconstruction and Development (EBRD)
From Petra	
	Petra Marriott Hotel
	Why Jordan
	Nabatean Capital
	Hotel association
	Tour guides
	Horse association
	Petra Pottery Association

- 4) Action items : Explanation of project outline;

Presentation of the survey results from each expert based on the presentation materials

The framework was established to invite not only representatives of the local community but also stakeholders involved in Petra tourism to participate under the name "Petra Tourism Community Dialogue" with the intention of forming a discussion platform to collectively bring together stakeholders involved in Petra tourism. Participants from the Petra region, excluding business operators, were limited to the Taybeh Pottery Cooperatives, limiting our ability to gather in-depth discussion materials to understand the characteristics of each region.

Regarding the comments made by participants, given that this was the first meeting, the PDTRA's intentions were based in part on which community-based organizations were invited to participate, and the fact that the participation of the six communities was mandatory and that the request could not be made to the point where their participation was assured is something to keep in mind and address in future tourism master plan formulations. In terms of remarks, both presenters and participants tended to avoid making outstanding statements.

Table 5-7 Summary of statements made by experts/participants at Dialogue

Destination Management, Crisis Management, R&D: Presentation by Mr. Ohara
<ul style="list-style-type: none"> • What is the definition of sustainable tourism that Petra aspires to? • Methods for avoiding congestion / How to strike a balance between inside and outside the park? • Methods for increasing revenue are being considered (increase in the number of nights, development of high-end facilities such as AIUla, etc.) • Identification of key markets and examination of the rationale for their selection. • The significance of the "Made in Petra" brand (increase in local procurement rate, formation of local identity and value) • How are the people of the six communities to be included? (Inclusion and Regulation) • The requirement to implement measures that are appropriate for Petra's six communities (tourism, agriculture). • Create an inclusive environment in the six communities (including Informal Business) • "Water resources" is especially important as a measure of Petra's carrying capacity. • The significance of a viewpoint in which public services are equally accessible to both visitors and residents. • In the Nabatean era, flood control measures were combined with improvements such as terraced fields and return tunnels. • The need for scientific and technical verification of traditional flood control facilities' operation during the Nabatean period
Tourism Business related: Presentation by Mr. Tanimura/ questions and suggestions from participating members
<p>Request</p> <p>Expand tourism business-related clientele, such as MICE and conventions</p> <ul style="list-style-type: none"> • Inclusion of local communities, women, and people with disabilities is encouraged. • Provide hospitality training to the local communities. • Cultural tourism should be the main focus. • Promote adventure tourism (AT) such as hiking and trekking. • AT Targets (relatively small markets) are limited to the youth segment. • Develop high value-added tours centered on culture and nature, taking advantage of regional attractions and assets • Development of destination-related products and a desire to discover new attractions Challenge • Difficulty in recruiting workers due to a decline in local people's confidence in the tourism industry. • Language skills enhancement, including foreign languages • SME skill development in the use of digital marketing tools • Create media-friendly photographs and videos. • A centralized approach to multiple markets or a unified approach to a single market? • Organize the roles of JTB (promotion/marketing) and PDTRA (product/operations/services).

5-5 Invitation to Japan and Training

The proposed sites to visit are those in which sustainable tourism management is promoted through collaboration between the public and private sectors (including local residents), which is useful in the formulation and implementation of the Petra Tourism Plan, those in which local residents are practically involved in tourism, and those in which networking with tourism and travel industry organizations, etc., which may be effective as partners in promoting tourism, is taking place. The proposal also includes networking with tourism and travel industry associations, which could be useful partners in promoting future tourism cooperation in Petra Jordan. We have confirmed 1 invitation program and 2 training programs in Japan (Three visits to Japan) with PDTRA.

(1) Invitation

Schedule : Departing Jordan on Thursday, March 9, 2023, Returning to Jordan Monday, March 20, 2023

Itinerary : Tokyo

Candidates : Chief Commissioner Dr. Suleiman, PAP Commissioner, Dr. Bilal, the Member of Parliament (MP) for Wadi Musa District, the Minister of Tourism of Jordan (H.E. Nayef Al-Fayez).

Others : The measures against corona infection (border controls, vaccine certificates, etc.) were explained and agreed upon. The draft itinerary was presented to PDTRA by expert as per ANNEX E and it was confirmed that there are no particular points to be noted at this time. Arrangements will be made based on confirmation with JICA headquarters.

(2) Training

The current JICA acceptance conditions were explained and agreed upon. Dates would be the fall of 2023 and spring of 2024, respectively, and topics are still to be determined.

Chapter 6 : Notes, Implementation, and Challenges of Business Operation

6-1 Addressing Issues Raised in the RFP

6-1-1 Support for Capacity Building and Sustainability

PDTRA and tourism stakeholders in Petra learn practical knowledge and methods of information collection, analysis, and data management for tourism development through the formation of working groups and project activities, as well as professional knowledge and skills for tourism development with consideration for the conservation and protection of tourism destination management in general and cultural heritage in particular, in order to improve their effective capacity. The work is promoted with the goal of increasing staff capacity to play an effective role in the ongoing development of tourism in Petra and Jordan. However, the motivation and workload of each person and department differ, and experts must encourage managers and executives to recognize the importance of providing adequate training opportunities within PDTRA and the private sector.

The strategic program and pilot projects for the 2nd JCC have been developed in constant collaboration with Jordanian working group members in terms of content, schedule, host region, and so on, and momentum is building to foster Jordanian initiative.

From March to July 2022, a visitor survey was conducted to collect data to determine the extent to which the project benefited local residents. The 2nd JCC and 2nd Petra Tourism Community Dialogue are scheduled after confirmation with PDTRA.

Although PDTRA conducted a community survey of six communities in May-June 2021, the baseline results had not been submitted or shared with the expert team as of August 2022. Dr. Bilal, the PAP Commissioner, has been contacted about the request. As soon as the results of the community survey are received, the JICA team will update the baseline survey while making changes to the strategic program's vision, guiding principles, and key objectives.

We will continue to track data on women's participation in the tourism industry. Women work in front desk,

Petra Tourism Development Master Plan Project

security, and room cleaning in hotels. Women's participation in the sale of local crafts and products, home visits, and home cooking experiences were also notable. In addition, girls would occasionally perform public dances. On the other hand, we have not seen any women working in the restaurant industry, including in Amman, but there are numerous cases of Bedouin women serving tea in the archaeological park, and it is important to consider measures to encourage participation based on the type of business and tribe.

6-1-2 Contribution to Heritage Conservation and Preservation

PDTRA is collaborating with UNESCO to develop an M/P that prioritizes site preservation over all else, while staying up to date on ICOMOS recommendations and other information. PDTRA believes that when the back gate, which will be operational in the future, is opened to tourists, the burden on Sikhs will be reduced, and will carefully formulate the M/P while confirming the capacity of the Petra site through UNESCO.

The preservation and protection of the Petra region's cultural and other heritage, including local resources such as nature and culture, as well as tangible and intangible heritage, has not yet been developed as a tourism product but has the potential to create latent demand. Musical performances such as Rababa are used in some tourist facilities and at PETRA By NIGHT events, but no efforts are made to preserve intangible cultural heritage. Furthermore, it is necessary to develop tourism programs that are linked to the stories of wild animals, plants, and astronomy, as well as to appropriately promote sustainable tourism in the future through pilot programs and other measures.

6-1-3 Close Collaboration among WGs to Realize Each Output

During the first period, the WGs collaborated closely, but there was insufficient cooperation and understanding among the WG members. The five value chains will be redefined during the second period. We would like to deepen our understanding and practice of how each pilot project will proceed in conjunction with the others after identifying how the value phases are interconnected.

6-1-4 Cooperation with Petra Museum

Mr. Oyama has been assigned to the Petra Museum (opened in April 2019), which was built with grant assistance in the Petra region.

Based on information from the Petra Museum, Mr. Tanimura and Mr. Oyama are collaborating and discussing tourism product development with stakeholders. They believe that there is a high potential demand for the development of SIT (Special Interest Tours) with themes such as hydrology, flora and fauna, history, trade, and intangible cultural heritage such as performances and dances. The two experts are collaborating to discuss this issue with relevant parties. Experts would like to collaborate with the CRM Department of the Petra Archeological Park in developing new trails.

In terms of community engagement, the museum staff organized and managed a hands-on program to promote understanding of the SDGs on World Museum Day, inviting elementary school students from the Petra area to participate. The hands-on program was planned and managed collaboratively by the museum staff. Furthermore, the teachers instructed the children to sort and dispose of the paper cartons of juice, etc. distributed at the event, allowing the children to become acquainted with the global standard of environmental consciousness. Since June, the Petra Museum has been open until 10:00 p.m., and it has been designated as a core facility for nighttime activities in Petra.

6-1-5 Promotion of projects through public-private collaboration

To make the master plan effective, it is necessary to promote tourism development under the leadership of PDTRA that will benefit local residents by making sustainable use of cultural resources such as culture, traditions, and lifestyles passed down in the region. Local residents, other relevant ministries and agencies, and private tourism-related businesses must collaborate and participate. On this point, the expert team has prioritized its efforts. It was critical at the start of the survey to have opportunities for direct dialogue with the local community. After several visits and gaining an understanding of the PDTRA, we were able to begin a

Petra Tourism Development Master Plan Project

dialogue with representatives from six communities on regional issues in March 2022. We learned from the interviews that each community is highly motivated, but we also believe it is critical to consider the region's strategic positioning.

One example is the Wadi Musa area, which is the gateway to Petra tourism and is crowded with tourists, and the Um Sayhoun area, which is linked to the archaeological park's back gate and benefits economically from employment. The "tourism development communities," such as the Baidha area, where public transportation services for tourists are provided with the development of Little Petra and Heritage Village, and the Taybeh area, where resorts such as Hayat Zaman are located, are located far from tourism centers, making transportation difficult for both tourists and residents. As a "rural tourism community" with a traditional culture, such as the Rajif and Dlagha region, it is necessary to consider the economic and employment effects of tourism program management, production and sales of tourism products, provision of services to support tourism, and contribution through employment.

6-1-6 Ensure Project Flexibility

Initially, we discussed establishing four to five projects, but after discussions with WG members, we have agreed to promote seven projects for the time being. On the other hand, because there is a temperature difference in the willingness and workload of the street Jordanian officials, we would like to collaborate to develop a work plan to be ready when the second phase begins, so that a work plan that can be implemented can be developed.

6-1-7 Tourism Recovery from COVID-19

While masks are still worn in hotels and restaurants throughout Jordan, tourists are not required to wear them. On the other hand, environmental countermeasures must be considered, such as reduced flights due to reduced tourism demand caused by the COVID-19 and a shortage of human resources due to increased demand for tourism personnel outside of Jordan caused by tourism promotion in Saudi Arabia. Specifically, creating an environment in which women, youth, and seniors can work in tourism with peace of mind must be addressed as soon as possible, beginning with building momentum.

In addition, it is expected to be difficult for travel agencies and overseas tour operators to conduct familiarization trips and inspection tours, which are important opportunities to learn about tourist destinations, due to reduced flights and infection control measures caused by the coronary disaster. As a countermeasure, consider developing sales promotion materials for use in online tours, such as high-quality images and 360-degree cameras, while keeping an eye on the movements of other destinations.

6-1-8 Effective Use of Local Resources

We are effectively collaborating with local resources (consultants, NGOs, universities, and so on) to understand detailed local conditions related to tourism development and to build effective collaborative relationships with relevant Jordanian organizations. We are pursuing activities in accordance with our policy to promote initiatives in collaboration with excellent human resources from Petra College, Amon College, Petra National Trust, Petra handicrafts and pottery cooperatives, guide associations, and other organizations.

6-1-9 Project Start Date and Duration

The May trip was canceled at the start of the project period due to Delta strain and other factors. In another case, the group was quarantined for two weeks after returning from a trip to Japan. The quarantine period following the trip could last up to two weeks, forcing the team to work remotely and coordinate personnel within the group. The work began in the first phase of the project and is expected to be completed within the first period, with the exception of some additional travel.

6-1-10 Cooperation and Segregation with Other Donors

Various donor agencies are implementing or considering tourism-related cooperation in the Petra region, and
Petra Tourism Development Master Plan Project

they are collaborating closely on M/P formulation with UNESCO and USAID. Although there are no active tourism projects in the COVID-19 Disaster, it is possible that Switzerland, Canada, UNDP, and European donors will step up their efforts in the future. We believe that we should consider a system for gathering information by extending our stay in Amman as needed. In this regard, the 2nd JCC was very significant in that it was able to share the common understanding that this M/P formulation is an open platform for all parties involved in Petra tourism, including donors.

6-2 Challenges and Lessons

6-2-1 Regarding Communication

(1) Communication with Local Communities

Although this project has established a communication system based on English, an in-depth dialogue with the local community and residents will be critical in promoting the project. Furthermore, it is critical to communicate not only with English speakers but also with local residents who only speak Arabic in order to create programs that benefit and promote the local community. In the second phase, we'd like to think about hiring locals who speak Arabic and English.

(2) Communication with C/P and WG Leaders

To ensure the smooth promotion of the pilot project in the second phase, we would like to propose that regular meeting settings, including remote dialogues, be developed by experts who will promote the project in each value chain and collaborate with C/P and WG members.

Chapter 7 : Schedule for Future Project Implementation

The schedule for the second phase was shared with PDTRA and JCC members as follows:

2 nd Phase Work Plan Submission	October 2022
Pilot project implementation plan design begins	Mid-October 2022
2 nd Seminar (Kick-off for Pilot)	February 2023 Around 50 people
Pilot project contracts begin	January 2023
Pilot project implementation and verification begins	April 2023 will start
Held the 3 rd seminar	May 2024, aiming around 80 participants
Preparation for Master Plan (2nd edition)	June 2024
Submission of Master Plan (2nd edition)	September 2024
Held 3 rd JCC	May 2024
Preparation of final version of Master Plan	October 2024
Held 4 th JCC	October 2024
Held the 4 th Seminar	October 2024, aiming at 200 participants
Submission of Final Master Plan	January 2025

Overall schedule for the 2nd Phase of the Project

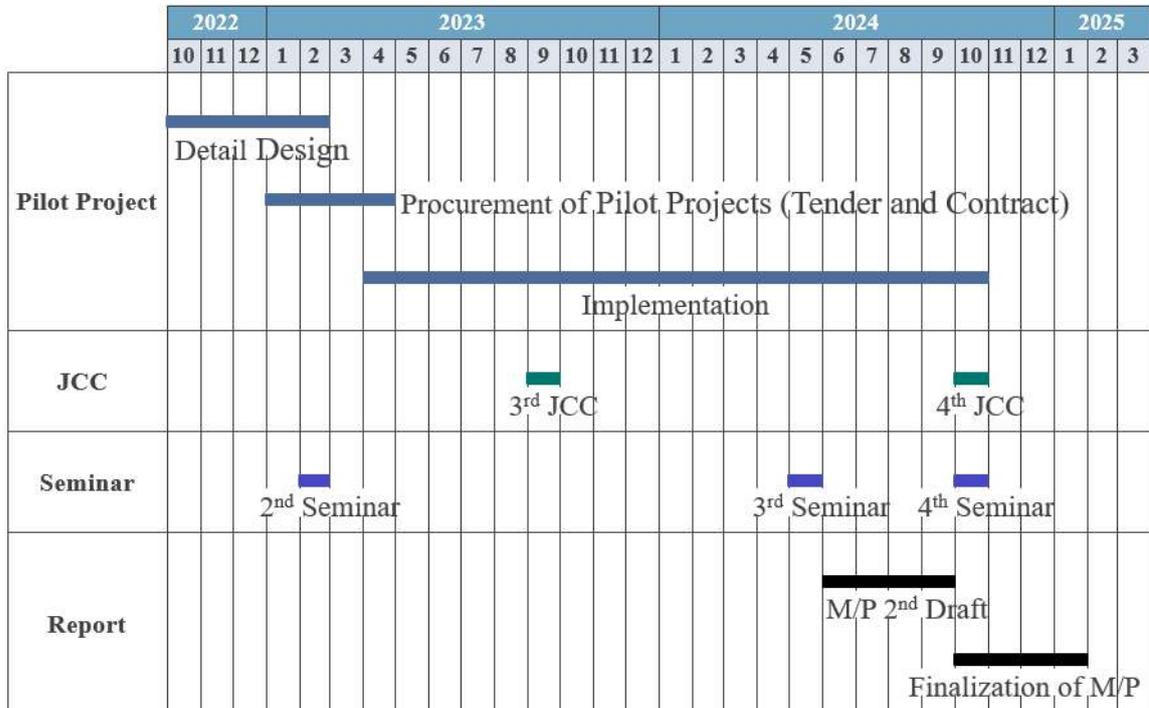


Figure 7-1 Work Plan

ANNEX

ANNEX A: Business flowchart

1. Business flowchart
2. Task-oriented calendar
3. Survey equipment results (including delivery list)

ANNEX B: Field Survey Minutes

1. First field survey (conducted May-June 2021)
2. Second field survey (conducted September-October 2021)
3. Third field survey (conducted November-December 2021)
4. Fourth field survey (to be conducted in January 2022)
5. Fifth field survey (to be conducted in March 2022)
6. Sixth field survey (to be conducted in May 2022)
7. Seventh field survey (conducted June-July 2022)
8. Eighth field survey (conducted in September 2022)
9. First Joint Coordination Committee Minutes (November 2021)
10. Second Joint Coordination Committee Minutes (September 2022)

ANNEX C: Petra Tourism Master Plan (Analysis and Action section)

ANNEX D: Visitor Survey

1. Questionnaires in English and Arabic
2. Final Report

ANNEX E: Itinerary for Invitation Trip to Japan